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PhD THESIS

**THE IMPACT OF ORGANIZATIONAL CULTURE ON ADMINISTRATIVE
EFFICIENCY: THEORETICAL AND APPLIED FOUNDATIONS OF PUBLIC
SECTOR RESEARCH**

28 Public management and administration

281 Public management and administration

Applying for the Doctor of Philosophy degree

The PhD Thesis contains the results of own research. The use of ideas, results and texts of other authors are linked to the corresponding source

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SUMMARY

Karim Kamiran Kamal. The Impact of Organizational Culture on Administrative Efficiency: Theoretical and Applied Foundations of Public Sector Research. – *Qualifying scientific work as a manuscript.*

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Abstract content. The study of organizational culture and its impact on organizational performance is a well-established area of research. However, there remains a significant gap in understanding this relationship within the public sector, particularly in regions characterized by unique socio-political contexts, such as Iraqi Kurdistan. As Iraqi Kurdistan continues to navigate challenges related to governance, public administration, and socio-economic development, the public sector plays a crucial role in ensuring stability and growth. Therefore, understanding how organizational culture influences the performance of public institutions in this region is both timely and vital.

Organizational culture encompasses the values, beliefs, and behaviors that shape how work is conducted within an organization. In the public sector, these cultural elements are especially critical, as they can influence everything from decision-making processes to employee motivation and public service delivery. Given the complexity of the public sector in Iraqi Kurdistan, which is influenced by both local traditions and broader political dynamics, examining the interplay between culture and performance is essential for improving organizational effectiveness.

This research is particularly relevant because it addresses several key issues. Firstly, it fills a gap in the literature by providing empirical insights into a region that has been largely underrepresented in organizational studies. Secondly, the study focuses on the public sector, an area where the alignment between organizational culture and performance can have significant implications for governance, public trust, and service quality. Finally, the findings of this research have the potential to inform policymakers and

public administrators in Iraqi Kurdistan, offering strategies to cultivate a positive organizational culture that enhances performance outcomes.

As Iraqi Kurdistan continues to develop its public institutions, this study offers a critical examination of the factors that can drive or hinder organizational success. The relevance of this research lies in its potential to contribute to both academic knowledge and practical applications, providing a framework for understanding and improving organizational performance in a context that is both challenging and evolving. By focusing on the public sector, this study underscores the importance of organizational culture as a lever for enhancing efficiency, accountability, and service delivery in a region where these outcomes are of paramount importance.

The object of research is the public sector organizations.

The research subject is the influence of organizational culture on the performance of public sector organizations.

Research methods. The methodological foundation of this dissertation is built upon a combination of analytical approaches, general scientific methods, and specialized research techniques, all aligned with the study's objectives and research questions. The research employs a classification-analytical approach and grouping to categorize various aspects of organizational culture and its impact on performance. Models and methods for evaluating organizational performance within the public sector are developed and applied.

The study also incorporates the method of expert evaluations and a comprehensive approach to determine key indicators that influence the effectiveness of organizational culture. This is supported by the theory of management decision-making, simulation experiment techniques, and methods of mathematical statistics. Additionally, multi-criteria assessment methods are used to evaluate organizational performance, particularly in contexts characterized by ambiguity and uncertainty, reflecting the complexities of the public sector in Iraqi Kurdistan.

Empirical findings of the dissertation are derived from the application of statistical methods, forecasting techniques, and correlation-regression analysis. These are complemented by the use of specialized data processing software packages, which

enhance the accuracy and reliability of the results. This methodological approach ensures a rigorous analysis of the interplay between organizational culture and performance, providing valuable insights for both academic research and practical application in the public sector.

The study aims is to analyze and evaluate the impact of organizational culture on the performance of public sector organizations, and to identify key cultural factors that contribute to enhancing organizational effectiveness within this specific context.

The tasks of the dissertation research are as follows:

- to identify the dominant organizational cultures within public sector organizations;
- to examine the impact of these organizational cultures on organizational performance;
- to analyze the relationship between different leadership styles and the prevailing organizational culture;
- to investigate employee attitudes towards existing organizational culture and its influence on their performance;
- to assess the effectiveness of the current organizational culture using the Organizational Culture Assessment Instrument;
- to propose recommendations for enhancing organizational culture to improve performance in the public sector.

The scientific novelty of the obtained results:

- this dissertation provides a pioneering analysis of the impact of organizational culture on the performance of public sector organizations in the unique socio-political context of Iraqi Kurdistan. By focusing on a region that has been underrepresented in organizational studies, the research fills a significant gap in the existing literature.
- the study introduces a novel conceptual framework that adapts and extends the Organizational Culture Assessment Instrument (OCAI) to the specific conditions of Iraqi Kurdistan. This adaptation takes into account the distinct cultural, political, and

organizational dynamics of the region, allowing for a more accurate and relevant assessment of organizational culture.

- the research identifies and classifies predominant cultural types within the public sector organizations, offering a detailed understanding of how these cultural dimensions influence organizational performance. This classification provides new insights into the cultural factors that drive or hinder organizational effectiveness in a post-conflict society.

- through empirical analysis, the study uncovers significant disparities between the current and preferred states of organizational culture as perceived by employees in the public sector. This finding highlights the potential areas for cultural transformation and provides actionable recommendations for aligning organizational culture with desired performance outcomes.

- the dissertation contributes to the broader field of organizational studies by exploring the intersection of cultural identity, governance, and public sector performance in a developing and politically complex region. It demonstrates how cultural preservation and adaptation can coexist within the framework of modern public administration.

- by integrating qualitative and quantitative research methods, including interviews and surveys, the study offers a comprehensive evaluation of leadership styles, employee attitudes, and management practices within the public sector. This mixed-methods approach enhances the robustness of the findings and provides a deeper understanding of the cultural dynamics at play.

- the findings of this research have practical implications for policymakers and public sector leaders in Iraqi Kurdistan. The study offers strategic recommendations for fostering a more supportive and effective organizational culture, which can ultimately improve governance, service delivery, and overall public sector performance in the region.

The first chapter delves into the theoretical foundations of organizational culture, reviewing key models and frameworks that have been developed and applied in various contexts. The chapter explores the historical development of organizational culture studies and examines different theoretical perspectives, including those of Hofstede, Schein,

Cameron and Quinn, among others. It also discusses the role of organizational culture in enhancing or hindering performance, particularly within the public sector. Special attention is given to the specific cultural dynamics of the Iraqi Kurdistan Region, identifying gaps in the literature that this study seeks to address. The chapter concludes with a synthesis of the literature, providing a foundation for the research methodology and analysis.

The second chapter presents the research methodology, focusing on the adaptation of the Organizational Culture Assessment Instrument (OCAI) to the context of Iraqi Kurdistan. The chapter details the research design, data collection strategies, and data analysis techniques used to evaluate organizational culture and its impact on performance. It discusses the challenges and limitations encountered during the research process, including the adaptation of the OCAI model to the unique socio-political environment of the Kurdistan Regional Government (KRG). The chapter also addresses ethical considerations and provides a rationale for the chosen methodological approach, ensuring that the research is both rigorous and contextually relevant.

The third chapter is dedicated to the analysis of primary data collected through surveys and interviews with employees and leaders from various public sector organizations in Iraqi Kurdistan. This chapter compares the current and preferred organizational cultures, leadership styles, and employee attitudes. It provides a detailed examination of key aspects such as dominant organizational characteristics, management practices, organizational glue, strategic emphases, and success criteria. The findings reveal significant gaps between the existing organizational culture and the preferred cultural state desired by employees, offering insights into areas where cultural transformation is needed. The chapter also tests the study's hypotheses, providing empirical evidence to support or refute them.

The fourth chapter integrates the findings from the literature review and primary research to offer a comprehensive analysis of the effectiveness of organizational culture in the public sector of Iraqi Kurdistan. This chapter compares the organizational cultures of public sector organizations in Iraqi Kurdistan and Ukraine using Hofstede's cultural

dimensions framework. It explores how cultural differences impact organizational structures, leadership styles, communication patterns, and employee behavior in both regions. The chapter also discusses the implications of these findings for public sector performance, providing strategic recommendations for enhancing organizational effectiveness through cultural adaptation and transformation.

The fifth chapter summarizes the key findings of the research and discusses their implications for leadership and policy within the public sector of Iraqi Kurdistan. It emphasizes the importance of aligning organizational culture with performance objectives to improve public sector efficiency. The chapter also highlights the contributions of the study to the existing body of knowledge on organizational culture and offers recommendations for future research. Suggestions for practical interventions aimed at fostering a more supportive and effective organizational culture in the public sector are provided, along with proposals for further exploration of cultural dynamics in different regional and organizational contexts.

The practical significance of the obtained results in this dissertation lies in their potential application to enhance organizational performance in the public sector of Iraqi Kurdistan. The findings provide valuable insights for organizational leaders and policymakers, offering a deeper understanding of how organizational culture impacts performance. The research identifies specific cultural dimensions that are critical for improving efficiency, employee satisfaction, and overall organizational effectiveness. These insights can guide the development of strategies tailored to the unique cultural context of the region, leading to more effective management practices and better alignment between organizational goals and employee values. By implementing the recommendations derived from this study, public sector organizations in Iraqi Kurdistan can foster a more positive organizational culture that supports sustainable growth and enhances service delivery. The study's outcomes also contribute to the broader field of organizational studies by offering empirical evidence from a relatively under-researched region, thereby enriching the global understanding of the relationship between culture and performance in the public sector.

Key words: organizational culture, organizational performance, public sector, Iraqi Kurdistan Region, leadership styles, management of employees, competing values framework, clan culture, adhocracy culture, market culture, hierarchy culture, organizational culture assessment instrument, cross-sectional survey, public service organizations, Kurdistan regional government.

LIST OF PUBLICATIONS OF THE APPLICANT BY PHD THESIS TOPIC

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1. Zubczyk O. A., **Kamiran K. K.** (2019). Theoretical and methodological foundations of the study of the influence of organizational culture on administrative efficiency (the example of Ukraine and Iraqi Kurdistan). Bulletin of Taras Shevchenko Kyiv National University. Public administration, (12), 13-25. <https://doi.org/10.17721/2616-9193.2019/12-2/8>

2. Zubczyk O.A. Grebonozhko E.P., **Kamiran K.K.**, Yesennikov K.V. (2023). Analytical possibilities of the concept of «competitiveness» in the study of the efficiency of public administration. Bulletin of Taras Shevchenko Kyiv National University. State administration series, 2, 49-56 <https://gov.bulletin.knu.ua/article/view/1617/1314> DOI: <https://doi.org/10.17721/2616-9193.2023/18-8/14>

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prospects for interdisciplinary research” was held on November 17–18, 2022 at the Kiev National University named after Ta Shevchenko's race for the benefit of All World Science Day for the world and development. <https://drive.google.com/file/d/1A8lJly-UY6kzKdIIHUbSroAk67ai4pS/view>.

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АНОТАЦІЯ

Каміран Камал Карім. "Вплив організаційної культури на адміністративну ефективність: теоретико-прикладні основи дослідження публічного сектору" – Кваліфікаційна наукова праця на правах рукопису.

Дисертація на здобуття ступеня доктора філософії за спеціальністю 281 «Публічне управління та адміністрування» з галузі знань 28 «Публічне управління та адміністрування». – Київський національний університет імені Тараса Шевченка. Київський національний університет імені Тараса Шевченка. Київ, 2025.

Вивчення організаційної культури та її впливу на ефективність організації є загальноприйнятою сферою досліджень. Однак залишається значна прогалина в розумінні цих відносин у державному секторі, особливо в регіонах, що характеризуються унікальним соціально-політичним контекстом, таким як Іракський Курдистан. Оскільки Іракський Курдистан продовжує долати виклики, пов'язані з управлінням, державним управлінням і соціально-економічним розвитком, державний сектор відіграє вирішальну роль у забезпеченні стабільності та зростання. Тому розуміння того, як організаційна культура впливає на ефективність державних установ у цьому регіоні, є своєчасним і життєво важливим.

Організаційна культура охоплює цінності, переконання та поведінку, які

формують спосіб роботи в організації. У державному секторі ці культурні елементи є особливо критичними, оскільки вони можуть впливати на все, від процесів прийняття рішень до мотивації працівників і надання державних послуг. Враховуючи складність державного сектора в Іракському Курдистані, на який впливають як місцеві традиції, так і ширша політична динаміка, вивчення взаємозв'язку між культурою та продуктивністю є важливим для підвищення ефективності організації.

Це дослідження є особливо актуальним, оскільки воно стосується кількох ключових питань. По-перше, він заповнює прогалину в літературі, надаючи емпіричне розуміння регіону, який був значною мірою недостатньо представлений в організаційних дослідженнях. По-друге, дослідження зосереджено на державному секторі, сфері, де узгодження між організаційною культурою та продуктивністю може мати значні наслідки для управління, громадської довіри та якості послуг. Нарешті, результати цього дослідження мають потенціал для інформування політиків і державних адміністраторів в Іракському Курдистані, пропонуючи стратегії для культивування позитивної організаційної культури, яка покращує результати продуктивності.

Оскільки Іракський Курдистан продовжує розвивати свої державні інституції, це дослідження пропонує критичний аналіз факторів, які можуть стимулювати або перешкоджати успіху організації. Актуальність цього дослідження полягає в його потенціалі сприяти як академічним знанням, так і практичним застосуванням, забезпечуючи основу для розуміння та покращення ефективності організації в контексті, який одночасно є складним і розвивається. Зосереджуючись на державному секторі, це дослідження підкреслює важливість організаційної культури як важеля для підвищення ефективності, підзвітності та надання послуг у регіоні, де ці результати мають першочергове значення.

Об'єктом дослідження є організації публічного сектору.

Предметом дослідження є вплив організаційної культури на адміністративну ефективність.

Методи дослідження. Методологічна основа цієї дисертації побудована на поєднанні аналітичних підходів, загальнонаукових методів і спеціалізованих методів дослідження, які відповідають цілям дослідження та дослідницьким питанням. Дослідження використовує класифікаційно-аналітичний підхід і групування для класифікації різних аспектів організаційної культури та її впливу на продуктивність. Розроблено та застосовано моделі та методи оцінки діяльності організацій у державному секторі.

У дослідженні також використано метод експертних оцінок та комплексний підхід до визначення ключових показників, що впливають на ефективність організаційної культури. Це підтверджується теорією прийняття управлінських рішень, методами імітаційного експерименту та методами математичної статистики. Крім того, багатокритеріальні методи оцінки використовуються для оцінки ефективності організації, особливо в контекстах, що характеризуються двозначністю та невизначеністю, що відображає складність державного сектора в Іракському Курдистані.

Емпіричні висновки дисертації отримані на основі застосування статистичних методів, методів прогнозування та кореляційно-регресійного аналізу. Вони доповнюються використанням спеціалізованих програмних пакетів для обробки даних, які підвищують точність і надійність результатів. Цей методологічний підхід забезпечує ретельний аналіз взаємодії між організаційною культурою та продуктивністю, надаючи цінну інформацію як для академічних досліджень, так і для практичного застосування в державному секторі.

Метою дослідження є аналіз та оцінка впливу організаційної культури на ефективність організацій публічного сектору, а також визначення ключових культурних чинників, які сприяють підвищенню ефективності організації в цьому конкретному контексті.

Завданнями дисертаційного дослідження є:

- визначити домінуючу організаційну культуру в організаціях публічного сектору, зокрема в регіоні Іракського Курдистану;

- дослідити вплив організаційної культури чи культур на ефективність організацій публічного сектору;
- проаналізувати взаємозв'язок між різними стилями лідерства та переважаючою організаційною культурою;
- дослідити ставлення співробітників до існуючої організаційної культури та її вплив на їх результативність;
- оцінити ефективність існуючої організаційної культури за допомогою Instrumentational Culture Assessment Instrument;
- запропонувати рекомендації щодо підвищення організаційної культури для покращення діяльності державного сектору Іракського Курдистану.

Наукова новизна отриманих результатів:

- дисертація містить новаторський аналіз впливу організаційної культури на ефективність організацій публічного сектору в унікальному соціально-політичному контексті Іракського Курдистану. Зосереджуючись на регіоні, який був недостатньо представлений в організаційних дослідженнях, дослідження заповнює значну прогалину в існуючій літературі.
- дослідження представляє нову концептуальну основу, яка адаптує та розширює інструмент оцінки організаційної культури (OCAI) до конкретних умов Іракського Курдистану. Ця адаптація враховує чітку культурну, політичну та організаційну динаміку регіону, дозволяючи точніше та релевантніше оцінювати організаційну культуру.
- дослідження визначає та класифікує переважаючі культурні типи в організаціях публічного сектору в Іракському Курдистані, пропонуючи детальне розуміння того, як ці культурні аспекти впливають на ефективність організації. Ця класифікація дає нове розуміння культурних факторів, які стимулюють або перешкоджають організаційній ефективності в постконфліктному суспільстві.
- за допомогою емпіричного аналізу дослідження виявляє значні розбіжності між поточним і бажаним станом організаційної культури, сприйнятим працівниками публічного сектору. Цей висновок підкреслює потенційні сфери культурної

трансформації та надає дієві рекомендації щодо узгодження організаційної культури з бажаними результатами продуктивності.

- дисертація робить внесок у ширшу область організаційних досліджень, досліджуючи перетин культурної ідентичності, управління та діяльності державного сектора в регіоні, що розвивається та політично складному. Це демонструє, як культурне збереження та адаптація можуть співіснувати в рамках сучасного державного управління.

- завдяки інтеграції якісних і кількісних методів дослідження, включаючи інтерв'ю та опитування, дослідження пропонує всебічну оцінку стилів лідерства, ставлення працівників і практик управління в державному секторі. Цей змішаний підхід підвищує надійність висновків і забезпечує глибше розуміння культурної динаміки.

- результати цього дослідження мають практичне значення для політиків і лідерів державного сектора в Іракському Курдистані. У дослідженні пропонуються стратегічні рекомендації щодо сприяння більш сприятливій та ефективній організаційній культурі, яка зрештою може покращити управління, надання послуг і загальну ефективність державного сектору в регіоні.

Перший розділ представляє дослідження, встановлюючи контекст для дослідження, зосереджуючись на державному секторі в унікальному соціально-політичному ландшафті Іракського Курдистану. У ньому окреслюється проблема дослідження, наголошується на необхідності дослідити, як організаційна культура впливає на продуктивність у цьому регіоні. У розділі також представлені цілі дослідження, гіпотези та ключові дослідницькі питання, якими керується дослідження. Крім того, він надає обґрунтування дослідження, підкреслюючи його значення як для академічних знань, так і для практичних застосувань у підвищенні ефективності державного сектора. Також обговорюються етичні міркування, обмеження дослідження та загальна структура дисертації.

Другий розділ заглиблюється в теоретичні основи організаційної культури, оглядаючи ключові моделі та рамки, які були розроблені та застосовані в різних

контекстах. У цьому розділі досліджується історичний розвиток досліджень організаційної культури та розглядаються різні теоретичні точки зору, в тому числі Хофстеде, Шейна, Кемерона та Куїна, серед інших. У ньому також обговорюється роль організаційної культури в підвищенні або перешкоджанні продуктивності, особливо в державному секторі. Особливу увагу приділено специфічній культурній динаміці регіону Іракського Курдистану, визначенню прогалин у літературі, які це дослідження прагне вирішити. Розділ завершується узагальненням літератури, що забезпечує основу для методології дослідження та аналізу.

У третьому розділі представлено методологію дослідження, зосереджену на адаптації Інструменту оцінки організаційної культури (OCAI) до контексту Іракського Курдистану. У цьому розділі детально описано дизайн дослідження, стратегії збору даних і методи аналізу даних, які використовуються для оцінки організаційної культури та її впливу на продуктивність. У ньому обговорюються проблеми та обмеження, з якими доводиться стикатися під час процесу дослідження, включаючи адаптацію моделі OCAI до унікального соціально-політичного середовища регіонального уряду Курдистану (КРГ). У розділі також розглядаються етичні міркування та надається обґрунтування обраного методологічного підходу, гарантуючи, що дослідження є суворим і відповідним контексту.

Розділ четвертий присвячений аналізу первинних даних, зібраних під час опитувань та інтерв'ю зі співробітниками та керівниками різних організацій державного сектора в Іракському Курдистані. У цьому розділі порівнюється поточна та бажана організаційна культура, стилі лідерства та ставлення працівників. Він містить детальний аналіз ключових аспектів, таких як домінуючі організаційні характеристики, методи управління, організаційний клей, стратегічні акценти та критерії успіху. Результати виявили значні розбіжності між існуючою організаційною культурою та бажаним культурним станом, який бажають працівники, пропонуючи зрозуміти сфери, де потрібна культурна трансформація. У цьому розділі також перевіряються гіпотези дослідження, надаючи емпіричні докази на їх підтвердження або спростування.

У п'ятому розділі об'єднані результати огляду літератури та первинних досліджень, щоб запропонувати комплексний аналіз ефективності організаційної культури в державному секторі Іракського Курдистану. У цьому розділі порівнюється організаційна культура організацій державного сектору в Іракському Курдистані та Україні з використанням системи культурних вимірів Хофстеда. Він досліджує, як культурні відмінності впливають на організаційні структури, стилі лідерства, моделі спілкування та поведінку працівників в обох регіонах. У розділі також обговорюються наслідки цих висновків для діяльності державного сектору, надаючи стратегічні рекомендації щодо підвищення ефективності організації шляхом культурної адаптації та трансформації.

У **Висновках** наведено підсумок ключових висновків дослідження та обговорюються їхні наслідки для керівництва та політики в державному секторі Іракського Курдистану. Він підкреслює важливість узгодження організаційної культури з цілями ефективності для підвищення ефективності державного сектора. У розділі також висвітлюється внесок дослідження в існуючий масив знань про організаційну культуру та пропонуються рекомендації для майбутніх досліджень. Надаються пропозиції щодо практичних втручань, спрямованих на сприяння сприятливішій та ефективнішій організаційній культурі в державному секторі, а також пропозиції щодо подальшого вивчення культурної динаміки в різних регіональних та організаційних контекстах.

Практичне значення отриманих результатів у цій дисертації полягає в їх потенційному застосуванні для підвищення ефективності організації в державному секторі Іракського Курдистану. Отримані результати надають цінну інформацію для керівників організацій і політиків, пропонуючи глибше зрозуміти, як організаційна культура впливає на продуктивність. Дослідження визначає конкретні культурні аспекти, які мають вирішальне значення для підвищення ефективності, задоволеності працівників і загальної ефективності організації. регіону, що призведе до більш ефективних методів управління та кращого узгодження між цілями організації та цінностями працівників. Впроваджуючи рекомендації, отримані в

результаті цього дослідження, організації державного сектору в Іракському Курдистані можуть сприяти більш позитивній організаційній культурі, яка підтримує стале зростання та покращує надання послуг. Результати дослідження також роблять внесок у ширшу сферу організаційних досліджень, пропонуючи емпіричні дані з відносно недостатньо дослідженого регіону, збагачуючи таким чином глобальне розуміння взаємозв'язку між культурою та продуктивністю в державному секторі.

Ключові слова: організаційна культура, ефективність організації, публічний сектор, регіон Іракського Курдистану, стилі лідерства, управління співробітниками, конкуруюча система цінностей, культура клану, культура адхократії, ринкова культура, культура ієрархії, інструмент оцінки організаційної культури, перехресне опитування, громадськість сервісних організацій, регіональний уряд Курдистану.

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INTRODUCTION

The study of organizational culture and its impact on organizational performance is a well-established area of research. However, there remains a significant gap in understanding this relationship within the public sector, particularly in regions characterized by unique socio-political contexts, such as Iraqi Kurdistan. As Iraqi Kurdistan continues to navigate challenges related to governance, public administration, and socio-economic development, the public sector plays a crucial role in ensuring stability and growth. Therefore, understanding how organizational culture influences the performance of public institutions in this region is both timely and vital.

Organizational culture encompasses the values, beliefs, and behaviors that shape how work is conducted within an organization. In the public sector, these cultural elements are especially critical, as they can influence everything from decision-making processes to employee motivation and public service delivery. Given the complexity of the public sector in Iraqi Kurdistan, which is influenced by both local traditions and broader political dynamics, examining the interplay between culture and performance is essential for improving organizational effectiveness.

This research is particularly relevant because it addresses several key issues. Firstly, it fills a gap in the literature by providing empirical insights into a region that has been largely underrepresented in organizational studies. Secondly, the study focuses on the public sector, an area where the alignment between organizational culture and performance can have significant implications for governance, public trust, and service quality. Finally, the findings of this research have the potential to inform policymakers and public administrators in Iraqi Kurdistan, offering strategies to cultivate a positive organizational culture that enhances performance outcomes.

As Iraqi Kurdistan continues to develop its public institutions, this study offers a critical examination of the factors that can drive or hinder organizational success. The relevance of this research lies in its potential to contribute to both academic knowledge and practical applications, providing a framework for understanding and improving organizational performance in a context that is both challenging and evolving. By focusing

on the public sector, this study underscores the importance of organizational culture as a lever for enhancing efficiency, accountability, and service delivery in a region where these outcomes are of paramount importance.

The object of research is the public sector organizations.

The research subject is the influence of organizational culture on the performance of public sector organizations.

Research methods. The methodological foundation of this dissertation is built upon a combination of analytical approaches, general scientific methods, and specialized research techniques, all aligned with the study's objectives and research questions. The research employs a classification-analytical approach and grouping to categorize various aspects of organizational culture and its impact on performance. Models and methods for evaluating organizational performance within the public sector are developed and applied.

The study also incorporates the method of expert evaluations and a comprehensive approach to determine key indicators that influence the effectiveness of organizational culture. This is supported by the theory of management decision-making, simulation experiment techniques, and methods of mathematical statistics. Additionally, multi-criteria assessment methods are used to evaluate organizational performance, particularly in contexts characterized by ambiguity and uncertainty, reflecting the complexities of the public sector in Iraqi Kurdistan.

Empirical findings of the dissertation are derived from the application of statistical methods, forecasting techniques, and correlation-regression analysis. These are complemented by the use of specialized data processing software packages, which enhance the accuracy and reliability of the results. This methodological approach ensures a rigorous analysis of the interplay between organizational culture and performance, providing valuable insights for both academic research and practical application in the public sector.

The study aims is to analyze and evaluate the impact of organizational culture on the performance of public sector organizations, and to identify key cultural factors that contribute to enhancing organizational effectiveness within this specific context.

The tasks of the dissertation research are as follows:

- to identify the dominant organizational cultures within public sector organizations;
- to examine the impact of these organizational cultures on organizational performance;
- to analyze the relationship between different leadership styles and the prevailing organizational culture;
- to investigate employee attitudes towards existing organizational culture and its influence on their performance;
- to assess the effectiveness of the current organizational culture using the Organizational Culture Assessment Instrument;
- to propose recommendations for enhancing organizational culture to improve performance in the public sector

The scientific novelty of the obtained results:

- this dissertation provides a pioneering analysis of the impact of organizational culture on the performance of public sector organizations in the unique socio-political context of Iraqi Kurdistan. By focusing on a region that has been underrepresented in organizational studies, the research fills a significant gap in the existing literature.
- the study introduces a novel conceptual framework that adapts and extends the Organizational Culture Assessment Instrument (OCAI) to the specific conditions of Iraqi Kurdistan. This adaptation takes into account the distinct cultural, political, and organizational dynamics of the region, allowing for a more accurate and relevant assessment of organizational culture.
- the research identifies and classifies predominant cultural types within the public sector organizations in Iraqi Kurdistan, offering a detailed understanding of how these cultural dimensions influence organizational performance. This classification provides new insights into the cultural factors that drive or hinder organizational effectiveness in a post-conflict society.

- through empirical analysis, the study uncovers significant disparities between the current and preferred states of organizational culture as perceived by employees in the public sector. This finding highlights the potential areas for cultural transformation and provides actionable recommendations for aligning organizational culture with desired performance outcomes.

- the dissertation contributes to the broader field of organizational studies by exploring the intersection of cultural identity, governance, and public sector performance in a developing and politically complex region. It demonstrates how cultural preservation and adaptation can coexist within the framework of modern public administration.

- by integrating qualitative and quantitative research methods, including interviews and surveys, the study offers a comprehensive evaluation of leadership styles, employee attitudes, and management practices within the public sector. This mixed-methods approach enhances the robustness of the findings and provides a deeper understanding of the cultural dynamics at play.

- the findings of this research have practical implications for policymakers and public sector leaders in Iraqi Kurdistan. The study offers strategic recommendations for fostering a more supportive and effective organizational culture, which can ultimately improve governance, service delivery, and overall public sector performance in the region.

The first chapter delves into the theoretical foundations of organizational culture, reviewing key models and frameworks that have been developed and applied in various contexts. The chapter explores the historical development of organizational culture studies and examines different theoretical perspectives, including those of Hofstede, Schein, Cameron and Quinn, among others. It also discusses the role of organizational culture in enhancing or hindering performance, particularly within the public sector. Special attention is given to the specific cultural dynamics of the Iraqi Kurdistan Region, identifying gaps in the literature that this study seeks to address. The chapter concludes with a synthesis of the literature, providing a foundation for the research methodology and analysis.

The second chapter presents the research methodology, focusing on the adaptation

of the Organizational Culture Assessment Instrument (OCAI) to the context of Iraqi Kurdistan. The chapter details the research design, data collection strategies, and data analysis techniques used to evaluate organizational culture and its impact on performance. It discusses the challenges and limitations encountered during the research process, including the adaptation of the OCAI model to the unique socio-political environment of the Kurdistan Regional Government (KRG). The chapter also addresses ethical considerations and provides a rationale for the chosen methodological approach, ensuring that the research is both rigorous and contextually relevant.

The third chapter is dedicated to the analysis of primary data collected through surveys and interviews with employees and leaders from various public sector organizations in Iraqi Kurdistan. This chapter compares the current and preferred organizational cultures, leadership styles, and employee attitudes. It provides a detailed examination of key aspects such as dominant organizational characteristics, management practices, organizational glue, strategic emphases, and success criteria. The findings reveal significant gaps between the existing organizational culture and the preferred cultural state desired by employees, offering insights into areas where cultural transformation is needed. The chapter also tests the study's hypotheses, providing empirical evidence to support or refute them.

The fourth chapter integrates the findings from the literature review and primary research to offer a comprehensive analysis of the effectiveness of organizational culture in the public sector of Iraqi Kurdistan. This chapter compares the organizational cultures of public sector organizations in Iraqi Kurdistan and Ukraine using Hofstede's cultural dimensions framework. It explores how cultural differences impact organizational structures, leadership styles, communication patterns, and employee behavior in both regions. The chapter also discusses the implications of these findings for public sector performance, providing strategic recommendations for enhancing organizational effectiveness through cultural adaptation and transformation.

The fifth chapter summarizes the key findings of the research and discusses their implications for leadership and policy within the public sector of Iraqi Kurdistan. It

emphasizes the importance of aligning organizational culture with performance objectives to improve public sector efficiency. The chapter also highlights the contributions of the study to the existing body of knowledge on organizational culture and offers recommendations for future research. Suggestions for practical interventions aimed at fostering a more supportive and effective organizational culture in the public sector are provided, along with proposals for further exploration of cultural dynamics in different regional and organizational contexts.

The practical significance of the obtained results in this dissertation lies in their potential application to enhance organizational performance in the public sector of Iraqi Kurdistan. The findings provide valuable insights for organizational leaders and policymakers, offering a deeper understanding of how organizational culture impacts performance. The research identifies specific cultural dimensions that are critical for improving efficiency, employee satisfaction, and overall organizational effectiveness. These insights can guide the development of strategies tailored to the unique cultural context of the region, leading to more effective management practices and better alignment between organizational goals and employee values. By implementing the recommendations derived from this study, public sector organizations in Iraqi Kurdistan can foster a more positive organizational culture that supports sustainable growth and enhances service delivery. The study's outcomes also contribute to the broader field of organizational studies by offering empirical evidence from a relatively under-researched region, thereby enriching the global understanding of the relationship between culture and performance in the public sector.

Structure and scope of work. The dissertation consists of an introduction, five chapters, chapter conclusions, main conclusions, a list of references and appendices. The total volume of the dissertation is 222 pages, including 14 figures, 14 tables, a bibliography of 199 titles and 1 appendices.

LIST OF TERMS

C&P	Current and preferred
CQ	Cultural intelligence
CVF	Competing values framework
Dom-chars	Dominant characteristics
HRD	Human resource development
ICT	Information and communication technology
IDP	Internally displaced person
IKR	Iraqi Kurdistan Region
IRB	Institutional review board
KDP	Kurdistan Democratic Party
KRG	Kurdistan Regional Government
Lead-styls	Leadership styles
Man-emps	Management of employees
Man-styls	Management styles
MDiff	Mean difference
MENA	Middle East and North Africa
NABU	National Anti-Corruption Bureau of Ukraine
NACP	National Agency for Corruption Prevention
O&G	Oil and gas
OCAI	Organizational Culture Assessment Instrument
Org-cult	Organizational culture
Org-glue	Organizational glue
Org-lead	Organizational leadership
Org-per	Organizational performance
PST-T	Paired sample t-test
Pub-sec	Public sector
Pub-sec-orgs	Public sector organizations
PUK	Patriotic Union of Kurdistan

R&D	Research and development
RBV	Resource-based view
SDev	Standard deviation
Stat-emphs	Strategic emphases
Success-crit	Success criteria

CHAPTER 1

LITERATURE REVIEW ON THEORETICAL MODELS OF ORGANIZATIONAL CULTURE

1.1. Theoretical Foundations of Org-Cult Studies: Cultural Frameworks

1.1.1. Overview

In an org-cult, there are collective shared values, beliefs, and assumptions which affect individual behavior. According to Schein (1990), culture is “a pattern of basic assumptions that a group has developed for coping with external adaptation and internal integration”. This definition underscores the significance of learned behaviors and beliefs which contribute to the formation of organizational norms. Cultural frameworks yield abundant information on the relations among the members of the organization and help the leaders both comprehend and manage the layers of the org-cult rightly.

Cultural frameworks offer theoretical lenses through which organizations’ cultural dimensions can be understood. Implementation of these frameworks by leaders allows them to spot strong and weak sides of the org-cult, either to fill the gaps or to build a working environment that will boost innovativeness, teamwork, and achievement-making. This section reviews literature on some of the most significant theoretical models of org-cult deployed to understand or influence organizational effectiveness, specifically the models developed by Hofstede (1980), Deal and Kennedy (1982), Quinn and Rohrbaugh (1983), Denison (1990), Schein (1990), and Handy (1993).

1.1.2. Hofstede (1980)

1.1.2.1. Overview

Geert Hofstede’s (1980, 2011) “cultural dimensions” theory offers great plausibility for assessing the thoughts and beliefs common with Iraqi pub-sec-orgs. The theory encompasses a number of dimensions, which provide understanding for multiple facets of the culture, enabling researchers and analysts to better appreciate the subtleties through which cultural variables come into play in organizational dynamics applicable

within studied contexts. Hofstede’s country data does not include specific data for the IKR, thus the Region is included within aggregate data for Iraq as a whole. The most pertinent dimensions with regard to Iraq and Ukraine (which is considered for comparative purposes, as presented in later chapters) are “power distance” and “uncertainty avoidance”, for which the prevailing national cultures have very high scores (i.e., 97, 92 and 96, 95, compared to 40, 46 for the US) (Figure 2.1). The following discussion of Iraq applies equally to Ukraine in relation to their shared “cultural dimensions” profiles, although Iraq is distinct in its low scores for individualism (25) and long-term orientation (11).

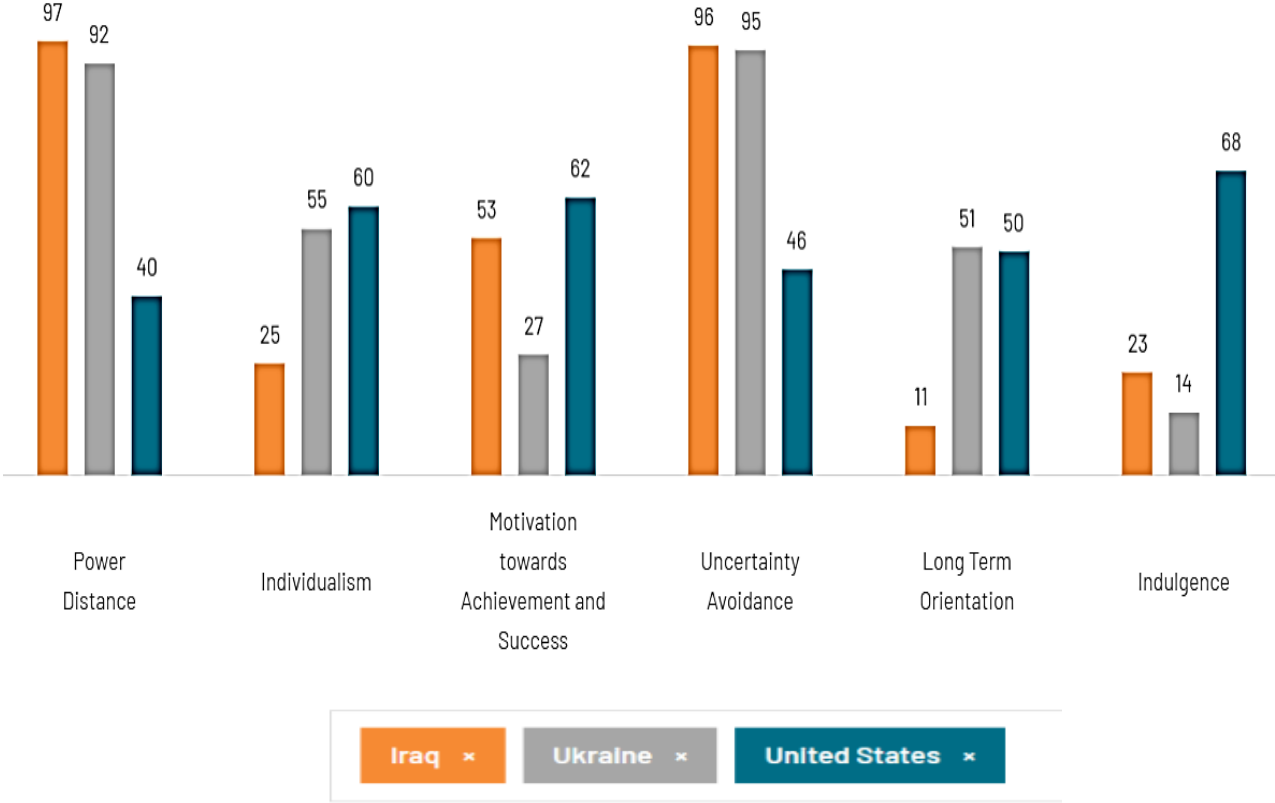


Figure 1.1: Hofstede Insights (2024) Country Comparison of Iraq, Ukraine, and United States

Source: Hofstede Insights (2024)

1.1.2.2. Application to IKR/ Iraq

Hofstede’s (2011) conceptualization of the power distance dimension emphasizes on the extent to which societal associates accept or expect hierarchical distinctions and differences in terms of authority and decision-making. In the context of Iraqi pub-sec,

this dimension is particularly applicable since it signifies the hierarchical aspect of authority structure in government's matters. This implies that the communication patterns and accountability mechanisms are different because of a large power distance. In this regard, subordinates may find it difficult to air their views or challenge authority in such a scenario; this might result in restricted flow of information and decision-making hold-ups (Hofstede, 2011). Understanding the power distance dimension can play a significant role in relevant analysis of the possible effects of organizational hierarchies on pub-sec-orgs in Iraq.

The uncertainty avoidance dimension refers to a society's tolerance for ambiguity, risk aversion and resistance to change (Hofstede, 2011). Uncertainty avoidance may emerge as a cultural characteristic in the Iraqi pub-sec which has been marked by an inevitable need for stability and predictability due to political and security challenges. Pub-sec-orgs with high uncertainty avoidance tend to use long-established procedures and are less interested in some risk-taking that can potentially undermine their agility against the dynamic challenges (Hofstede, 2011). This dimension clarifies why some organizations may be resistant to new programs or change. Indeed, appreciating uncertainty avoidance would guide the Iraqi pub-sec-orgs therefore perfect a culture that is adaptive, accepting and ready for change.

Hofstede's (1980, 2011) cultural dimensions is advantageous in understanding of the cultural traits in Iraqi pub-sec-orgs. It makes possible cross-cultural comparisons with other countries that are important for international first-class collaborations and benchmarking practices. In addition to that, this theory helps in the understanding of culture at profound levels touching on definite facets; thus, providing an organized way of explaining how cultural attributes affect different aspects of organizational behavior. This granularity allows for a detailed examination of the culture effect on performance outcomes, which has practical implications on organizations' design of strategies in cross-cultural contexts.

Nevertheless, there are some shortcomings to keep in mind. However, an inherent drawback in exclusive dependence on these dimensions is the risk of stereotyping and

cultural traits oversimplification. Cultures are naturally intricate and multi-faceted, and the dimensions may not fully represent the numerous varieties observed within a culture. Moreover, the theory's weak contextualization may make it difficult to understand these specific historical, social and political factors that determine the cultural context of the Iraqi pub-sec. However, as a valuable framework, the dimensions should be supplemented by a more complete and context-based analysis to develop a holistic understanding of culture in organizations.

1.1.3. Deal and Kennedy (1982)

1.1.3.1. Overview

Deal and Kennedy's (1982) model indicated that the process of culture in organizations is dependent on the business environment and feedback mechanisms, and categorized cultures based on the degree of risk-taking behavior and the speed of feedback loops, resulting in four cultural types: "tough-guy/ macho", "work hard/ play hard", "bet-your-company", and "process culture". Apprehending cultural types helps companies to see their tolerance to risk, decision plan, and ability to go with changes. Deal and Kennedy (1982) state that the business environment has the biggest impact on a company's culture, which they referred to as "corporate culture", and asserted that it contained all the ingredients necessary for success in such an environment. This could be analyzed by looking at two dimensions: the extent of risk attached to what a business does, and how fast it gives input on whether an action or strategy succeeds/fails.

Deal and Kennedy (1982) specified that the latter does not necessarily mean simply bonuses, promotions and informal feedback, and may more broadly refer to knowledge of results. In this regard, a goalkeeper is immediately informed, making a great save. However, a surgeon may only find out after several days as to whether the operation was successful, while finding out that a decision regarding a new product was right can take months or even years. The authors noted that feedback can high-low, quick or slow, as per a four-quadrant model with four types of cultures, as depicted in Figure 2.2.



Figure 1.2: Deal and Kennedy's (1982) Model

Source: Deal and Kennedy (1982)

1.1.3.2. Tough-guy, macho culture

In organizations where a personified crusty, tough, and macho culture is prevailing, individualism and risk-taking behaviors represent the most elite levels in hierarchy. Workers are among the most accomplished performers hence they are at ease in an environment where they automatically receive instantaneous messages of their success or failure. Such a type of culture nurtures an environment that is highly competitive as employees show signs of being self-compelled to express themselves and to also display their expertise. Fast decision-making is becoming more and more common. Workers should display leadership traits and be very confident when approaching their work.

1.1.3.3. Work hard/ play hard culture

This cultural concept is a validation that recreation and action prevail. Staff have been training for a long time and are therefore asked to work hard, but also they are given an opportunity to relax themselves and have fun. This culture is based on the principle of working together as a team. As a result, there are plenty of employees who

take part in collective activities and participate in social events. Feedback is rapid, and individuals can easily achieve success. Employees are intrinsic drivers of their aspirations in achieving high standards at a workplace and having an avocation they love.

1.1.3.4. Bet-your-company culture

Sometimes in companies with a bet-your-company culture it occurs that high-stake decisions because recorded as a routine. Forming part of an ecosystem where the end goal of their actions may not ever be known, employees often engage in work that will not be immediately realized. Therefore, this tightrope situation with a low-feedback and a high-risk environment calls for individuals to be very brave or take risky bets. In that culture success is not just about strategic bets and how the results quickly follow up, but rather on how the persons made the bets end up paying all in the end. As far as employees are concerned, they should have to face any unexpected and unpredictable situations with flexibility and patience.

1.1.3.5. Process culture

The process culture, which guides the acting on the basis of rules and procedures, is an obvious sign of bureaucracy. In this type of culture employees rather pay attention to how the work is done rather than to the results that are being achieved. The effect of actions is not evident, and people may have difficulty in judging how they are influencing outcomes. The most noticeable result in solving this cultural problem is that many complex, rules, and regulations are involved in the leadership. The employees may feel hampered by the lack of autonomy and freedom for creativity since creativity takes a backseat compared to doing things in duplicate strictly following the settled norms.

1.1.3.6. Summary

Overall, Deal and Kennedy (1982) offer a widely recognized framework, which offers a simplified yet comprehensible approach to categorizing and analyzing org-cults based on two fundamental dimensions: feedback and risk. With respect to a thesis, this model has several benefits but unfortunately also some shortcomings. The discussion

will therefore explore the pros and cons of using their model in conducting research, which will offer a comprehensive overview of its usefulness. The first benefit of the Deal and Kennedy (1982) model is its simplicity. This model is antithetical to the contemporary world that has been dominated by complexity and information overload, which provides an easy view on how to look at the org-cult. The fact that it is inherently simple makes it a handy tool for researchers and at the same time enables even scholars and readers not find any difficulties in understanding its basic principles. The advantage of this simplicity is that it makes a thesis easier to explain and discuss org-cult types.

Apart from the simplicity of its application, the Deal and Kennedy (1982) model offers a diagnostic role which helps to appraise and analyze existing culture in any organization. This is a very useful diagnostic feature especially when undertaking case study based empirical research. The model makes it possible for researchers to effectively place organizations within the four cultural types explained above, thus facilitating the examination of characteristics and outcomes attributable to each. This typology facilitates systematic investigation of the influence of culture on different organizational aspects, an important component of any thorough thesis.

Another advantage is that the Deal and Kennedy (1982) model can be practically applied with relative ease. In addition to being useful for classification, it is a guide to action for organizations wishing to transform or improve their existing culture. Through identifying their prevailing cultural type and the strengths and weaknesses associate with it, organizations can therefore make decisions regarding cultural shifts or even adaptations. This practical angle is very useful in various organizations intending to match their culture with their principal objectives and intended results (Daft, 2009).

The Deal and Kennedy (1982) model is also useful when used for comparison purposes. The measure makes it possible to compare and contrast org-cults in various sectors/industries, revealing trends and patterns within the context of specific industries. Researchers exploring the relationship between culture and sector-specific variables will desire this capacity for cross-industry comparisons as it enables the identification of sector-specific cultural nuances and their potential implications.

Nevertheless, it is important to note the limitations of the model, including its oversimplified conceptualization of org-cult. While its simplicity makes it easy to read, it can be difficult to grasp the full complexity of org-cult, especially for larger and more sophisticated organizations. However, the model oversimplifies culture into two dimensions of feedback and risks, ignoring the fact that cultures are multifaceted and complex and consist of a host of elements such as history, values, norms, and symbols. Therefore, the Deal and Kennedy (1982) model may not represent all the cultural features that affect organizational behavior and results.

1.1.3.7. Application to IKR

When examining IKR's pub-sec org-cult, the scope of the area's distinctive socio-political and economic setting must also be evaluated. In the wake of historical and geopolitical crises faced by the IKR, it is possible to envisage that public organizations having some elements of cultures referred to in the typology. The kind of the "tough-guy macho" culture - looking tense, perhaps, under the complex political environment, may at the end of the day come back with the need for assertiveness and resilience. Moreover, the work hard/play hard culture will manifest as a worthy topic stressing comradery and team work even in the hardest conditions. Besides, there might be the bet-your-company type of culture among them, because of high-stakes funding (i.e., *de-funding*) decisions that relate to post-conflict reconstruction and economic development. However, it is also possible that even parts of process cultures will come out due to an ingrained and politicized bureaucratic hierarchy. Consequently, a critique indicates that the public organizations of IKR have likely a universality, the result of historical layers, the socio-political dynamics and the necessity for stability and progress in an environment being based on both willingness and doubt.

1.1.4. Quinn and Rohrbaugh (1983)

1.1.4.1. Overview

Robert E. Quinn and John Rohrbaugh (1983) developed the "competing values framework" (CVF) during their search for what could be used to determine if an organization is effective. Cameron and Quinn (1999) later developed and validated the

OCAI questionnaire within the CVF paradigm, which was selected for use in this study (as presented in Chapter 3). Empirical studies have identified two theoretical dimensions of the CVF that served as a basis for classifying different organizations’ theories of effectiveness (Gong et al., 2022): “flexible vs. focused”, which explores how differentiation is effected by flexibleness, dynamics or more preferably from the stability of order and/or controls; and (2) “internal vs. external”, which distinguishes internal attitudes towards integration, collaboration, and unity with an external orientation towards competition and differentiation. These dimensions form four quadrants, each representing an ideal-type of organization and individual behaviors as shown in Figure 2.3.

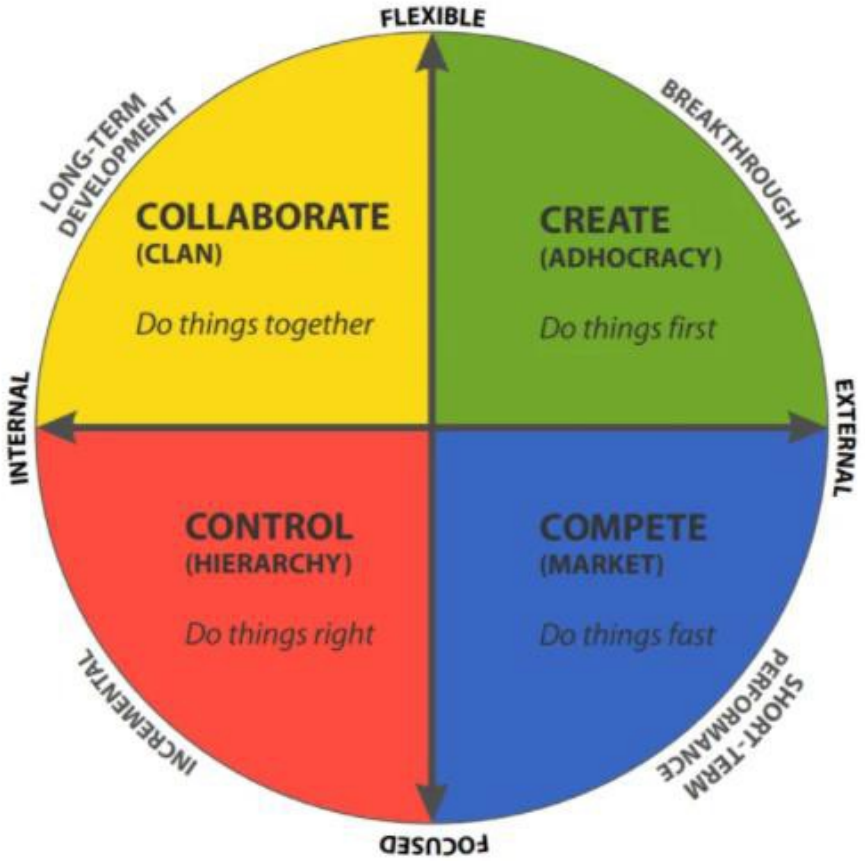


Figure 1.3: Competing Values Framework

Source: Quinn and Rohrbaugh (1983)

The CVF Quinn and Rohrbaugh (1983) classifies org-cult dimensions based on the “axes of the flexibility-stability” paradigm and the inner-outer focus represents this model. With the four cultural archetypes recognized by the theory of CVF, the org-cult

can be viewed from multi-dimensional aspects in terms of behaviors, decision making processes, and organizational statistics. The four types are: (a) clan culture, (b) adhocracy culture, (c) hierarchy culture, and (d) market culture (Fiordelisi & Ricci, 2014; Hartnell et al., 2011; Muliaty et al., 2017). These classifications, as discussed below, pertain to employee-oriented leadership, cohesiveness, participation and teamwork in a clan, or types of supportive cultures (Alvesson, 2012).

1.1.4.2. Clan culture

Organizations that focus exclusively on internal operations and adaptability create clans. In essence, with this value-mix, organizations seek internally to act faster and better in the face of change. Clans value teamwork and collaboration. They also tend to form families who stick together by their common aspirations. Clannish organizations may be more concerned with their internal outcomes like engagement and not external results such as customer outcomes. In case it is a matter of survival for the customer, then the decision favors the customer. Other than that, if the needs of the customer conflict with those of the organization, the organization is likely to win, the decision favors the organization itself (Quinn & Rohrbaugh, 1983).

The assumptions and values of clan culture involve human affiliation, teamwork, attachment, trust, loyalty and support (Fiordelisi & Ricci, 2014). Managers in a clan culture should act democratically to evoke inspiration and motivation among employees that ultimately develops a culture of excellence within the organization (Miguel, 2015). The effective org-cult is based on an active interpersonal relationships, which can be facilitated by a clan culture. According to Nongo and Ikyanyon (2012), when organization members trust, loyal and own the organization, they tend to act appropriately and develop a sense of ownership. Teamwork, employee involvement, of clan culture and participation and communication with internal stakeholders. Development and learning in organizations. Business managers in a clan culture foster team work and empower the employees (Yirdaw, 2016). Clan culture ultimately aims at enhancing employee performance through commitment, ownership and responsibility (Lee et al., 2016; Murphy et al., 2013; Sahat et al., 2018; Wiewiora et al., 2014).

On their part, Karneli et al. (2015), Lăzăroiu et al. (2015), Muliaty et al. (2017), Murphy et al. (2013); Shah and Parmar (2016), and Wiewiora et al., 2014 conducted researches on findings in the area of org-cult and the manner in which clan culture positively relates to org-per. On the other hand, Givens (2012) noted that instead of enhancing efficiency and effectiveness in the organization, the clan culture consists of employee relation issues. Kotrba et al. (2012) contradict both views, arguing that the clan culture improves performance indirectly and by so doing affirm the direct influence of clan culture on efficacy for its opposite view. Business managers in a clan culture encourage employee engagement as well as commitment to the organization on the contention that committed employees can effectively perform their task and deliver their responsibility (Nongo & Ikyanyon, 2012).

1.1.4.3. Adhocracy/ entrepreneurial culture

Organizations with an adhocratic approach look outwardly and aim at flexibility and responsiveness. This kind of a value mix places high importance on the speed in which things are done, new ideas, as well as the eagerness to take risks all for the sake of serving the market fast. They form a cohesive unit due to the need to experiment, innovate and create at high speed. Hence, they are innovative, spontaneous and motivated to develop and discovering new methods to excel. Although these organizations might progress well in terms of development, they could have relatively less control over their operations and offer less nurturing environments compared to other organizations (Quinn & Rohrbaugh, 1983).

An “abyss” (i.e., a lack of rigid hierarchical control) creates an adhocracy or an entrepreneurial culture, which is characterized with work that is innovative, creative and adaptable (Ramdhani et al., 2017). According to Becker et al. (2018), a hierarchy culture comprises a set of rules that are used to regulate activities in the organization. In a market culture, competition and organizational goal achievement prevail (Sivakami & Samitha, 2018). In adhocracy or entrepreneurial culture, organization members may need their job assignments explained such that they understand the importance and impact of the assignment to achieving organizational goals (Veiseh et al., 2014). The

values and assumptions of adhocracy culture include:

- Supporting growth.
- Encouraging risks.
- Embracing creativity.
- Valuing diversity.
- Empowering independence and flexibility.

Business managers of adhocracy culture tend to devote more resources to research and development and support creative and innovation research from their employees (Sok et al. 2014). Adhocracy culture puts lots of emphasis on creativity and innovation, increases the output in the place of work. Adhocracy culture eventually leads to innovation and change (Fiordelisi & Ricci, 2014). Evidence from research on org-cult indicates a positive link between adhocracy culture and innovative entrepreneurial orientation (Engelen et al., 2014). Similarly, other research findings indicated a positive association between the adhocracy culture and long-term financial performance (Hartnell et al., 2011).

1.1.4.4. Hierarchy culture

Hierarchy culture represents the authoritarian management structure of the archetypal traditional organization, associated with transactional leadership and low employee satisfaction and engagement, but with potential efficacy for achieving task-based production. Hierarchies may seem inherently reprehensible to the general reader, but they can be constructive in organizations seeking stability through control. Organizations therefore look into themselves with these values, to take advantage of their strength and self-drive towards control and efficiency. Through controlled operating processes, hierarchies offer clarity and discipline in the workings. They also do things in a proper, straight-forward and controlled manner. This is because such organizations may tend to react slowly or even not react at all to changing situations and demands in the markets, unlike other organizations (Quinn & Rohrbaugh, 1983).

Managers in the hierarchy culture first think of how to develop effective control systems for the entire business. Order of culture is the one that each step has its own

procedure and rules, meaning organization members follow the rules and set ways, with an example of hierarchy culture (Hartnell et al., 2011). Hierarchy culture involves straight communication, regulated stability and consistency (Fiordelisi & Ricci, 2014). Ultimately, hierarchy culture aims for efficiency and effectiveness. According to the study findings, a negative correlation between hierarchy culture and financial performance exist (Eaton & Kilby, 2015). Similarly, additional studies found adverse relationship existing between hierarchical culture and customer integration (Cao et al., 2015). In competition culture, organizational members are aimed at increasing their reward through the market achievement (Becker et al., 2018).

1.1.4.5. Market/ competition culture

Market organizations are both externally and internally oriented. They know exactly where their organization stands in the market and try as much as possible to improve this. Therefore, they are very customer and supplier oriented and put great attention on excellence in customer service and improve competitive edge. These organizations are often competitive. It is through the need to get things done and win in the competitive market place that they bond. Hence, they could turn out to be less forward looking, responsive, and perhaps nurturing than some organizations. Market organizations are both externally and internally oriented. They know exactly where their organization stands in the market and try as much as possible to improve this. Therefore, they are very customer and supplier oriented and put great attention on excellence in customer service and improve competitive edge. These organizations are often competitive. It is through the need to get things done and win in the competitive market place that they bond. Hence, they could turn out to be less forward looking, responsive, and perhaps nurturing than some organizations (Quinn & Rohrbaugh, 1983).

Market cultures seek to gather customer and competitor information, appropriate goal setting, planning and decision-making, task focus leadership. Competition culture also entails market aggressiveness and achievement. In a culture of competition, organizations with a market culture exhibit openness in communication, competitiveness, capability, and achievement (Miguel, 2015). Business managers in

competition cultures are preoccupied with market control for external effectiveness, and market accomplishment to secure competitiveness. As Miguel (2015, p. 67) noted, modern business managers must seek to understand their clients and market selection in order to survive the competitive market. These trends require an active learning approach from business. Business managers should preserve customer-driven leadership in competition culture because the essence of competition culture is to satisfy customers (Hartnell et al., 2011).

The other business manager's priority in competition culture is to fulfill the company's owners. Under competition culture, the main objective is high market share, revenue, high profit, growth and productivity (Hartnell et al., 2011). Effective org-cult also provides business managers with the organization member's values, priorities and behaviors that makes up the business people making company's business journey easy and competitive in the market place (Eaton & Kilby, 2015). Org-cult effectiveness requires the alignment of fair competition and stakeholders' satisfaction. However, previous empirical studies in the field of org-cult have highlighted that there is cultural acceptance variation across different geographical regions (Engelen et al, 2014).

As explained previously (and expounded in Chapter 3), this study applies the CVF to the IKR, as unpacked in the following chapters.

1.1.5. Denison (1990)

1.1.5.1. Model overview

Based on the CVF, the influential model of Denison (1990) offers a structured approach to assessing cultural strengths across four key dimensions: “adaptability, our mission, involvement, and steadfastness”, which may also be understood in terms of the more expansive description “ability to change, maintaining commitment, engagement, and consistency”. The model brings culture to the forefront of the organizational change in terms of ensuring that there are clear goals and objectives, as well as alignment of the different operational practices. By considering the mentioned pillars, institutions can highlight problematic areas as well as develop tactics for establishing an org-cult with a strong cultural basis. Denison (1990, 2017) gives a holistic concept in which an

assessment of org-cult as well as performance can be undertaken. The model provides concrete and practical ways of verifying both the strong sides and vulnerabilities of a company's culture.

The element of "mission" addresses the organization's strategic direction and a clear understanding of the objectives. Carefully examine the sentence given below and suggest how to improve it given the instructions. Instructions: Identify It evaluates if the organization is transparent regarding its goals; they are clear and correspond with a plan about how they are going to achieve them. A highly mission-oriented nature of the organization means that it has a clear task it pursues along with a clear purpose and direction, creating a driving force for all its employees justifying their efforts (Denison, 2017).

"Adaptability" is also a critical dimension, which to some extent assesses the nature of changes that an organization is able to tolerate with respect to market demands that are shifting with time. It is about the way the company is aligned with the customer need if it takes care of the consumer's feedback and is able to change itself to the better strategies and processes (Denison, 2017). Having a very high adaptability suggests the ability of the organization to be an agile entity and remain successful in changing surroundings.

The "involvement" aspect pertains to deeply examining the engagement and empowerment of employees within the firm. It takes elements like staff and their involvement in decision duties, pairing-up, and working as a group into consideration. A culture categorized as the high participation one inspires workers to make personal contributions, increases their commitment, and thus motivates and increases productivity.

The "consistency" component measures how well structures and standards are joined to other parts of the organization that apply. It evaluates the situation whether the declared values or acts are consistent or not, and also the effectiveness of the communication and coordination mechanisms. This means the consistency dimension can be seen as high if the organization has made a point of setting up the support

systems and systems processes that run on the underlying values and objectives of the organization (Denison, 2017).

Ultimately, Denison's (2017) model provides a great tool to evaluate both the dimensions of culture and their contribution to performance. Ticking these boxes is imperative, as it will permit the business entity to pinpoint areas where its strengths and weaknesses lie which will then enable the organization to develop strategies tailored towards the improvement and greater alignment of the culture and the strategic objectives. The model assesses strengths in the four key areas of corporate culture discussed above, as recapitulated below and displayed in Figure 2.4.

- Mission: Where do you intend to go to? Have you set specific objectives with a roadmap towards achieving them?
- Adaptability: Do you hear what your marketplace speaks to its customers? Do you understand and meet their evolving needs accordingly?
- Involvement: What is the extent to which you make use of people power in your organization?
- Consistency: Do you have systems of collaboration that allow you to reach common values with regard to your core values?

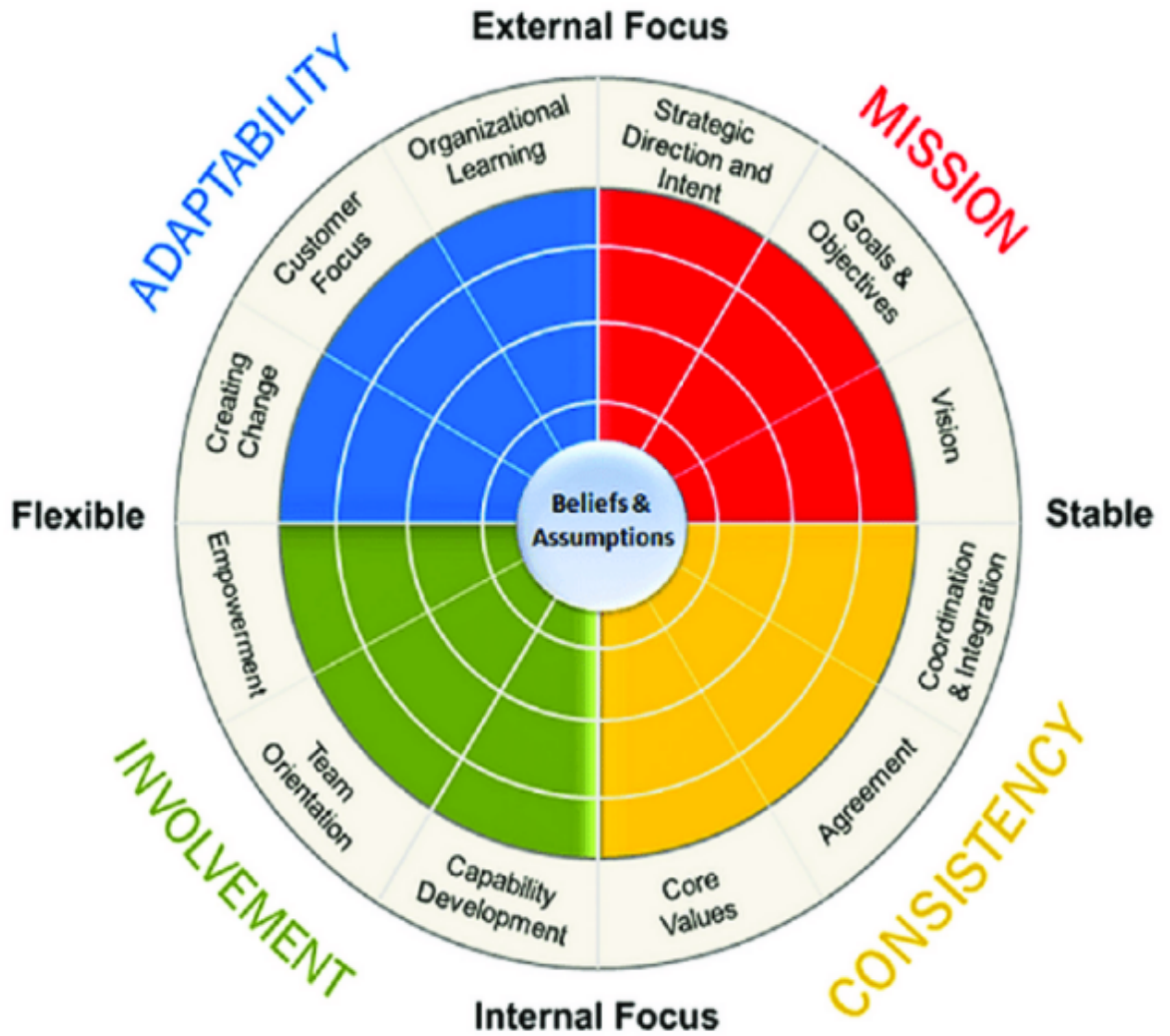


Figure 1.4: Denison (2017) Model

Source: Denison (2017)

1.1.5.2. Application to IKR

Each of Denison’s (1990) four elements of org-cult is useful to create the right and effective environment in the organization (Kotrba et al., 2012). According to Denison (1990), internal commitment and consistency and external adaptability and mission collectively underpin org-per. IKR’s pub-sec-orgs are also affected by the resilience dimension which becomes more important in a hardship such as the *current*. Given the long history of the region’s political instability and socio-economic challenges, organizations need to have a high level of adaptation. They also have to create new strategies in order to function in this type of environment where nothing is certain. This involves taking stock of dynamic market forces and adapting to the

diversifying customer requirements as well as the ever-fluctuating regulatory environment. The pub-sec-orgs in the IKR must follow the innovation, flexibility and adaptability pathways to meet the gathering issues and take the benefit of emerging opportunities (Denison, 2017).

In addition to that, the engagement component is the factor that makes the pub-sec workers feel more involved in their work and, therefore, empowered as well. In a country with established cultural norms and practices that play an important role in shaping society, engaging employees in decision making can prompt consequential improvement in morale, commitment, and productivity in companies. Under such conditions, where the participatory decision-making processes, promoting a collaborative environment and appreciation of the employees' engagement are applied, a sense of ownership and accountability will be also cultivated.

Furthermore, the meeting of the consistency criterion is central to the procedural correctness of the org-cult in regard to the Kurdistan government. An instance of strong communication, encouraging transparency, and paying respects to ethical practices increases the trust and credibility of stakeholders. Consistency in policies, procedures and practices will strengthen organizational integrity and will be a factor in the reputation of the entity as one that is only responsive to the needs of its market (Denison, 2017).

Lastly, the mission facet indicates that policymaking should be done with a precise aim and strategic operation. Enunciation of specific goals, and giving a vision aimed at inspiring and strategizing are the ones who serve as a guide of organizational functions toward the attainment of the *preferred* results. One particular point is that a specifically micronized mission is an instrument for achieving decision-making, resource allocation and performance evaluation. Thus, the organizations are guided to broader social aims and objectives.

Using the Denison Org-Cult Model as a base, and assessing this model's cultural strengths and weaknesses in the context of pub-sec-orgs of the IKR, is a possible way for leaders to unveil these organizations' cultural specificities and points of

improvement. By capitalizing on barriers and a mindset typified by adaptiveness, involvement, continuity, as well as a sense of direction to the work of the organization, the effectiveness efficiency, and the contribution to the economic and social development of the region can be boosted (Denison, 2017).

Involvement was noted as a critical factor for org-cult effectiveness by Mousavi et al. (2015). Involvement covers open communication, leadership that focuses on employees, and strong inter-personal relationships found in the organization (Engelen et al., 2014). For instance, in a good org-cult, business managers promote increased employee participation and involvement of scan in the big activities of the organization (O'Reilly et al., 2014). Employees who take part in the process of making organizational decisions end up developing a sense of ownership, trust as well as loyalty for the institution (Denison, 1990). The effective org-cult elements include a sense of ownership and responsibility. In the process of motivating employees in the organization there are sense of ownership, trust and loyalty which play an important role (Kotrba et al., 2012).

When employees are included in the decision making process of the company, they heighten their stewardship to ensure they gained or contributed positively (Denison, 1990). These findings reveal that in org-cult, there is a relationship where high employee involvement in decision-making process results to success (Hacker, 2015). Nevertheless, Givens (2012) opined that the numerous involvement results in a dearth of specialization that makes it hard to put one responsible for a certain role.

In this regard, the effectiveness of an org-cult depends on a high level of employee involvement in the process of decision making within an organization (Denison, 1990). Yet, the effectiveness of org-cult may vary a lot with the geographical location of an organization. As an example, Engelen et al. (2014) used 643 persons from diverse German and Thai organizations, based testing the connection between org-cult and business performance taking the geographical part into account. They proved that the high involvement generates much more powerful org-cult in Thailand rather than in Germany.

Effective org-cult involves sharing the organization's values, beliefs, and symbols in a fair manner by members of the organization from various backgrounds. Good org-cult is when people that come from diverse backgrounds join forces in order to pursue a common purpose. When the members identify themselves with the organization's values and beliefs, they perceive and associate their duty in line with organizational values. When organization members share the same values and beliefs in the organization, they can engage in successful communication and create a strong org-cult (Schein, 2010).

With a well-built org-cult, business managers can initiate the groundwork for sound communication, which is noticed to pass employee's activity co-ordination and perceptions on decision making in the organization across. The org-cult develops from the summation of actions by organization's members. As Sok et al. (2014) observe, effective org-cult cannot exist without a group of people, shared assumptions, and effective communication. According to research findings in the area of org-cult, existence of the consistency forms a reflection on org-cult effectiveness (Givens, 2012). According to Givens (2012), in the organization, for a strong org-cult and improvement of the employees' performance, consistency is one of the main factors.

However, Nongo and Ikyanyon (2012) contended that a high level of consistency in the organization has no direct relationship with employees' commitment and performance in the organization. Denison's (2017) adaptability manifests the ability of business managers in an organization to perceive and respond to external environments. Managers in effective org-cult are very passionate and responsive to the internal and external factors (Schein, 2010). Adaptability principle implies that business managers can change the prevailing org-cult to suit required adjustments. It entails bettering internal components, updating internal units and works due to the external competition (Mousavi et al., 2015).

A good org-cult is made up of principles that the organization members have consciously planned, exposed and developed dealing with external adaptation issues (Cian & Cervai 2014). The business managers adjust and take up new situation in the

organization mainly due to several other internal and external reasons. The principle of adaptability is based on the idea that during environmental change and turbulence, employees are able to modify or transform their internal processes, behavior and attitude (Denison, 1990). The lack of this organizational cultural element restricts the adaptability and hence performance in business.

What makes the org-cult so effective is the attempt by business managers to give meaning at least to major parts of the organization's mission (Givens, 2012). Mission consists of three main components i.e. clear direction and vision, strategic decision and intent, as well as goals and objectives of the organization that members utilize in guiding activities of the organization (Mousavi et al., 2015). Business managers will determine the organization short and long-term goals as per the organization's mission and vision in an effective org-cult (Nongo & Ikyanyon, 2012). In this regard, the organization mission helps business managers to offer right direction to internal and external stakeholders.

According to Denison (1990), the greatest responsibility of business managers is to establish the culture of an organization that would best support their business mission. Nonetheless, business managers contend that the encouragement of successful alignment of org-cult with the business mission is a daunting and vital responsibility on their part (Eaton & Kilby, 2015). Business managers in an effective org-cult link the mission of the organization with its priorities to enhance performance and guide its future path (Raza et al., 2014). Mousavi et al. (2015) found that, in the field of org-cult, quantitative studies indicate a positive relationship with respect to mission and business performance, and involvement and adaptability directly impact on org-per; the two other org-cult principles of consistency and adaptability also have an indirect influence on the performance of this organization. In another study, Nongo and Ikyanyon (2012) established that there is a direct association between adaptability, commitment and org-per. A related quantitative study results in the field of org-cult also indicated a significant correlation between mission and org-per (Givens, 2012).

1.1.6. Schein (1990)

1.1.6.1. Overview

The org-cult framework of Edgar Schein (1990) was rooted in the functionalist paradigm, and identifies different layers of culture within an organization. It is a useful tool towards getting an insight into the different layers of culture that exist in an organization. Schein (1990) distinguishes three different layers society expresses itself in to focus on the ways they affect the inner workings of every organization, as shown in Figure 2.5 and described below:

- Artifacts – this level deals with organizational characteristics that can be observed, felt and heard by a person who finds himself in a new cultural setting.
- Values – This level of the organizational model focuses on the declared objectives, norms, moral principles, standards, and ideals; it is often assessed using survey questionnaires.
- Substrate assumptions – This stage looks at unresolved issues when people in an organization who know all about it are interviewed, and gathers information through careful observation, as some underlying assumptions are taken for granted and fail to be recognized.

Uncovering the Levels of Culture

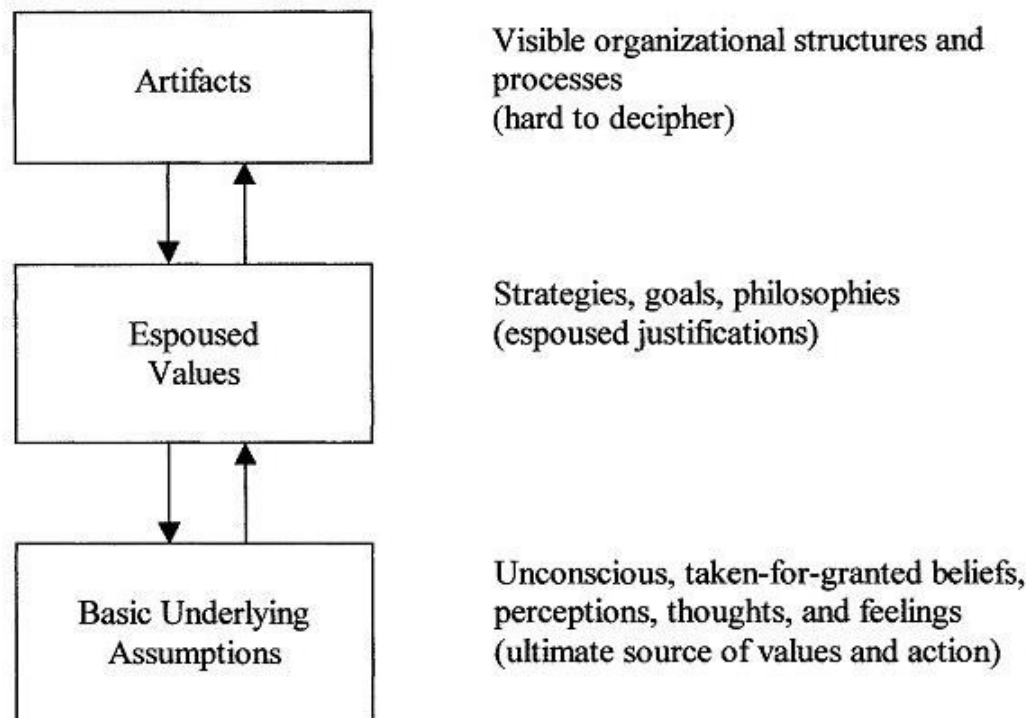


Figure 1.5: Schein (1990) Model

Source: Schein (1990)

1.1.6.2. Application to IKR

Artefacts, visual items, including symbols, rituals, and behaviors, appear on the first bedrock called artefacts. With these artefacts, the members will get to see sets of information on the values, ideals, and rules that they have to keep. For example, in the case of the Iraqi bureaucratic institutions, artefacts definitely involve emblems, ceremonial occasions and protocols which mean hierarchy and superiority. The artefacts are just the tip of the iceberg, and the deeper you dig the more you uncover the heritage of the organization, and thus the values they share. This layer is the closest one to Schein's (1990) hierarchical model, and it focuses on the articulated values, moral tenets, and the code of conduct that shape behavior and decision-making. Values in the Iraqi governmental sphere would focus on stability, safety, and adherence to the municipal regulations - features of a traditional bureaucracy which have been shaped in the process of historical and cultural development of the country.

Schein's (1990) proper substrate assumptions form the last level of org-cult.

These ones are the hidden, usually unconscious thoughts and the assumptions which are trustees of the prevailing trends and choices of the organization. Assumed substrates in Iraqi public and industrial society could differ in such structures as arranged social patterns, organizational design, the latter's function in running the system, and dignity positions. It implies that there is a big chance of influence on these individuals inside organizations.

By embracing Schein's (1990) model, the organizations will be getting a great and comprehensive lens through which the societies are carrying on their culture. Artefacts such as dress codes and ways of doing things help leaders to shed light on the most noticeable cultural characteristics and the unwritten rules. On the top of that, the findings of stable values which are declared to come into place and rule the behavior of organizations are invaluable. Lastly, the concept of adhering to limb values through human conditioning brings to light baseless attitudes and fashions that people use as a yardstick to infer from behaviors (Schein, 1990). These layers are important for cultural comprehension, which is a vital factor for understanding how culture affects employees' behavior, decisions and consequently, the organizational outcome. By looking at the interconnectivity of artefacts, values, and underlying assumptions of culture, leaders can maneuver their way through cultural barriers and they can build an org-cult, which not only supports the strategic objectives of the institution but, also implements them (Schein, 1990).

1.1.7. Handy (1993)

1.1.7.1. Overview

Charles Handy (1993) suggested that civilizations can be understood in terms of "power, roles, task, and person". The functional and relational extensions of org-cult aligning with this conceptualization demonstrate how power hierarchies, role clarity, task orientation, and individualistic attitude lead to the organizational success. Leaders who are aware and sensitive to cultural orientations can create a management system, communication throughput, and teamwork which complements organizational purposes. Handy (1993) attributed these characteristics concerning centralization and formality to

the Greek gods Apollo, Athena, Dionysus, and Zeus, as shown in Figure 5.6 and described below.

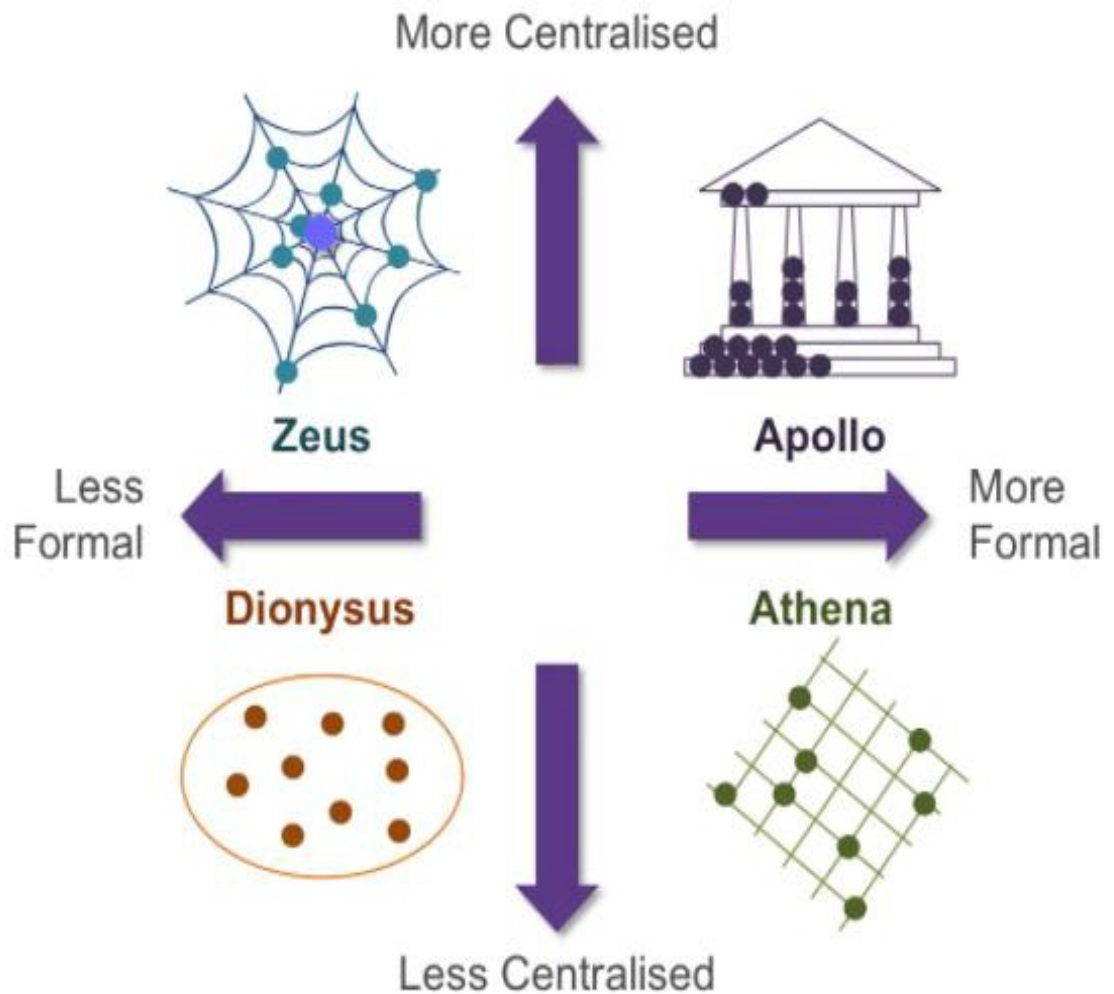


Figure 1.6: Handy (1993) Model

Source: Handy (1993)

1.1.7.2. Apollo – The roles culture

Reliable, stable, and rule-based, the Apollo culture is adopted in mature bureaucratic organizations in which everyone has clearly defined roles to play. They know their limits, and rarely go beyond what is expected of them. There is clear line of reporting and decision making processes, with long and inflexible processes, and job position confers discretion in making decisions. Changing environments can be a challenge for the Apollo culture.

1.1.7.3. Athena – The task culture

A thinking and doing context, the Athena culture highly appreciates being able to

think and get things done, with commensurate recognition and rewards. It attaches much value on talent, and thus the teams are fluid with individuals coming together to solve problems and work on projects. Here knowledge, expertise and the capability to influence and prejudice are less important than authority. This culture can be observed in consultancies, research organizations, and in agile business units of *ad hoc* companies, which may otherwise suffer from a prevailing Apollo or Zeus culture.

1.1.7.4. Dionysus – The existential culture (people)

A hedonistic paradigm, the Dionysus culture is concerned with individuals seeking to meet their own personal goals, which can result into creative freedom as well as internal discord or even unproductive competition. The organization is almost like a base and resource center for self-motivated individuals, who may at times be more concerned about their position than that of the organization (i.e., their personal goals may not be in perfect alignment with organizational goals *per se*). Law and accounting firms (and pressure groups) are good examples such types of cultures, where the personal motivations of highly achieving professionals imbue the organizational ethos.

1.1.7.5. Zeus – The club culture (power)

The Zeus culture pertains to a centrally controlled “club” mentality, in a domain with one most powerful leader holding all the powers to make crucial decisions. They have full control of crucial resources and may be minimally accepting of they consider under-performed. This culture is usually provoked by the presence of a dominant and successful founder, or a charismatic leader. This culture is common in circles of political class, start-ups, and crime families.

1.1.7.6. Application to IKR

Albeit Handy’s (1993) model is hardly utilized these days, and has been eclipsed by other alternatives, it is highly instructive with regard to new organizational forms, such as self-management and self-organization. The major benefit of the model is that it can deliver a subtle portrait of org-cults, and it contrasts greatly with simpler models which are based on only one or two dimensions. Handy’s (1993) four different cultural types enable a deeper analysis of the complicated interaction of values, norms, and

structures in organizations. This model enables researchers to concentrate on unique attributes of each culture type, which adds depth to their analysis. It is also useful when comparing analyses. This framework can be used by researchers to contrast and compare org-cults of different sectors, industries or locations.

According to Handy (1993), scholars can find patterns and trends that help them understand rather generally how culture impacts on organizational behavior and organizational outcomes by detecting the prevalence of particular cultural types in various contexts. Additionally, the model is appropriate for evaluating *current* org-cults. This model can be beneficial for researchers to analyze/identify and to rank the most prevailing sources of culture in the organization and as such it can have good application within case studies or empirical research. In contrast, it can be used as a diagnostic tool for studying culture in relation to decision-making, leadership, and general effectiveness (Handy, 1993). In the case of the IKR, the prevailing culture has high centralization and power distance (as explained previously in section 2.4.2.2), thus IKR organizations can be expected to be firmly aligned with the Apollo culture.

Utilizing Handy's (1993) model, firms in the IKR seek to exhibit stability, and abhor uncertainty. They can be expected to be imbued with longstanding bureaucratic formations, especially given the political factionalism of such institutions in the IKR context (as explained in Chapter 1). Employees in the IKR appreciate specified and particular tasks they must accomplish, and find satisfaction in performing what their line managers and organizations expect from them, with limited consultation in decisions.

However, the model has its fair share of limitations. A particular drawback is that this may cause the over-simplification of org-cults. Although the model is more refined than its counterparts, it still relies on simplifications of complex real-life cultures into four possible kinds. However, this downsizing may be unable to capture the complex differences and peculiarities that are in cultures therefore losing granularity in the analysis (Handy, 1993). Besides, the model may disregard the fact that cultures in organizations can be different and changing. This model tends to describe cultures as

fairly stable, though they can change over time as a result of several internal and external stimuli. Such limitations restrain the model from predicting how cultures can evolve or change in order to respond to differing situations, a fact essential to fully comprehend an org-cult (Handy, 1993).

The model is also prone to misclassification. The classification of organizations in one of the four cultural types is subjective and may rely on the researcher's perception. The distinction process may also be inconsistent as different individuals or researchers, perceive the culture of an organization differently (Handy, 1993).

Therefore, the model provides important implications for understanding and dissecting org-cults in a thesis notion. This sort of subtlety and an ability to make comparative analysis is the benefit for researchers to disclose the org-cult complication. Still, a research model has significant limitations, including an overly simplified picture and static representation of cultures and the danger of erroneous categorizations. Proper analysis of advantages and disadvantages can make any judgement on org-cult within the IKR more robust.

1.2. Measuring Org-Cult Effectiveness

1.2.1. Overview

Business managers may opt to calculate and assess their org-cult effectiveness using different methods (Martin, 1992). Measurement of the culture in different organizations is important, as there are factors used by management which fail to capture the complexity of culture for some organizational types (O'Reilly et al., 2014). This has been justified by Hartnell et al. (2011) with relation to disagreement existing, and a universal standard to measure an org-cult effectiveness being lacking. The "Six Factors" method was used by O'Reilly et al. (2014) to measure organizational effectiveness and performance, with the eponymous six factors being: (a) adaptable, (b) integral, (c) collaborative, (d) result oriented, (e) customer oriented, and (f) details ordered. There are also three evaluation elements of organizations' cultural effectiveness, as discerned by Flamholtz and Randle (2012): cultural alignment,

behavioral consistency, and cultural gaps. O'Reilly et al.'s (2014) six factors are more specific and appropriate indicators of the organizational values, beliefs, and norms (Hacker, 2015).

The finding of an evaluation may reveal cultural gaps that represent the gap between the theory (desire values) and practice (the actual value). A performance analysis model introduced by Fusch and Gillespie (2012) to bridge the gap between what is *preferred* in performance to actual outcomes in the organization reported that business managers can use a performance analysis model to include actual org-per and compare the *preferred* one in order to identify organizational gaps. *Preferred* org-per consists of a deep analysis of an organization including vision, mission, strategy and *preferred* results. Fusch and Gillespie (2012) stated that identifying performance gaps was the first foundation of an effective performance interventions method. They used a work-life approach as a performance intervention for org-cult and org-per.

1.2.2. Flamholtz and Randle (2012) Dimensions

An org-cult assessment instrument developed by Flamholtz and Randle (2012) described five principal dimensions of org-cult that were used in many of the reviewed studies (as described below): (a) customer orientation, (b) employee orientation, (c) performance metrics, (d) readiness for change, and (e) process orientation.

1.2.2.1. Customer orientation

Customer orientation relates to the managers' perceptions of customers and employees' treatment of clients. Organizational values must be identified by business organizations' managers, to guide employees' interactions with customers (O'Reilly et al., 2014). The value helps in increasing the performance of the org-cult in provision of quality and satisfaction to its customers (Hartnell et al., 2011).

1.2.2.2. Employee orientation

According to Flamholtz and Randle (2012) employee orientation refers to motivating employees in the organization. Orientation provides information regarding the behavior of people when performing their duties in the organization. Employee orientation helps business managers in the management of org-cult for strong

organizational. For instance, in organizations where decision making process is based on what other employees will say make it difficult to implement changes. Nowadays, almost every organization deals with a set of people of distinctly different cultures and backgrounds. Combining the organization members' different socialization experiences and personal culture into a universally shared org-cult is an element of org-cult (Green, 2012).

1.2.2.3. Performance metrics

Hartnell et al. (2011) reported that low employee turnover and high employee satisfaction are factors of the effectiveness of the org-cult. Employee satisfaction and empowerment in the organization are key effective org-cult characteristics that motivate and enable to retain competent, trustworthy employees. The third dimension of an org-cult involves a mutual input associated with the performance and accountability standards this exist in organizations (Flamholtz & Randle, 2012). Performance and accountability standards have a standard that defines the timing, evaluation signals, benchmark standards, rewards and performance accountability. According to O'Reilly et al. (2014), performance and accountability standards significantly influence employees' work performance and behavior. The performance and accountability measure has an impact on the goal achievement in the organization and also influences org-cult effectiveness (Green, 2012).

1.2.2.4. Readiness for change

The fourth integrated dimension of the effectiveness of the org-cult concerns innovation and change (Flamholtz & Randle, 2012). "Commitment to change and innovation" refers to the way in which the company community identifies, commits and reacts to change and innovation. Flamholtz and Randle (2012) used the term "commitment to change and innovation" to characterize managers being ready to confront unforeseen changes and "redispositions", to improve their goods or services. More specifically, it is raised on innovation-collectivism and change readiness as the major strategic constituents of org-cult effectiveness (Hartnell et al., 2011).

1.2.2.5. Process orientation

Flamholtz and Randle (2012) described the “company process” as pertaining to “downstairs” (i.e., operational) daily activities within a firm. The company process orientation is the questionable each of the firm system proceedings such as planning, organizing, decision making, communication and social responsibility. Effective org-cult includes economically planned, efficient decision making, effective communication ,and socially responsible organizations (O’Reilly et al., 2014). Highly effective involves motivated employees, high levels of customer satisfaction, well-developed performance standards, openness to change and innovation and clear company process orientation (Flamholtz & Randle, 2011).

Company process orientation may be used by business managers for evaluating the effectiveness of org-cult. The relationship between different aspects of org-cult effectiveness and the company performance is fundamentally complex (Flamholtz & Randle, 2011). For instance, the existence of a more innovative org-cult can help to achieve increased sales growth, while bureaucratic org-cult and efficiency may have varying effects in private and public organizations and markets. Some universal features can be discerned, including that the development of a supportive org-cult that contributes to greater employee satisfaction, and thus improved org-per (O’Reilly et al., 2014). Chatman et al. (2014) also provided empirical evidence that a strong consensus culture within the organization affects net income, while a strong adaptability culture affects revenue.

1.3. Research on Org-Cult in IKR Pub-Sec-Orgs

1.3.1. Overview

Empirical research conducted in Iraqi settings is highly informative on how org-cult impacts on incidence within pub-sec-orgs. For instance, Mohammed and AL-Abrrow (2023) conducted a study on the correlation between org-cult and employee satisfaction regarding their jobs in Iraqi public healthcare institutions, and demonstrated the importance of a positive org-cult that encourages open communication,

collaboration and empowerment of employees. It was thus found out that there existed a positive relationship between such a culture and high levels of job satisfaction among the pub-sec workers.

Aboramadan et al. (2020) noted that studies in MENA, including Saudi Arabia and Iraq, have revealed that org-cult has a significant effect on the e-Government initiatives, and that the development of a flexible and innovative work place culture focused on the needs of citizens was central to driving e-government. The connection between a supportive org-cult and enhanced service quality and citizen engagement is the key message that can be discerned from this aspect. For instance, Hamza (2018) focused on the impact of org-cult on knowledge sharing in Iraqi government organizations. The latter intention best defines a culture that is marked by trust, respect and the willingness to share knowledge as revealed in their findings. This culture was noticed to improve organizational learning, decision-making processes, and general effectiveness.

1.3.2. Key Characteristics and Challenges of IKR

The IKR pub-sec is unique compared to other pub-secs across the world, offering a unique set of challenges and opportunities. The organizational landscape in the pub-sec highlights unique problems remains that characterize the IKR. Understanding the nuances of this industry is critical in understanding key aspects that affect how organizations function, lead their employees and manage them. Located in Northern Iraq, Kurdistan has a turbulent history of political upheavals, wars and longings to attain independence. What these historical events have left in the administrative structures and practices within pub-sec is an indelible legacy. A delicate balance between local autonomy and national governance frameworks often applies to organizations in this region (Stanfield, 2003, 2018). In addition to that, the IKR pub-sec has a very diverse demographic makeup. This is a region that inhabits various ethnic religious groups and they all contribute to the rich tapestry of its org-cult. This diversity can both make organizational dynamics even more enriching and still present challenges in ensuring cohesion and unity. Recognizing and understanding this diversity is central in grasping

the subtle org-cult that develops within the pub-sec accordingly (Karim & Marzouk, 2018).

Org-cult in the IKR pub-sec is affected by a number of interconnected issues such as the process of rebuilding and reconstruction after decades of conflict and instability. The environments that organizations work present a paradox namely the need for quick growth and rehabilitation coupled with stability and reliability. This dynamic sets up a delicately balanced equilibrium that leaders must carefully traverse to create an org-cult marked by both resilience and innovation (Karim & Marzouk, 2018; Stanfield, 2003). Another major challenge is the persisting political and economic uncertainties in the region. Political developments in the pub-sec are very intricate; they affect distribution of resources, policy frameworks and administrative priorities.

1.3.3. Contextual Factors Impacting Org-Cult

The IKR pub-sec org-cult is pivoted towards the contextual factors. The collective ethos of reconstruction, nation-building and community resilience is emerging in the post-conflict environment. Such broad narratives are frequently encompassed through org-cult, thus creating an atmosphere of common goals and allegiance among employees (Karim & Marzouk, 2018). Another contextual factor that greatly affects organizational dynamics is the influence of tribal and family networks. These types of social structures usually influence how relationships within and outside organizations are formed, helping create a variety of forms in communication styles, decision-making processes as well as mechanisms for resolving conflict (Karim & Marzouk, 2018). These sociocultural dynamics and understanding them to apply in an organization will help the leaders align org-cult with prevailing societal norms.

The IKR's pub-sec is challenged by the need to accommodate traditional values while adjusting those for globalization and rapid technological innovations (Stanfield, 2003). Thus, finding the right balance between the preservation of cultural identity and incorporating innovative ideas is a dynamic process that contributes to developing org-cult in this sphere. The IKR's pub-sec can be viewed from an organizational perspective as a place where a colourful layer of difficulties joined by a layer of opportunities is

imposed, mainly by the specific geopolitical context. The diversity of population and the contextual features mean that disentangling such intricacies is vital for government agencies and decision makers concerning with managing org-cult to improve org-per (Karim & Marzouk, 2018; Stanfield, 2003). The events of Iraqi political instability and aspirations for independence, over the years, have really shaped the nature of the administration of the IKR, including the manner in which local autonomy and the entire national governance framework have been regulated. That political stem determines the relations of power and leadership strategies in the pub-sec (Karim & Marzouk, 2018).

In addition to that, the diversity of the ethnic and religious groups of the region creates a culture of richness in the area, but at the same time, these challenges are experienced in the integration and unity of the place. Transforming the diversity portrays reasons for leaders to implement inclusive strategies based on embracing differences and promoting a sense of belonging, mission, and belonging (Karim & Marzouk, 2018; Stanfield, 2003). The pub-sec in the IKR is assigned to the strenuous mission of reconstructing the suffered districts after whole-hearted conflict and insecurity that the region had been witnessed for many years. All parties seek to maintain a fine equilibrium between rapid development and rejuvenation on one hand, and on the other, the provision of stability and performance reliability in the course of organizational operations. Besides the continuous political and economic uncertainties which are already challenging the organizational functioning, fundamental difficulties exist concerning resource distribution, policy frameworks, and administering proceedings (Karim & Marzouk, 2018).

Unfortunately, the contextual issues are always playing a significant part in moulding org-cult and behavior. The reconstruction ethos along with the national rebuilding and community resilience as a whole underlies the whole organizational climate where set goals and ideals are shared among workers (Karim & Marzouk, 2018; Stanfield, 2003). The social structures of the tribe and the family network also play a part in relationship formation, communication styles, and organizational decision-making, thus, making the need to understand and deploy sociocultural dynamics into

organizations' management crucial.

Also, the pub-sec in the IKR faces the effects of culture on globalization tension thereby social alienation. The preservation of cultural identity is of course the right trend, but organic growth and adaptation to contemporary behavioral patterns are no less important in order for the business to succeed. The same path of the right mixing of cultural persistence and progress is a dynamic process, that needs brave leadership and efficient decision-making, alongside a conservative and sensitive cultural paradigm seeking stability and avoiding uncertainty (Hofstede, 2024; Karim & Marzouk, 2018; Stanfield, 2003).

In the end, the critical assessment of IKR's pub-sec evidences that the nature of organizational frameworks is highly varied, and recognition and incorporation for the sake of pub-sec leaders and policymakers is necessary. By institutionalizing inclusive approaches, addressing diversity, and problem solving in the geo-political and socio-cultural sphere, visionaries and leaders can build a solid, agile and mutually a function oriented culture that guarantees the sustenance and success of an organization (Karim & Marzouk, 2018; Stanfield, 2003),

1.3.4. Org-Cult and IKR

Iraq's pub-sec org-cult plays an important role, especially in regard to the IKR's unique environment. Several past research works have indicated a significantly high contribution of culture to the operations and the performances of public organizations in this area. For instance, Alom (2020) points out how cultures in use within pub-sec-orgs largely shape operational processes, behaviors of employees as well as performance in these institutions. This means that a good and enabling culture makes for efficient production but an ineffective culture hinders efficiency (Alom, 2020). Specifically, the history and politics of the Region have led to the development of a unique org-cult in the IKR pub-sec. According to Budur and Demir (2019), the practice of political patronage, in addition to party dominance, has influenced employment procedures as well as cultural habits of most of these organizations. This resulted in a society that values party loyalty over merit and could limit informed decision making.

Similarly, there is literature that seeks to understand how the org-cult affects governance efficacy. Yosinta (2018) shows that there is a link between culture and good governance. The author argues that having transparency, accountability and ethics enhances pub-sec effectiveness. This mirrors the problems that challenge cultural elements in their support of the transparent and accountable governance procedures in the IKR's pub-sec. Another factor influencing the employee motivation and commitment is the prevailing cultural norms that have been observed in the IKR's pub-sec. According to a research conducted by Topsakal et al. (2024), favouritism and nepotism within the sector could possibly demoralize workers whose contribution is essential towards the provision of effective public service delivery.

Therefore, previous research emphasizes the importance of org-cult as an important element for pub-sec-orgs' performance in Iraq, including specifically in Iraq's Kurdish region. Cultural values also have a lot of bearing on different issues such as service provision, how government should run its affairs, or employee morale. This will improve the ability to create interventions whose primary aim is to increase the effectiveness and efficiency in the regions within the culture dynamics.

1.3.5. Relevance of Org-Cult in Pub-Sec

The org-cult has a great influence over the pub-sec in general, and this is also related to the IKR's administrative region. Alom (2020) noted the rightful place of culture within pub-sec-orgs' frameworks in shaping frontline bureaucracy's behavior. Org-cult in itself is what drives processes of decision-making, communication channels, and service delivery mechanisms in the governmental institutions, hence not lost creating an effect that makes the entire governmental processes either effective or ineffective. Yosinta (2016, 2018) probed the issues which are very salient in the pub-sec-orgs' good governance, and portrayed the fact that the org-cult is one of the important aspects of governance procedure and, when it is understood and properly taken care of, the governance can be improved. Identifying the culture and determining pattern of the pub-sec in designing governance mechanisms can effectively develop precise steps to foster a culture that relies upon transparency, accountability, and

integrity (Fusch & Gillespie, 2012).

An org-cult shapes employee attitudes, and frames behaviors, and interactions among various pub-sec-orgs. It determines what employees believe is their role, responsibility and the organization's mission; this in turn affects employees' motivation, involvement, and loyalty towards accomplishing designed objectives. The creation of a caring and encouraging culture is instrumental for the pub-sec leaders in constructing a favorable environment for staff members, wherein they can improve their job performance levels and consequently render satisfactory services to their stakeholders (Childress, 2013; Fusch & Gillespie, 2012; O'Reilly et al., 2014; Uddin et al., 2013). The org-cult is an issue of primary relevance for the outside image of pub-sec-orgs in the IKR. A cultured organization with positive vibes will create credibility, trust, and legitimacy in society, that will be accepted by the citizens and stakeholders, thus building confidence in governmental institutions. Meanwhile, a bad or dysfunctional culture will deprive public confidence and weaken the organization's credibility. This can make the organization unpopular and invite further scrutiny from the people, as such can lead to decreased support and increased scrutiny (Budur & Demir, 2019; Voller, 2022).

In the realm of the KRG, the issue of org-cult is of high importance; this is because of the fact that the region is richest in the history, culture, and politics. The aftermath of conflict, political instability, and ethnic diversity presents an idiosyncratic mix of both distinct challenges and opportunities for the pub-sec to develop org-cult. Through the acknowledgement of the particular parameters and the targeted application of them in the pub-sec, it is conceivable to have a culture that encourages transparency, inclusivity and the community responsiveness to the peculiarities of the regional groups (Budur, 2020).

At this point, we come to realize that org-cult has a place without which no pub-sec, including the IKR's administrative region, can avoid. It is actually a controlling factor for the decision-making process, as well as governmental practices, employee behavior and the image which the government portrays externally. Thus, it shapes the

whole performance and effectiveness of government institutions in the long run. Through the acknowledgement of the value of org-cult and using strategic actions for fostering a culture that is not only positive but also values based, the leaders of the pub-sec are going to improve org-per and at the same time develop good governance as well as confidence and trust among citizens and key stakeholders.

1.3.6. Summary on the Significance of Org-Cult in the Iraqi Context

Beyond doubt, given the difficulty of the Iraqi situation, the role of org-cult becomes the most significant of all possible aspects in the pub-sec in itself. In the situation of Iraq, the government sectors have multiple governmental bodies responsible for providing people with the necessary services including education, health care, infrastructure and public administration. Yet, operating the political environment, the reconstruction of the post-conflict political terrain and the shifting nature of the socio-economic climate necessitates a deep grasp of the org-cult at hand.

Alvesson (2012) and Ahmadi et al. (2012) indicate that org-cult is indeed the key to a successful pub-sec with such factors as behavior; attitudes, and decision-making processes. Regarding the Iraq example, intergenerational political confusion and protracted conflicts have had long-term wounds in the societal bonds, rather it is the org-cult which is needed to be adaptive and responsive. National history has seen organizations' structures and performance decimated by decades of conflict and instability. The majority of strategic orientation in these bureaucracies is hierarchical, whereby the decisions are made by the top authorities and carried out through the bureaucratic procedures (Ahmadi et al., 2012). While dealing with issues which are rather complicated on the national level, many organizations involved in them have recently recognized the necessity of establishing a certain culture which is easy to move, responsive to fluctuations and headed in accordance with the aspirations of the Iraqi people.

Reconstruction of a post-conflict society in Iraq requires an orientation of org-cults which instead of rivalry and competition rise to the pinnacle of collaboration, business transparency as well as accountability. Further support of this statement has

been provided by the authors of the article, who note that organizations with a robust set of shared values and a purpose-driven mentality have higher chances of surviving and successfully transitioning through periods of change and uncertainty. In the Iraqi case, stimulating active participation as well as inclusive decision-making could establish trust between the governed and the officials which in return could lead to stability and prosperity (Budur, 2020; Budur & Demir, 2019; Voller, 2022).

Additionally, changing socioeconomic priorities in Iraq, such as the diversification of the economy and the fostering of the private sector, are also associated with this kind of adjustment in the way of doing things for pub-sec-orgs. Kaplan and Norton (2008) place the focus on the alignment of cultural values with the corporate strategic objectives in the event of extremely rapid dynamics of changes. Through the nurturing of a culture that appreciates innovation, entrepreneurship and teamwork, the Iraqi pub-sec-orgs can be better able to assist the country in its economic diversification endeavors, and in growing a sustainable economy overall. The importance of an org-cult of a country like Iraq in public executive management in the complex set of challenges is its ability to govern people's behavior, mentality, and their performance. By harnessing cultures that are purposeful, proactive and congruent with the country's vision, Iraq can conquer its historical legacies and empower the journey of stability, economic growth and a well-developed nation.

1.4. Research on Org-Cult in Ukraine

1.4.1. Ukraine's Cultural Dimensions

Through the analysis of Ukrainian cultural dimensions in terms of Geert Hofstede's (2024) model, it is possible to obtain essential information concerning societal norms, values, and behavioral patterns; a summary of Ukraine's profile is shown in Figure 2.1, as discussed briefly previously. The examination focused on several dimensions of Ukrainian culture, such as power distance, individualism/collectivism, and masculinity/femininity, thus, providing an in-depth depiction of Ukrainian society.

1.4.1.1. Power distance

Beginning with power distance, Ukraine has features of a culture with large power differentials, where authority is seldom questioned, and hierarchical structures dominate. This is clear in all aspects of the life of Ukrainian people in political, economic and social relations. Oligarchic influence is a key determinant in governance systems and economic terrain, with a handful of people having significant power and control. In accepting this power dynamic, the majority, thus, adds to the high-power distance in Ukrainian culture (Bester-Dilger, 2009; Hofstede, 2011).

In addition, the historical setting of Ukrainian culture, with frequent periods of external domination and political tumults, have shaped views on the state and authority in general. The legacy of the Soviet era, dominated by centralized control and authoritarian leadership, still affects views of governance and leadership in modern Ukraine (Harwiki, 2016). Although the process of moving into democracy and decentralization is initiated, the Soviet legacy remains, therefore complicating the power relationship in Ukrainian society.

1.4.1.2. Individualism vs. collectivism

Shifting to the dimension of individualism versus collectivism, Ukraine shows a mix of both tendencies, reflecting a multifaceted cultural background and historical events. However, individualist elements are increasingly in evidence, especially in towns, and among the young. Western ideas and globalization have contributed to the development of individual autonomy and personal expression, which contradicts traditional collectivism (Aboramadan et al., 2020; Bester-Dilger, 2009). The interplay of individualism and collectivism in Ukrainian culture can be seen in different domains, for example, social relations, economic behavior, and political attitudes. Collectivist tendencies encourage teamwork and shared responsibilities within communities, whereas individualistic characteristics propel entrepreneurship, creativity, and independence (Hofstede, 2011). Value conflict dynamics define the socio-cultural environment of Ukraine as a reflection of the challenges of a society that is dynamically changing (Hofstede, 2011).

1.4.1.3. Masculinity vs. femininity

In terms of masculinity versus femininity, Ukrainian culture is a mixture of both, reflected in subtle expectations of gender roles. Older ideals of gender make men tough, ambitious and assertive, while new perceptions acknowledge the importance of gentle, empathetic and relational feminine traits (Harwiki, 2016). Ukraine's gender dynamics are affected by cultural historical, and social factors as well, for instance, the patriarchal habits aftermath, Soviet policy on gender, and the transforming approach towards gender equality (Bester-Dilger, 2009).

1.4.1.4. Summary

In general, studying Ukrainian cultural dimensions gives useful information about the dynamics of Ukrainian society, focusing on the diverse factors and interactions that determine its cultural identity. Through the prism of Hofstede's framework and taking into consideration the subtleties of Ukrainian culture, we will be capable of achieving a good understanding of the country's cultural heritage, values and behavioral patterns. This information is critical for successful intercultural communication, cross-cultural teamwork, and managing the issues in the globalized world (Bester-Dilger, 2009; Hofstede, 2011).

1.4.2. Leadership Styles in Ukraine

Lead-styles in Ukraine can be appreciated only by appreciated the correlation with the country's management practices, business culture, and societal norms. The influence of Ukrainian leadership is determined by historical factors, the generation gap, loyalty and respect towards leaders and superiors. Studying widespread leadership types like transformational, transactional, charismatic and participative leadership in the Ukrainian cultural framework we obtain a useful understanding of the way of leadership emergence and effectiveness i.e. leadership practices (Ardichvili & Gasparishvili, 2001).

Hierarchy and authority in Ukraine can be characterized by a formal business culture in which there is a close focus on hierarchy, rank, and the norms of decorum. This same kind of hierarchical model permeates leadership practices, which are defined

by the fact that managers mostly hold onto power and expect the whole staff to endorse their decisions (Ardichvili & Gasparishvili, 2001). As is the case with most Ukrainian managers, those working in the manufacturing industry of Lviv tend to demonstrate transactional leadership, whereby the team goals and expectations are clear, roles and responsibilities are assigned within the structure, and the work is conducted according to the established procedures. This is shown in their subordinates' expectation to obey and please their superiors, which is a way of showing the power influence in a top-down approach which is rooted in the traditional norms of deference to authority (Gorzelany et al., 2021).

In terms of generational differences, the way leaders emerge in Ukraine has been greatly influenced by the presence of genetic divergences. Older deputies consider the core component of their leadership associated with loyalty, respecting authority, and sticking by the hierarchy. Supervisors might take on authoritarian leadership with rules, as the authoritarian leaders who give commands that are to be obeyed, without hesitation and doubts. Meanwhile, the more senior managers usually stick to either a directive or bureaucratic style of command, which focuses on role delineation, reporting structure, and standardized procedures (Ibrahim, 2017). Their desire to spend time searching for new chances and overturn conventional viewpoints symbolizes the transformation from a more traditionalist to proactive leadership (Gorzelany et al., 2021).

The approach to change in the lead-styles of Ukrainians derives from the medium level of tolerance for changes and the risk that comes with it. Managers who have had to deal with Ukraine's economic transformation to a market economy sheer experience are an asset for making wise management decisions. Such individuals often demonstrate competence in adaptability, flexibility, and resilience. They are used to fast environment changes in the business environment and they want to minimize rational risks to seize opportunities. Nevertheless, ingrained fear of failure and shaming could make a few reluctant to try major changes, which might bring in an approach towards modest innovation and organizational transformation (Gorzelany et al., 2021).

The number one factor in making decisions in Ukrainian organizations that support the hierarchical model is primary managerial authority to make decisions and no intention for subordinates to ask questions. Such an autocratic style of management could affect employees in the sense that they may tend to avoid the challenges of managerial decisions and be reluctant to offer alternative solutions. The educational system which is based on a rote learning style is the reason for the lack of problem-solving skills among employees, leading to obedience and submissiveness of people to authority and orderliness (Ardichvili & Gasparishvili, 2001).

Considering team dynamics, there is a wide tradition of collectivism in Ukraine, which was strongly encouraged by the Soviet ideology of communal property. However, its effectiveness depends on situational context, namely when working in an organization. The possible obstacle which older generations may face is simply the lack of energy and spirit which were often in shortage in the past, and it is reflected in the attitude of being apathy and cynical (Gorzelany et al., 2021). Unlike the older generations, who prefer to rule rather than involve and share their ideas, the younger generations are thriving in teams and sharing ideas which is an indicator that communication is a vital aspect of leadership. Yet, take Western use of teambuilding methodologies can face problems such as cultural diversity and traditional beliefs which lean toward hierarchy and individualism (Aboramadan et al., 2020; Ardichvili & Gasparishvili, 2001).

Also, Ukrainian man-styles underline the aspect of trust founding and preservation, as well as politeness in general during negotiations. The trust-building feature has become one of the main and important factors of Ukrainian business culture, where almost all negotiations are held not by separate people, but by a team, that includes the elder person. Ukrainian team members can be sharp and emphatic, seizing every minute which is the natural way to exert the pressure and totality of emotions (Gorzelany et al., 2021). Superiors may appear as hard negotiators using critical tactics such as threats on control, which they use to demonstrate their authority in negotiations.

Ukrainian lead-styl is determined by national values, historical traditions, and

generational habits. Despite a level of stability and continuity which could be associated with traditional hierarchical structures and prevailing transactional leadership traits, younger leaders have been showing tendencies towards a participative style of leadership, which is becoming more and more popular (Ardichvili & Gasparishvili, 2001). An effective leader in Ukraine must possess the knowledge of cultural differences and the ability to change with the circumstances, take challenges without hindrance and the competence of dialogue and negotiating skills (Gorzelany et al., 2021).

1.4.3. Organizational Structures in Ukraine

1.4.3.1. Impact of historical and geopolitical context

After the start of the pub-sec reforms, especially since the 2014 Revolution of Dignity, Ukraine has undergone a number of significant developments. Albeit the Russian invasion has dampened these changes with senseless humanitarian disasters and economic collapse, Ukraine tries to develop a governance system in compliance with universal principles and best practices. The war exposed the tremendous impact of resilience and versatility on public management, whereby the primary concern is to keep any critical services running as well as restore the damage (OECD, 2022; Williams, 2022).

Ukraine has used the ways, such as reform strategies, which improve public governance and budget discipline. The Strategy of Public Administration Reform through 2021 showed a distinguished track of achievements, aiming at the provision of high-quality services, the creation of a professional public service, and the increase of the capacity of public administration institutions and accountability. The choice to integrate itself into the OECD and the EU systems is a clear wave of modernization and willingness to carry out the European frameworks of governance (Organization for Economic Co-operation and Development [OECD], 2022).

1.4.3.2. Anti-corruption efforts

For many decades (i.e., since the Soviet era) Ukraine has suffered from endemic corruption, which has contributed to the degradation of the economy and poor societal

trust in the authorities. The opening of anti-corruption agencies, such as the National Agency for Corruption Prevention (NACP) and National Anti-Corruption Bureau of Ukraine (NABU) demonstrate Ukraine's tenacity in seeking to eradicate entrenched corruption. On the other hand, lay institutions are not immune to pressure from influential forces, and democratization and reforms of such institutions remain key challenges (OECD, 2022). Ukraine has introduced decentralization reforms aimed at the distribution of power among the territorial units and closing identified gaps. The distribution of administrative responsibilities enlarges governance capacities at the level of local communities, and strengthens the performance of service delivery, but huge problems still face governance (Knight, 2022; OECD, 2022).

1.4.3.3. Multi-level governance and capacity building

It is significant to form multi-level governance to produce mechanisms for coordination of recovery plans and addressing the issues in conflict-ravaged regions. Sub-national governments are the most important institutions when it comes to managing public investment, and providing local people with the required services. Factoring in local knowledge, paying attention to the size of the population, as well as taking into account their participation in decision-making processes when it comes to a recovery initiative's success and the existence of territorial resilience are basic (OECD, 2022).

1.4.3.4. Information ecosystem and freedom of expression

The war has stressed the need for information management and combating falsehoods while preserving the freedom of press and speech. The Ukrainian media landscape has been subjected to a profound overhaul, with the intention to enhance transparency and resist propaganda. Reform power is revived, and a democratic basis is protected is particularly essential for the country to keep stability and solidity in the long term (Knight, 2022; OECD, 2022).

1.4.3.5. Communication patterns

In Ukraine, communication practices, norms, and choices in the workplace are determined by cultural orientations, historical heritages, and economic patterns. These

dynamics are important for successful interpersonal relations, conflict resolution, and the process of decision-making. Relationship-oriented communication among Ukrainians focuses on building personal relationships in business communication (Gorzelany et al., 2021). They tend to deal with people they recognize and trust, often cherishing personal relationships more than sheer financial transactions. Rapport-building and trust creation are basic elements of communication, and Ukrainians might dedicate much time to this stage in the communication process before starting any business-related topics (Ardichvili & Gasparishvili, 2001).

The “indirect communication approach” is common in Ukrainian communication, characterized by politeness and sensitivity. Instead of providing harsh statements or outright rejections, Ukrainians tend to communicate their views in a subtle manner. This is an indirect approach that is intended to preserve harmony and not cause offence, which embodies the cultural importance of interpersonal harmony and respect (OECD, 2022). Furthermore, the role of “hierarchy in communication” in Ukrainian workplaces usually follows hierarchical organizations, with definite separation of superiors and subordinates. Managers are to give clear directives and mandates, while workers are to show respect for authority and be obedient. Open questions or challenges to the superiors in the team are very rare, as Ukrainians show respect and deference to high-ranking personnel (Hofstede, 2011).

In addition, Ukraine can be deemed formal and potentially restrictive with regard to communicative aspects, and demands patience and the development of relationships between the partners. Meetings and negotiations are best conducted face-to-face, and may be prolonged by the necessity for parties to become closely acquainted with each other and build trust. Ukrainians may give preference to meeting their business partners on an informal basis before starting real business talks; they pay attention to the long-term relations establishment (Gorzelany et al., 2021).

Also, in Ukraine, the non-confrontational negotiation style is commonly used. In the negotiating process, Ukrainians rather tend to use non-violent ways, avoiding the confrontational situations or rejections. They may agree or comply with some ideas they

don't have a true interest in keeping harmony and to prevent from the offence. Critical thinking and questioning are important tools in the detection of genuine thoughts and opinions. Trust and honesty are the basic principles of Ukrainian business culture (OECD, 2022). Ukrainians value personality and character, as these are the main factors that help them to access a future business partner; and trust is what is seen as important. Business decisions are often driven not only by objective commercial success but also by subjective personal impressions and relationships (Gorzelany et al., 2021).

In terms of formal and informal communication styles in organizations in Ukraine, business communication begins with formality and moves to neutral and later on to informal when familiarity sets in. Notwithstanding professionalism, Ukrainians might prefer friendlier and less formal types of communication once trust has been established. However, both formal and informal features should be observed, and one is supposed to speak to superiors and others in keeping with the expectations of hierarchy and formality, somewhat analogous to Japanese culture (Ouchi, 1981). Ukrainians prefer to talk about the problems and conflicts in the workplace in privacy, often avoiding public conflicts or humiliation. Complaints or other queries can be forwarded via emails or discussed with the management in privacy to make the process professional and avoid any disruptions (Gorzelany et al., 2021; OECD, 2022). Managers usually protect their teams, and they act on behalf of their subordinates, which fosters a consensus-based but risk-averse approach to conflict resolution.

All in all, the communication in Ukrainian workplaces is socially-orientated, indirect and trust, harmony, and respect oriented. Understanding of and compliance with these cultural norms is very important for effective communication, successful negotiation, and harmonious interpersonal relationships in the Ukrainian business environment.

1.4.3.6. Employee attitudes and behaviors

Employees of pub-sec-orgs in Ukraine are motivated internally by pure interest in their work. This zeal is reflected in high levels of dedication, ingenuity, and vigor, propelling productivity in the workforce. Most importantly, the tradition of public

service works instils a sense of pride and purpose besides other pecuniary rewards, ensuring a diligent and perseverant work ethic (Bogodistov & Lizneva, 2017). As a result, employees deal with tasks with keenness and commitment seeking to excel in their participation in organizational objectives. Pub-sec-orgs require better communication for the purpose of collaboration and productivity. Listening skills are emphasized in Ukraine, which promotes clarity and alignment within teams (Gorzelay et al., 2021). Although Ukrainian pub-sec employees may seem disciplined and reserved, they take initiative in communication and therefore, problems get resolved promptly and effectively. Employees in pub-secs, with an emphasis on substance itself rather than formality, facilitate the communication processes which result in the swift decision-making and problem-solving (Bogodistov & Lizneva, 2017).

The importance of teamwork demonstrates the employees' dedication to the common success. Through the focus on the group interests and the building of strong relations within the teams, they develop a supportive and teamwork-friendly atmosphere that promotes creative work. Such a collaborative attitude also continues into the dealings with stakeholders and partners, where the employees value sustained relationships and growth for both rather than short-term gains (Martynenko, 2015). Deep integration with outside teams facilitates smooth cooperation and synergy, which in turn improves the effectiveness of organizations in the pub-sec (Bogodistov & Lizneva, 2017).

Furthermore, open communication as well as mutual respect is the basis of how workers interact with the management. Despite their loyalty to formal hierarchies, they also favour a no-red-tape system that fosters openness and communication. Employees participate in a culture of continuous improvement and organizational learning when they express their concerns and constructively give their suggestions (Bogodistov & Lizneva, 2017). Doing so creates a collaborative culture that promotes trust and allows employees to be responsible for the work they are assigned, which in turn leads to innovation and effectiveness in pub-sec-orgs. The self-reliant attitude and the can-do spirit of the employees allow them to confront the challenges with certainty and

imagination. Being self-initiated in both problem-solving and skill development, they foster improvement and innovation among their teams. Collaborative knowledge sharing is encouraged in these organizations, but their ability to question the status quo and investigate other methods strengthens the culture of innovation and adaptability in pub-sec-orgs (Gorzelany et al., 2021). When individualism is combined with teamwork, the employees will develop a very diverse and dynamic workforce, that is capable of dealing with complex challenges (Martynenko, 2015).

With all the outward looks of reluctance or negativity, the employees still show optimism and dedication in their work. The practicality of their problem-solving and risk-management approach demonstrates their quest for perfection (Gorzelany et al., 2021). Although they are more concerned about work-life balance and individual welfare, they still maintain their professional duties and make a significant contribution to the organization. Boundaries between work and personal life help keep employees balanced and healthy which boosts productivity in pub-sec-orgs (Bogodistov & Lizneva, 2017).

Finally, trust is one of the most fundamental aspects of org-per, which allows employees to work independently and creatively. Employees do well in atmospheres of trust, respect and empowerment, where they take control of their roles and participate positively in the success of the organization (Bogodistov & Lizneva, 2017). Through building a trust and autonomy culture, pub-sec-orgs provide a chance for their employees to develop and stimulate innovation, as a result, contributing to the improvement of an organization in terms of effectiveness and better public service delivery (Martynenko, 2015).

1.4.4. Ukraine's Organizational Improvement and Future Development Plan

Productivity in the pub-sec of Ukraine is affected by factors such as a combination of bureaucratic inefficiencies, outdated governance structures and modernization initiatives. The *current* public administration reform intends to improve effectiveness through the use of IT solutions and performance evaluation tools. Nevertheless, improvements are impeded by issues like bureaucratic red tape and

resistance to change. However, modern management practices and technology solution-based approaches have been being adapted to control these challenges (Lazor et al., 2023).

Innovativeness in the pub-sec of Ukraine is a priority, especially with the deployment of ICTs to make service delivery and decision-making processes that are outdated to be modernized. Nevertheless, cultural barriers to make innovation, bureaucratic inertia, and reluctance to change complicate the matters. Innovative determinants such as competence-oriented selection procedures contribute to the development of innovation and effectiveness. However, low R&D expenditures continue to suppress innovation (Bogodistov & Lizneva, 2017; Martynenko, 2015) .

Furthermore, employee retention in the Ukrainian pub-sec under normative circumstances is affected by factors like competitive wages, career growth opportunities, and job satisfaction, and the situation is exacerbated by the *current* war conditions (e.g., with large-scale military conscription). Attempts to update human resource management and staff development programs are intended to draw the best human resources (Lazor et al., 2023). However, advancement by bureaucratic barriers, corruption issues, and political interference decreases the retention rates.

The satisfaction of customers using pub-sec services in Ukraine (i.e., citizens) is based on the quality of service, transparency, and accessibility. Efforts to improve are directed at the improvement of management services and citizens' participation. However, bureaucratic frustrations and corrupt practices still pose major obstacles. Dealing with these challenges calls for an integrated approach aimed at enhancing the quality of service delivery and restoring confidence in the governance institutions (Lazor et al., 2023). The pub-sec in Ukraine has issues with productivity, innovation, employee turnover, and customer satisfaction. Attempts at reform and modernization are in progress, however, cultural aspects and structural limitations still impact organizational results. These challenges demand specific solutions taking into consideration the peculiarities of Ukraine's context and cultural subtleties (Martynenko, 2015).

Ukrainian org-cult is very much determined by historical legacies, social norms, and geopolitical context. Hofstede's (1980, 2011) cultural dimensions theory allows us to understand the details of the Ukrainian society, talking about power, individualism, collectivism, and masculinity/femininity. The legacy of Soviet-style centralism culture creates a high-power distance culture, where power is rarely questioned, and hierarchical structures are prevailing (Bester-Dilger, 2009). However, the impact of the Western ideas and globalization has created a move towards individual freedom and personal expression that questions the traditional collectivist tendencies (Aboramadan et al., 2020). Lead-styles in Ukraine are represented by a mix of historical circumstances, generational discrepancies, and organizational traditions (Martynenko, 2015). The transactional and bureaucratic lead-styles are dominant, promoting the concepts of hierarchy, authority and obedience (Harwiki, 2016).. Older generations are frequently engrossed in autocratic leadership, preferring loyalty and respect for authority, whereas younger leaders show features of participative leadership accepting cooperation and inclusion (Bogodistov & Lizneva, 2017).

Reforms since the 2014 Revolution of Dignity have initiated pub-sec transformation in terms of organizational structures. There are ongoing attempts to modernize governance systems, to increase transparency and to fight against corruption, even though they are encountering difficulties from the old type of governance in place and geopolitical conflicts (OECD, 2022). Decentralization reforms strive at the distribution of power among territorial units that encourage local governance capacities and service delivery. In the Ukrainian workplaces, communication patterns are relationship-oriented and more indirect. Trust, rapport and hierarchy are the foundation of effective communication, where face-to-face interactions and formalities are favored (Gorzelany et al., 2021).

Conciliatory negotiation styles are widespread, as they depict a will to maintain cordiality and prevent any kind of conflict. In Ukraine's pub-sec, employee attitudes and behaviors are guided by intrinsic motivation, a sense of pride in public service, and by a sense of meaning. Although faced with issues such as bureaucratic insufficiencies

and corruption, employees display commitment, creativity and team spirit (Williams, 2022). Open communication channels and trust-based environments facilitate teamwork, problem-solving and org-per (Bogodistov & Lizneva, 2017).

In the future, the pub-sec of Ukraine has to tackle small productivity, innovation, employee retention, and customer satisfaction concerns. Continued changes are aimed at making the governance structure modern, making transparency higher, and stimulating innovations. Nonetheless, dealing with the cultural aspects and system limitations is a must for the realization of the success of an organization in the dynamically changing environment of Ukraine (Lazor et al., 2023). In short, Ukraine's pub-sec-org structures, hierarchies, and decision-making processes are a product of a complex pattern of historical legacies, cultural values, and geopolitical realities. Despite serious issues concerning conflict and corruption, Ukraine is still working hard on administration reforms, transparency, and democracy development to lead to a stable state and maintain prosperity in the country (OECD, 2022).

Conclusions to section 1

The reviewed literature in this paper confirms the importance of the org-cult to determine the functioning and outcomes of pub-sec-orgs that is specific to IKR. Org-cult constitutes norms, values, beliefs, and patterns of behavior which identify how the members of an organization interact with each other and other parties. It comprises a powerful force that can contribute to or impede organizational efficacy, governance arrangements and worker motivation. For example, the cultural norms in the IKR's pub-sec are based on historical, political and social factors that create both opportunities and challenges.

An essential theme continually implied if not overtly proclaimed in the related literature is the role of leadership in forming and leveraging org-cult to improve org-per. Leaders (including organizational founders) play a key role in shaping the culture of an organization, by bringing in their own experiences, assumptions and values to the persistent experience. For instance, Steve Jobs at Apple gives an example of a strong

leader who may force his vision and culture to be the hallmark of the organization's success. Warlords of Iraq fight it out in the boardroom, manifesting political patronage and party dominance on pub-sec reform in KRG. Such political influence can greatly influence context, as well as impede merit based performance on important decision making processes, a demonstration of the broader role of leadership in org-cult.

The literature has also reported the relevance of culture to governance effectiveness. Good governance in the pub-sec requires a culture of transparency, accountability and ethical behavior. However, the existing cultural norms in the IKR pub-sec can be a barrier to transparent and accountable governance practices. These cultural dynamics are important for promoting good governance and ensuring pub-sec-orgs serve the community's best interests.

Org-cult also affects employee motivation and commitment. In the case of the IKR, employees are likely to feel demotivated to the extent that they will not engage in effective public service delivery when they perceive favoritism and nepotism in the pub-sec (Voller, 2022). Consequently, culture plays a key role in defining the motivation of employees, leading to the need for pub-sec leaders to develop a culture that embraces meritocracy and fairness, thereby boosting the motivation and commitment of their workforce.

To conclude, the literature review offers invaluable understanding into the influence of org-cult on efficiency of pub-sec-orgs in the IKR. This illustrates the notion that culture is not a fixed body, but a live and continually developing force, informed by leaders, historical occurrences, and the larger societal environment. Despite their difficulties, cultural practices might open the way for better solutions. To enhance the effectiveness of pub-sec-orgs in the IKR, leaders need to acknowledge the culture impacting on those organizations, develop a culture supporting transparency and accountability, and engage in practices filling the organizational life with meaning. For instance, there is a need for research focusing on specific strategies and interventions that supervised influence can use to positively affect culture in the IKR pub-sec. Moreover, comparative studies focusing on the cultural dynamics of pub-sec-orgs in

other parts of Iraq and the MENA region in general can also provide important insights regarding cross-regional and general differences in pub-sec culture. In the end, an enhanced understanding of the relationship between org-cult and pub-sec effectiveness might feed into more responsive and accountable governance as well as better public services for the people of the IKR.

Through the driving forces of internal impetus and purpose, employee attitudes and behaviors steers org-per to new heights. In spite of obstacles like red tape and corruption, dedication, creativity, and team spirit can foster a culture with unfettered communication lines, fostering a climate of increased transparency and trust. Concerning the future, the next step is to overcome the complexities of cultural intricacies as well as systemic problems by use of modern management approaches and respecting those legacies. The route to increased productivity, innovation, employee loyalty, and customer satisfaction needs a holistic lens, which draws from contextual wisdom and adaptiveness. This thesis seeks to offer a contribution to address these identified literature gaps in this emerging but important area of research and practice for the IKR and global socio-economic development in post-conflict societies.

CHAPTER 2

HOLISTIC APPROACH TO ORG-CULT EFFECTIVENESS ANALYSIS IN THE IKR WITH ADAPTATION OF OCAI TO THE KRG CONTEXT AND DATA ANALYTICS

2.1. Principles and Methods Used to Investigate IKR Org-Cult Effectiveness in Public Sector

The methodology is the heart of any research work, giving a back-bone to the whole project. A methodology expounds the underlying research philosophy and framework used to answer the research questions. This chapter introduces the methodology that underpins this study on the impacts of org-cult on org-per in the case of the IKR's pub-sec. Choosing the right procedure is essential concerning data collection, analysis, and interpretation according to a systematic and rigorous methodological process with philosophical consistency (Blumberg & MacRae, 2024; Creswell & Creswell, 2017). Methodological tendencies allow researchers to navigate from posing research questions to delivering evidence-based findings. In the context of this study, analyzing the org-cult of the pub-sec in the IKR and its influence on performance requires a methodology which is capable of grasping cultural diversity and at the same time offer powerful indicators for performance. Thus, the appropriate methodology was required to allow a better understanding of complexity of the pub-sec, cultural nuances, and performance outcomes in the studied context.

2.1.1. Overview of Methodology

The methodological structure for this research study is designed to align with our overarching research objectives. It consists of several interconnected components that collectively form a comprehensive and cohesive approach to data collection, analysis, and interpretation. These components include the structure of the methodology section for this research study, developed in line with our overarching research objectives. is made up of a range of interconnected parts that constitute holistic and unified scheme for data collection, analysis and interpretation. These components include:

Questionnaire Development: Our data collection process is based on structured questionnaire developed in accordance with the OCAI. We used an org-cult assessment instrument that was developed by Cameron and Quinn (2011) to fit the specific cultural setting of IKR.

Data Collection Process: Our data collection relies on multi-phase data collection process to warrant its representativeness and quality. These include, for example, purposive sampling of participants, data triangulation and methods to increase data reliability.

Ethical Considerations: Our methodology builds on the ethical principles. Primarily, we protect the rights and privacy of our participants in terms of informed consent, anonymity, institution review and confidentiality.

Data Analysis: For data analysis we use a combination of quantitative and qualitative approaches. Quantitative analysis will enable us to measure cultural dimensions, and their relationship with performance metrics. Alternatively, the qualitative analysis focuses on statistically capturing cultural nuances using thematic analysis (Braun & Clarke, 2021).

Triangulation: We used the method of triangulation, which consists in combining data from different sources, in order to leverage the individual strengths and offset the particular weaknesses of individual data types, and employing diverse methods to make our findings stronger. Such triangulation adds weight to the results entered and provides a proper designation of the research phenomenon (Denzin & Lincoln, 2018).

2.1.2. Relevance to Research Objectives

The methodology chosen for this study is based on the research objectives. The primary purpose of this study is to examine the impact of org-cult on pub-sec performance in the IKR. For this we require a methodology which can go into detail about the culture existing in organizations in this region, yet also provide measurable data on performance outcomes. Through the utilization of a structured questionnaire, the cultural dimensions can be evaluated and measured systematically. Such quantitative

data will enable us to observe the trends and relationships existing between cultural attributes and performance indicators therefore providing tight answers to our research questions.

Moreover, the qualitative supplement of interviews and content analysis allows consideration of related issues in the context with the development of more depth of discussion, to support quantitative findings (i.e., with data triangulation) (Aguinis, 2024; Creswell & Creswell, 2017). It is this all-inclusive nature that allows us to identify not only culturally associated performance factors but also the modes and rationale through which they influence performance. Basically, the employed methodology acts as the key link that links our research objectives to an empirical evidence we will try to collect. It enables us to make useful implications that serve as essential contributions to org-cult and org-per research.

2.1.3. Research Design

2.1.3.1. Description

A descriptive cross-sectional survey design was used to explore multiple organizations simultaneously. This made it possible to carry out analysis of the impact of org-cult on performance of selected pub-sec-orgs in the IKR. Experts in research design concur that a survey research is a group of techniques to collect data about human characteristics, thoughts, attitudinal behavior and so on by asking individuals or firms to respond to prepared questions (Blumberg & MacRae, 2024; Creswell & Creswell, 2017). A survey is a way of obtaining information through measurement procedure with less commitment required from participants, gathering more voluminous and generalizable data to support inferences from data analysis, but at the cost of the increased depth that could be gained from one-to-one semi-structured interviews or alternative formats (Denzin & Lincoln, 2018; Saunders et al., 2015).

The descriptive cross-sectional survey research design was selected for this study as it allowed for an in-depth exploration of org-cult and its relationship with performance in a number of pub-sec-orgs located in the IKR. In cross-sectional study design data is collected at one point in time from all organizations, rendering the picture

of existing conditions about a particular phenomenon (Aguinis, 2024; Creswell & Creswell, 2017). The design was selected to understand the context in which the org-cult affects performance from a holistic perspective. Case study research design was adopted for this particular study. Case study design is the detailed analysis of one phenomenon in its real life context (Blumberg & MacRae, 2024; Saunders et al., 2015). For purposes of this study, however, the phenomenon of interest is about org-cult and how it affects the performance in the executive organ of KRG.

2.1.3.2. Justification for the case study design

The selection of a case study design is justified by several compelling reasons, as listed below.

Contextual Richness: Case studies are particularly useful when detailed insight into a specific situation is required (Aguinis, 2024). In fact, that is what makes IKR different from any other environment in terms of its culture, politics, and history. We can explore the specifics of the org-cult and its impact on performance by placing ourselves in such an environment.

Holistic Examination: Creswell and Creswell (2017) state that a case study design provides an opportunity of looking at the phenomenon holistically. It allows us to conduct a study throughout the executive limb of the KRG, including various ministries and offices. This approach is in tandem with our research objective of examining org-cult as a broad concept throughout this governmental structure.

Real-Life Complexity: The study of org-cult is rather complex and sophisticated, requiring comprehensive analysis of multiple variables and not fitting any simplified models (Hofstede, 1991, 2011). This complexity is accepted by the case study design through recognizing that real life organizations are impacted by many different influences. We will be able to understand the multiplicity of culture and how it impacts performance through immersion in the real working environment of the KRG.

Exploratory Nature: While the research objectives are quite clear, the linkages between org-cult and org-per with respect of the KRG remain unclear. However, a case study design is appropriate when exploring new information as it would help identify

the patterns, relationships, and surprises regarding pub-sec administration in Kurdistan Iraq (Merriam & Tisdell, 2015).

Qualitative and Quantitative Integration: We apply a mixed-method approach by collecting and analyzing both qualitative and quantitative data. To have a well-structured study on org-cult and its effect on performance, this integration is vital. Integration of these two research methods is possible with case studies in which we can collect both quantitative and qualitative data through survey and interviews (respectively).

2.1.3.3. Alignment with research objectives

The case study design aligns closely with our research objectives.

Objective 1: To understand the org-cult in the executive branch of the KRG. Case study design brings us into the real organizational settings that allow for deeper examination of cultural norms, values, and customs. Interviews and content analysis generate quality information about the cultural landscape of the KRG's pub-sec.

Objective 2: To evaluate org-per in the context. This study assesses performance indicators through an analysis of the KRG's pub-sec as a whole, spanning across the various ministries and departments. This holistic approach to evaluating performance allows for a non-siloed (i.e., integrated) analysis, because all units interact with each other.

Objective 3: Investigating the influence of culture on org-per. To answer the research question of how org-cult affects performance, case study design allows us to view this relationship in the natural environment. The qualitative data will help explain how culture impacts the performance, while the quantitative data will enable us to pinpoint the connections and patterns.

Objective 4: Making recommendations towards improving efficiency through culture. Recommendations are made based on the case study, providing a practical basis upon which we identify cultural strengths and weaknesses in the pub-sec of KRG and this help inform actions which can be taken to address these deficiencies or problems.

2.1.3.4. *Potential limitations of the case study design*

While the case study design offers numerous advantages, it is important to acknowledge potential limitations.

Limited Generalizability: The in-depth nature of case studies axiomatically restricts the external validity of findings inferred for other situations. It must be understood that the culture and results may not be similar in different organizations or among distinct cultural groups.

Time-Intensive: Extensive data collection and analysis makes case studies very laborious undertakings. Data collection might involve considerable cost and time in our case because we will be dealing with the big and complex KRG's pub-sec (Creswell & Creswell, 2017).

Potential Bias: The interpretation of case study findings is inevitably affected by researchers' perspectives and biases to some extent. Rigorous data analysis methods and multiple data sources (i.e., triangulation) were used in this study to mitigate bias, and to enhance objectivity (Merriam & Tisdell, 2015).

Population of the Study: The population is the core issue of concern. By November 2019 the KRG had up to 20 ministries and departments, each with numerous departments, general directorates, boards, agencies, and other entities. These made up our sample, but this eclectic and fluid array of organizations across multiple tiers embeds inherent complexity in the units of analysis. Complexity also arises from the geographical distribution of pub-sec bodies within IKR. Based on the location of governmental offices, variances in org-cult may appear. The workplace experiences of employees could be affected by urban and rural distinctions, accessibility issues, or regional priorities.

This study recognizes that org-cult, lead-styl preferences, and success criteria do not constitute a single standard within the pub-sec, but are shaped by various roles, hierarchical structures, and cultural underpinnings in the IKR. The following sections focus on the data analysis, offering perspectives into various aspects of org-cult as viewed by this diverse and dynamic group.

2.2. Data Presentation and Reporting

This research focuses on two organizations in the IKR that started their operations in the beginning of 2020. The OCAI has six questions (Appendix A), each of which is answerable with four options. Respondents allocate 100 points between these four alternatives, depending upon how closely they consider that option to their own organization. The “*current*” round refers to the culture of the company as it existed when the questionnaire was filled out, while the “*preferred*” round indicates an ideal scenario (as described previously). The analysis differentiated the *current* (now) and future (*preferred*) org-cult.

First, respondents evaluate the existing org-cult; and second, they express their expectations for desirable org-cult as time goes on. To achieve an average score, all A responses are summed and divided by six; calculating average scores for B, C, and D is done in a similar way. Each average score relates to a specific typology of org-cult (A) (i.e., clan, adhocracy, market, or hierarchy). For the sake of plotting the culture profile, percentage scores are computed. The data was organized in Microsoft Excel for further analysis and was then represented in plot graphs, to create an org-cult profile.

The research findings on org-cult in the KRG’s pub-sec and its effect on org-per need to be presented and reported accurately so as to communicate appropriately. In this part, the means of expressing outcomes are explained, which included (i) tables, graphs, and other visuals and (ii) descriptive findings organized under different headings (as presented in the following chapters); and possible challenges when exhibiting the results.

2.2.1. Presentation of Analytical Results

Visual Aids: Tables, charts, and graphs will be the major visual aids used to present the analytical results. These devices improve on the complexity of the data by making clearer (Few, 2009). The results were presented using attractive and informative charts created using Excel and MS Word. Descriptive statistics in terms of mean scores, standard deviations and frequency distribution of the important variables are presented using tables, which summarize data and make comparison easier. Different types of

graphs and charts, like bar charts, scatter plots and line graphs were used to show interactions and trends within the data. A visual representation may illustrate subtle nuances that are not immediately apparent in raw data (Blumberg & MacRae, 2024; Tufte, 2001).

Advanced statistical analyses, such as factor analysis and correlation tests, were performed on the collected data to study patterns and relationships. These approaches allowed for a greater understanding of the org-cult, lead-styls, and preferences in employees, and also contributed to convergent and discriminant validity of research. Although all possible measures were taken to increase the reliability and validity of this research, it has also to be realized that there are always certain limitations and challenges associated with survey based studies, which affect how the outcomes of this study can be applied for organizational management within IKR's pub-sec.

2.2.2. Organization of Descriptive Findings

Sectional Organization: Results are presented in an ordered manner, with descriptive findings corresponding with the research objectives, in line with cultural dimensions and their impacts on performance metrics (Bryman & Bell, 2019).

Clear Labeling: Labels will be clear and concise, and there will be visual aids and tables to help readers interpret data. This includes giving titles, axis labels, legends, and source information (Tufte, 2001).

Narrative Descriptions: In addition, narrative descriptions will supplement the visual aids so as to explain and place context to the findings (Creswell & Creswell, 2017). These explanations will ensure that readers understand the meaning of the data.

2.2.3. Potential Challenges in Data Presentation

Data Complexity: Researchers must present complex information in an intelligible manner so as to meet the expectations of various people (Few, 2009).

Cultural Sensitivity: Findings must be presented in a culturally sensitive and respectful way (Kawulich, 2005). Care will be taken not to allow any bias or stereotype to be inadvertently communicated through visual aids or narratives.

Data Overload: A reader may be overwhelmed by presenting too much

information at one time (Tufte, 2001). In dealing with this, a progressive strategy will be adopted, unveiling deeper details as the presentation proceeds (Few, 2009).

Ensuring Clarity: It is a difficult task to strike the balance that exists between simplicity and details. Jargon and technical language will be avoided making the presentation understandable and inclusive to many.

2.2.4. Iterative Review

An iterative review process was used to address the possible challenges noted above. This included getting comments from peer reviewers, supervisors, and even the participants (i.e., member checking, as described below), to ensure that the research findings are communicated appropriately in a manner they can be easily understood and they respect any culture peculiarities (Tufte, 2001). To ensure clarity and accuracy, minor adjustments were made in response to the feedback received.

2.3. Methodological Limitations

This section recognizes and addresses the limitations of the selected methodology for this study. It discusses the possible biases, sampling problems, and data-collections difficulties and highlights the implications these weaknesses could have with respect to interpreting the findings.

2.3.1. Limitations of Cultural Adaptation

The main challenge with this method is the cultural adaption of OCAI. Despite the efforts taken towards clarity and relevance to participants in Kurdish and Arabic speaking context, a level of cultural bias could still be present (Brislin, 1970; Hofstede, 2024; Saunders et al., 2015). This bias was minimized through translation and back-translation process; however, culture and language nuances might not have been completely accounted for. The limitation that this might have on the interpretation of the results is that some aspects of cultural influences may not have been adequately measured/or taken into account. Therefore, one should consider the implications of both linguistics and culture on the findings associated with the org-cult dimensions.

2.3.2. Sampling Challenges

Through purposive sampling, the methodology selected relevant ministries and departments from the KRG's pub-sec. Although this procedure is used to ensure diversity and relevancy with to the research objectives, it might lead to the selection bias (Aguinis, 2024; Trochim & Donnelly, 2006). The study may fail to be generalized, however, due to the fact that ministries and departments not included in the sample may differ in their cultural characteristics and performance outcomes. Challenges associated with sampling process could limit the conclusion's validity as it may not be an accurate reflection of the KRG's pub-sec. Hence, any generalization of outcomes for the wider population of governments within the area should be done carefully, particularly paying attention to the listed ministerial and departmental units.

2.3.3. Data Collection Mode

Mixed-method strategy involving both the online and conventional methods of data collection was adopted to cater for the technological abilities and preferences of the target population. Nonetheless, such an approach would entail response tendency (Blumberg & MacRae, 2024; Bowling, 2005). The characteristics or the reasons for choosing an online questionnaire in case of the participants might be different from that of the participants who selected for the offline paper-based option. This may result to differences in response patterns and might even impact on the credibility of the data. This limitation may lead to inaccurate findings that do not adequately reflect the opinions and perceptions of all participants in the KRG's pub-sec. However, there are still some important factors that must be considered during the interpretation of the results and generalization.

2.3.4. Other Considerations

Although ethical safeguards were provided to ensure individual anonymity and consent, individuals could still be susceptible to social desirability bias regarding their responses (Denzin & Lincoln, 2018; Paulhus, 1991). Participants may have been compelled or predisposed to respond with social desirability bias in-line with organizational expectations, thereby compromising the validity of the data. This

limitation means that the resultant information may not represent the actual org-cult as well as demonstrate how culture affects performance, for example, if participants change their responses in accordance with what they feel to be cultural norms.

2.3.5. Data Analysis Techniques

This choice of descriptive analysis as a method of data collection and analysis may cause limitations on causal inference (Creswell & Creswell, 2017). Although the study is concerned with the relation of culture and performance, the approach primarily offers descriptive information. There is limited certainty in causality, and other unmeasured variables may confound the relationships that are observed. It should also be noted that this research can only find correlations between the variables but not actual causation; thus, interpretations should exercise caution with respect to causality.

2.3.6. Scope and Generalizability

This study targets specifically the executive branch of the KRG, which constitutes 20 ministries and five departments. The narrow focus might also undermine the findings' external validity to other government institutions or sub-sectors in the local area or beyond. Some differences in cultural and organizational context of the KRG from other government organizations may be present within the unique context. This potential limitation implies that the findings may have low external validity, and it is necessary to apply them with caution outside the KRG's pub-sec.

In summary, this section has outlined some shortcomings of the selected approach, including problems of the cultural adaptation, sampling, possible bias and width of research. The interpretation of the results and the conclusion making should consider these limits. Although the method offers important information on org-cult and its effect over performance within the executive division of the KRG, both researchers and learners have to remember these limits in order to understand the results in their due context.

2.4. Methodological Rationale and Justification

A careful design of a methodology was used to examine the org-cult of the

KRG's pub-sec and its impact on org-per. It also comprised developing a structured questionnaire based on OCAI, purposive sampling from 20 ministries and five departments, mixed-method approach in data collection, data analysis techniques, ethical considerations, and strategies for data presentation.

2.4.1. Appropriateness of Chosen Methods

The selected methodology accords to the purpose of finding the interconnection between an org-cult and org-per in the KRG's executive branch. The use of a well-established OCAI questionnaire as a framework to assess org-cults and the adoption of a mixed-method approach for data collection that can incorporate different technological capabilities and preference of the targeted populations.

2.4.2. Unique Challenges

The research process presented several unique challenges. The questionnaire needed to be culturally adapted to make it appropriate and readily comprehensible for the Kurdish and Arabic settings. There were also issues with the confidentiality and anonymity of the respondents as the study was conducted within a public institution. The use of both offline and online approaches were used to collect data from the geographically differentiated ministerial departments in KRG.

2.4.3. Alignment with Research Objectives

The research objectives guided the methodology employed in this research. The study used an OCAI questionnaire to determine and measure the existing org-cult in the KRG's pub-sec and to understand how it impacts org-per. Thus, mixed-method approach was useful in the examination of cultural dimensions against the performance metrics.

Conclusions to sector 3

This chapter has expounded the research methodology employed in this study to explore org-cult and its influence on performance in the KRG's pub-sec. It uses rigorous measuring instruments, careful sampling and consideration of ethics in order to guarantee the reliability of the research. Notwithstanding, the selected methodology

provides whole-picture view of the research objectives which provide worthwhile information to the realm of organizational research in the context of pub-sec. All in all, this chapter provided a detailed outline of the methodology that was adopted for analyzing the org-cult of the KRG's pub-sec and its impact on organizational effectiveness. The study employed an inclusive multi-dimensional data analysis system, using analysis methods like descriptive analysis, content analysis, and statistical analysis in revealing the complex dynamics of governmental organizations.

The integrated application of qualitative and quantitative analysis technique has enabled a deeper coverage of the dimensions of org-cult and its implications for performance. The study has unveiled the complex interrelations between cultural dimensions and performance indicators with the help of statistical methodologies like central tendencies and variability, and inferential statistics such as the correlation and regression analysis. Further, embedding qualitative software has driven the research process, permitting the systematic organization and coding of data to conduct thematic analysis of open-ended responses (Braun & Clarke, 2021). This approach has provided a clearer picture of how people perceive and feel the nuances of org-cult.

Ethical rigor in the course of research, including considerations of participant privacy, informed consent, and institutional review board approval, demonstrates the ethical aspect of adherence to ethical principles and maintenance of the validity of research findings. Member checking, peer review and continuous ethical monitoring have strengthened the validity and reliability of the body of research making the conclusions to be considered as valid. While this study is confined due to scope and generalizability, the findings (as unpacked in the following chapters) are reflective of organizational dynamics and performance determinants in the context of the KRG's pub-sec-orgs. By carefully noting incidence of cultural adaptation, sampling bias, and data collection mode, the study strived to diminish potential limits and enhance the research findings reliability.

CHAPTER 3

PRIMARY RESEARCH INSIGHTS ON KEY ASPECTS OF ORG-CULT, LEADERSHIP, AND EMPLOYEE ATTITUDES IN THE IKR PUBLIC SECTOR

3.1. Comparison of Employee Responses for *Current* and *Preferred* (C&P) Org-Cult in the Public Sector in the IKR

3.1.1. Overview

This chapter presents emergent insights into dominant characteristics (dom-chars), org-lead, aspects of organizational glue (org-glue), and strat-emphs in the IKR. An organization must understand the predominant characteristics within it in order to succeed and be sustainable. The behaviors, attitudes, and values of employees are greatly influenced by org-cult. Therefore, this study aimed to investigate what organizational traits employees consider as prevailing, and how they compare with their *preferred* dom-chars. To ensure that we got as much information relating to org-cult, we utilized four options labeled A, B, C, and D. This chapter presents the survey findings addressing the “*current*” and “*preferred*” (i.e., C&P) dominant cultures in the organization, in response to four options labelled “A” to “D”.

3.1.2. Dominant Characteristics (Dom-Chars)

Table 4.1 provides a summary of the survey responses for each of the four org-cult options, with mean values for dom-chars (C&P). It can be seen that option A, referring to a personal and family-oriented culture, scored on average 25.50 points in terms of *preferred* dom-chars. The fact that employees feel a sense of belonging with their peers suggests that it is an important factor. They are usually linked with a significant degree of employees’ engagement and workers’ job satisfaction (Carasco, 2024; Kahn 1990). Nevertheless, it should be understood that in this case the average score for Option A (27.19) is even higher compared to the expected one. This points out that though workers prefer a friendly environment, some aspects related to over-involvement in their work or an over-emotional work environment must still be addressed. A dynamic culture and an entrepreneurial culture obtained a score of 23.42

in the *preferred* dom-chars, which can be interpreted as indicating that employees prefer to work in an innovative environment that welcomes risks and flexibility. Organizational agility and adaptiveness is generally viewed as an indication of entrepreneurial culture (Frost, 2024; Miller, 1983).

Table 3.1: Comparison of Mean Responses Between C&P – Dom-Chars

Op tion	Cur rent	Pre ferred
A	27. 19	25. 50
B	25. 10	23. 42
C	26. 94	28. 25
D	20. 81	22. 83

Source: Author

It is interesting that the average grade for option B in the *current* condition (25.10) is greater than the *preferred* grade, which suggests that employees might perceive the contemporary culture as more entrepreneurial than they would prefer. However, organizations need to avoid exaggerating the culture of risk-taking that might lead to unnecessary stress and exhaustion (Cocozza, 2023; Ragin & Singh, 1993). Employees prefer option C which represents a results-oriented and competitive culture and the highest mean score was 28.25. Such preference conforms to theories of organizational effectiveness that highlight objectives clarity and competitiveness for enhanced performance (Locke & Latham, 1990; Meyer, 2016). Nevertheless, it is interesting to observe that the *current* situation mean score for option C (26.941) was marginally less than the *preferred* score. Such a position implies that many employees will support a results- oriented culture; hence, there could be more initiatives to improve competitive spirit and achievement.

For the *preferred* dom-chars, option D attained a mean score of 22.83 for a controlled and structured culture. This implies that employees do not like strict rules in their workplace. The average score of option D in the *current* state (20.81) was less than the *preferred* level. If this is the case, it means that the organization has to achieve a fairer level of structure and flexibility. A highly controlled org-cult can stifle creativity and innovation, undermining firms' competitiveness and sustainability (Amabile, 1996; Kotter, 2012). From a general perspective, it is clear that the culture change must be tailored to employees' preferences.

However, there are a few caveats in regards to option C, for which the achievement-oriented culture was indeed the most popular choice. Employees can want an equilibrium of being competitive and having a personal, family kind of atmosphere as well. The findings further imply that there exist pockets where the existing culture may not entirely meet worker's aspirations thus calling for a continuous adjustment and molding of the company's culture. Comprehension of dominant traits in an organization is a continuous process. Organizations should learn from their employees' preferences and try to develop a workplace culture that promotes productivity, a sense of belonging, and innovation while still maintaining appropriate levels of structure and flexibility. Examining the responses regarding the most fundamental traits of the org-cult, some general trends can be observed.

The majority of the participants desire a move towards a more open, inclusive, agile, and progressive work culture that emphasizes openness, flexibility, individual enhancement. It points out a common desire to have a working space that encourages unity, cohesiveness, as well as motivates employees. However, not all the pub-sec-orgs have identical *preferred* dominant traits, and responses partly depended on the nature of the sector they engage with. For instance, the Ministry of Tourism and Entertainment exhibited a marked preference for organic and creative traits that continuously adapt, conforming with the characteristics of the innovative and flexible eponymous sectors. Contrary to the general norm, the Ministry of Environment *preferred* an IT-enabled as well global culture. This shows particular emphasis of using latest technologies and

international participation in the solving of ecological problems.

Responses demonstrated diversity in the prepossessing notions and concerns that underpin every ministry's unique culture, thus they each necessitate distinct handling strategies. Although some similarities exist in relation to the general culture to be *preferred* within each ministry, specific attributes sought after are dependent upon the nature and vision of a particular ministry. This notion highlights the need for ongoing adaptation and tailoring of org-cult to employee goals and enhancement of work environment.

When analyzing the replies to the second question by pub-sec-orgs, one observes a common desire for drastic cultural changes within organizations. Such an overarching desire for collaboration, innovation, and inclusiveness portrays an ambition for vibrant workspace experiences. Responses are united in the call for open communication and comprehensive support as well as leadership preferences of mentorship and positive cultures. The common values are built on working together, diversity, as well as collective responsibility to organizational objectives. They further incorporate a strong emphasis on strategic programs for sustainability, technology adoption, and flexibility. Traditional success measurements are substituted with employee-related indicators in the process of transition.

Within this cohesive theme, each ministry injects nuances: The Ministry of Tourism and Entertainment looks for highly dynamic, flexible workplace culture in tune with the industry's fluxes while the Ministry of Environment is keen on applying the IT-oriented international approach to solve environmental issues. By doing this, the overall result shows complex yet common purpose that should be addressed specifically by means of customized cultural techniques suitable to each Ministry specific characteristics and objectives.

Qualitative data reveal aspects of human development tied to success criteria from employees' points of view. The statistically non-significant findings obtained depth when participants emphasized the need for lifelong learning, mentorship and empowering work environment to improve business success as well personal. These

narratives highlight the overall nature of success which is not limited to numerical targets but goes beyond oneself and includes one’s personal growth and prosperity. Figure 4.1 displays the mean scores.

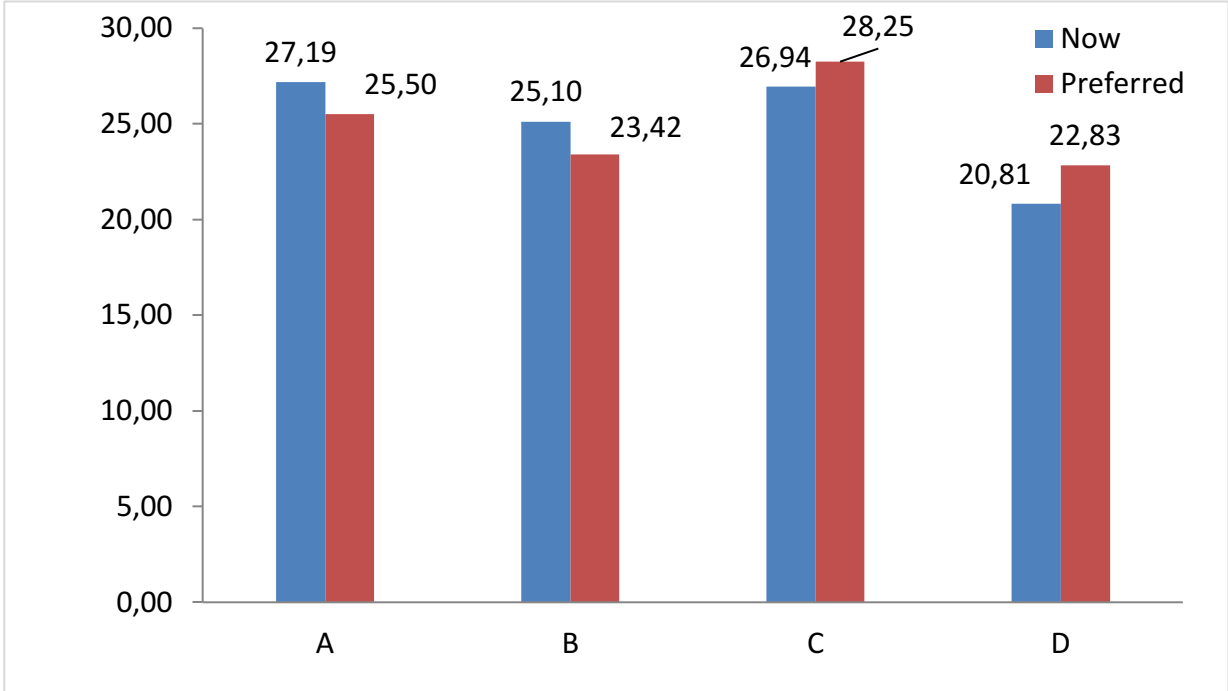


Figure 3.1: Comparison of Mean Responses Between C&P – Dom-Chars
Source: Author

3.1.3. Organizational Leadership (Org-Lead)

One important component that makes the success of any organization is about connecting the workforce to its strategic objectives through successful org-lead. Importantly, it ensures synergies across the different contributions of separate members for a realization towards the overall organization’s achievement objective. Results for the org-lead items within org-cult are shown in Table 4.2.

Table 3.2: Comparison of Mean Responses Between C&P – Org-Lead

Op tion	Cur rent	Pre ferred
A	21. 75	25. 88
B	25. 71	26. 71
C	25. 25	25. 04
D	27. 29	22. 38

Source: Author

In the perceived leadership perceptions, option A had a mean score of 25.88. This means that employees value leaders who see their subordinates grow. In other words, they are in tune with the leadership principles of mentorship and support. Nevertheless, it should be noted that the average score for option A in this case (21.75) is inferior to the *preferred* score. This implies that the *current* leadership approach in the company can possibly be enhanced through better mentorship of the team members.

Employees had a higher mean score for option B that defines leadership in terms of entrepreneurship, innovativeness, and risk-taking, at 26.71. This shows that employees consider innovative-oriented leaders with an appetite for risks as valuable people within the organization. This kind of leadership is in line with theories of transformational leadership of Bass (1985), which involve inspiring staff members and enabling them go for extraordinary achievements through innovation techniques. Notably, the average score for option B in the contemporary context (25.71) is not inferior, and hence illustrates the perception of contemporary leadership by employees as being somewhat entrepreneurial. This means that the leadership approach matches with employee's needs to be innovative and taking well calculated risks.

In the *preferred* perception of org-lead, option C that depicts directional, result-

oriented and aggressive leadership garnered a mean score of 25.04. This indicates that workers demand task-oriented bosses who focus on accomplishment. However, the average score for “Option C” in this case (25.25) is only slightly more than the *preferred* score. This shows that the organization’s existing lead-styl corresponds to employees’ tastes for output-oriented approach. Nevertheless, the discrepancy is slight, meaning that the corporation had been promoting an emphasis on results.

The preference for org-lead was reflected in each option by a different mean. This hints at low employee preference towards a lead-styl emphasizing on smooth running efficient. It is also important to note that the mean score for option D in the *current* condition (27.29) surpasses considerably the *preferred* score. This shows that there is no relationship between what employees want and existing lead-styls, and such organizations should consider making adjustments to correspond to what employees want. Nevertheless the answer of the workers for both C question and D question exceed the *preferred* choice.

Employees’ understanding on how org-cult influences org-lead is revealed through these survey results. The *preferred* perception among the employees was option B, which is based on entrepreneurial leadership. This implies that employees appreciate leaders who promote creativity and make rational risks. However, it is worth noting that these employees prefer a rather approachable type of the modern lead-styl and in fact to some extent these employees are already accustomed to this approach in leadership because the *current* lead-styl is already somewhat aligned with this preference.

Similarly, option A focused on mentoring leadership which was one of the most supported options, because nowadays a leader is not only concerned with output but also development of the team members. However, it has some defects that can be improved. Results oriented leadership represented by option C match somewhat the expectations of employees, implying there is the concentration towards outcome achievement is being placed by the organization. Employees who chose option B indicated inefficiencies of existing leadership. There are big gaps between what employees want and the real situation. This implies that for the organization to excel, an

adaptable and congruent leadership is necessary.

A unifying perspective emerges within the context of *current* leadership across pub-sec-orgs: a vision towards changing the way organizations are led. In this case, participants collectively suggest that there is need to break away with the *current* leadership models that have been based on traditionally defined hierarchies. There is a common inclination toward participative and mentor based kind of leadership that pushes people towards motivation. There is a demand that leaders be mentors/role models for employee growth and development – this is evident all through. These include open communication, involvement of employees in decision making, and emphasis on personal and professional development which reflect distancing of directive leadership.

Despite there being a shared will for positive and power-giving leadership, every ministry introduces new flavors into it. The dynamic nature of the tourism and entertainment industry, calls for the use of creative and less directive leadership strategy by the ministry of tourism and enterprise. However, leadership in environmental technologies is particularly promoted by the Ministry for Environment, to tackle global environmental problems preventively and across borders. This amalgamated analysis highlights an underlying desire towards transforming leadership across various pub-sec-orgs, highlighting the need for leadership practices that are tailor-made for each ministry's specific objectives and needs.

Distinct patterns of *preferred* leader emerge among different pub-sec-orgs suggesting need for new style of administration. All the respondents prefer participatory man-styles that involve dialogue, inclusion of personnel in making decisions, and all-round support. The dominant theme entails designing a setting that supports teamwork, innovation, and workforce happiness. The move from a task oriented management to an empowering one that involves employees, their feedback and creates an affirming atmosphere is becoming loud and clear. Nevertheless, subtler deviations emerge, where the Ministry of Tourism and Entertainment insists on an open forum that accommodates adaptive communication of concepts which is vital in the ever changing industry. However, the

Ministry of Environment suggests that technology-based collaborative approaches could be more effective towards solving these problems. The combined analysis highlights this common desire for a style of management which embraces cooperation, employee's welfare, as well as the flexibility within that framework. The study also recognizes these differences in every ministry as they relate to their distinct operations.

Beyond numerical metrics, participants often communicated a deep personal bond between loyalty to the organization and trust, without mentioning org-cult *per se*. Some employees mentioned specific leadership actions that promoted trust, like open communication and objective decision-making processes. On the other hand, cases of betrayal or non-transparency were found to undermine loyalty. This qualitative layer adds a human dimension to the statistical loyalty scores, giving their story more depth.

While statistical analysis posited a non-significant difference between employees' choices on formalized practices, the qualitative responses revealed a divide. Some employees conveyed a sense of security and orderliness due to clearly defined policies, while others elaborated fears related to stifled creativity and the bureaucratic obstacles. This disparity demonstrates how organizational preferences can be so complex that leaders must find a balance between structure and freedom. Figure 4.2 displays the mean scores.

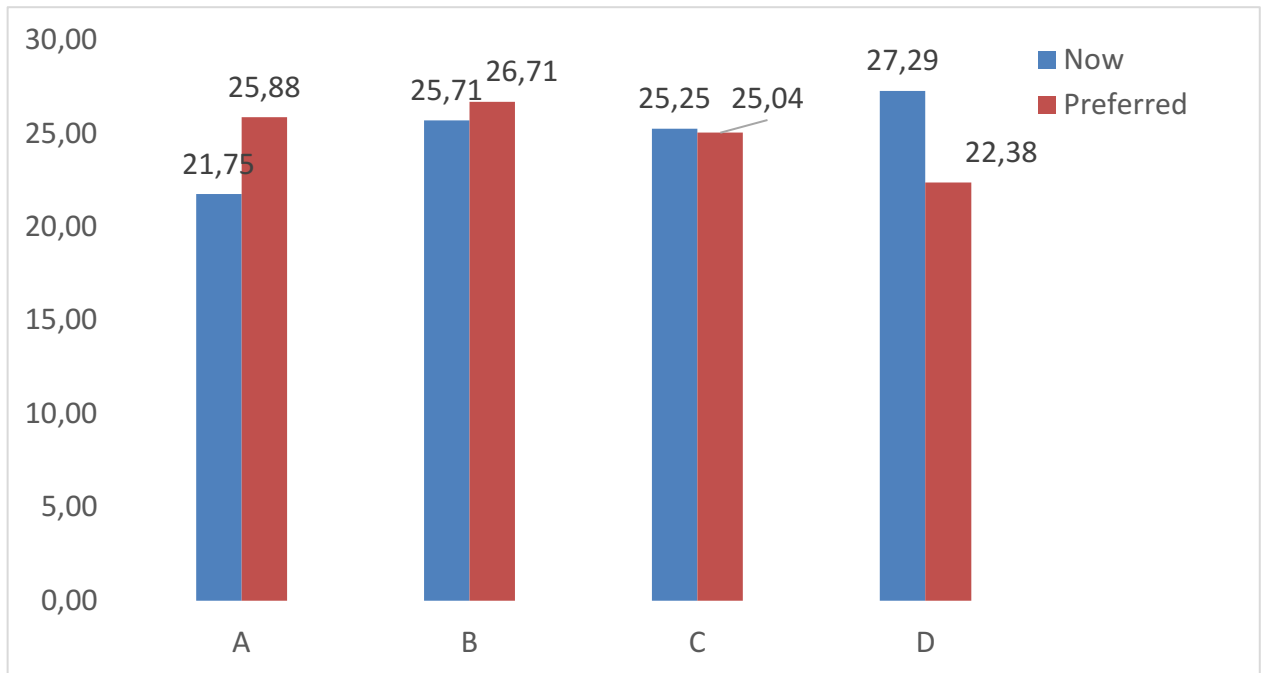


Figure 3.2: Comparison of Mean Responses Between C&P – Org-Lead

Source: Author

3.1.4. Management of Employees (Man-Emps)

Managing the workforce is at the heart of org-cult, affecting productivity, employee satisfaction and hence organizational development. It includes several approaches that support employees in doing their best for the company’s success. This section is devoted to the presentation of the results and the analysis of the survey answers concerning the issue regarding employee management. Table 4.3 summarizes the responses.

Table 3.3: Comparison of Mean Responses Between C&P – Man-Emps

Op tion	Cur rent	Pre ferred
A	23. 92	23. 88
B	26. 07	25. 33
C	25. 88	23. 67
D	24. 15	27. 34

Source: Author

The *preferred* perception of the man-emps towards option A, where employees cooperate together and collaborate using mutual consent and involvement, attained an average of 23.88. This shows that the workforce appreciates the cooperative, democratic strategy of management. Therefore, it boosts coordination and group decision making. Despite this, it is significant to note that the average score for option A in the present case (23.92) is just slightly above the desirable mark. This implies that the style of *current* management in the organization already emphasizes teamwork and participation; however, it might need adjustments for a more appropriate match with the employees' preferences.

The perceived preference for employee man-styls gave option b a mean score of 25.33 out of 10. This explains why employees tend to like a lead-styl that supports uniqueness, innovativeness and risk taking, which may generate creativity and initiative in them. It should however be noted that presently, the average score for option b=26.07 is a little more than the *preferred* score. This means that there could be some similarity between the existing management approach in the organization and what the employees prefer in terms of promoting innovation and giving them freedom; hence, there is a need to improve the management.

The third option, called C, represents a man-styl that is aggressive, competitive, demanding, result oriented, and performance based, earned the lowest mean score of 19.67 on *preferred* perception of the man-emps. This infers that employees are reluctant towards man-styls with high competitiveness and demands. Interestingly, the average result for option C (25.88) exceeds the ideal one. Employees' taste is different from their *current* leadership strategy; it may be high time the organization reviews the leadership strategies based on employees' expectations.

The *preferred* perception of management of employee was option D, which has a man-styl focused on secure employment, conformity, stable relationships, predictable environment among employees, having a mean score of 27.34. Such preference can signal on a man-styl which promotes stability, predictability as well secure employment. This strategy agrees with Maslow's (2022) hierarchy of needs, wherein the physiological and safety needs represent the employee basis of wellness.

Interestingly, the average score of option D in this scenario (24.15) falls below the desirable score. The organization may have to seek measures to restore the feeling safety, conformity, and predictability that the employees desire for. Nevertheless, the average in relation to the responses given by the employees about option A, B and C in this situation exceeded the choices that they *preferred*.

Through these findings, employees' perception towards employees management in the org-cult is revealed. The perception amongst the employees was in favor of option D that is a stability oriented type of management whose aim lies in job insecurity, conformance, predictability of results and stable relationships. While option b proved popular, it underscored the importance of management as being conducive to independence, innovation and risk taking. Team working will be somewhat of a preference of some employees to indicate to the fact that this firm is already focusing on teamwork. Compared to most of the other employees, option C may not be favored by some workers, with a considerable difference in preference levels, suggesting the importance of matching to employee expectations. This shows that good leadership and man-styls should be adapted to meet the needs of employees, thereby improving org-

cult as well as enhancing employee satisfaction.

Qualitative anecdotes about lead-styles enriched the interpretation of statistical outcomes. Participants provided instances in which transformational leadership had a positive influence on their motivation and job satisfaction. On the other hand, anecdotes revealed problems with autocratic style of leadership that is in line with statistically significant preference for more facilitative approaches. These stories make leadership theories human, highlighting the practicality of these ideas to impact employees' life at work. Specifically, there is an emerging trend in every ministry showing that most of the managerial practices adopted are participative.

The participants want an inclusive lead-style which recognizes employees as active contributors in decision making and encourages transparency in the workplace. Under the Ministry of Transportation, a participatory approach is *preferred* with employees being involved in making decisions, appreciated for their effort and working in a favorable condition. Likewise, the Ministry of Industry requires a hands-on approach that fosters teamwork, acknowledges employee contribution, and creates room for advancement. The shared value highlights the will desire of a participatory, honesty based cooperative environment that promote development and job contentment. Figure 4.3 compares the mean scores.

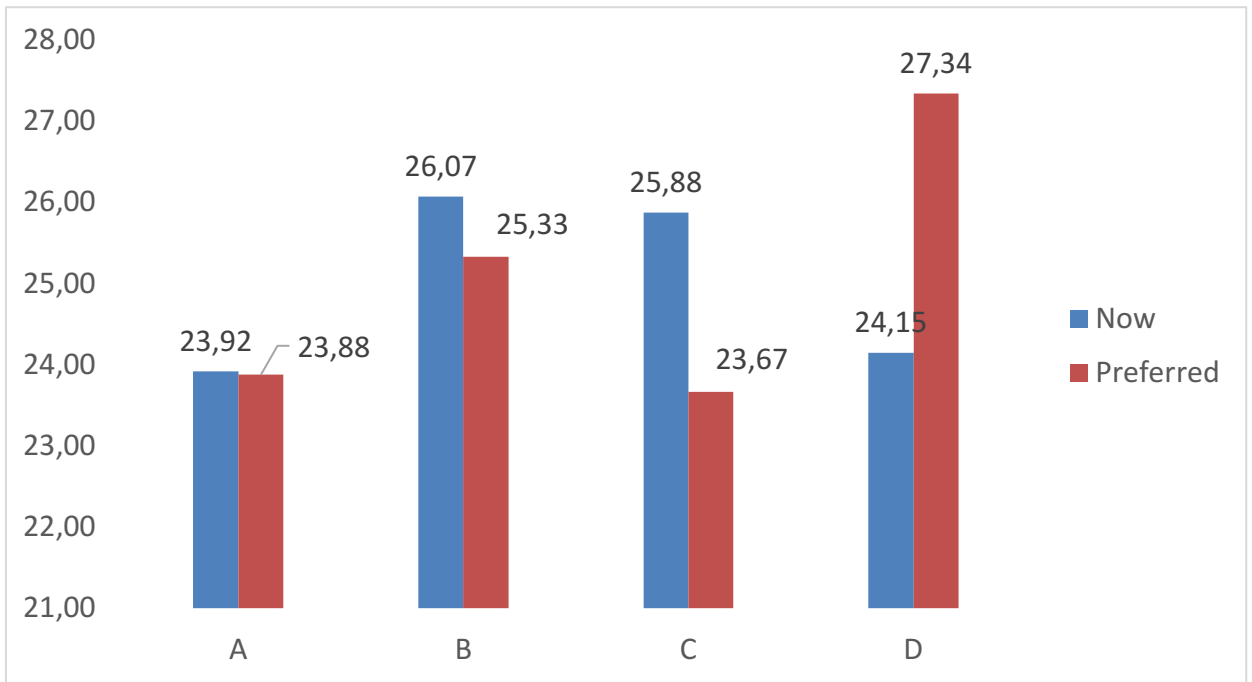


Figure 3.3: Comparison of Mean Responses Between C&P – Man-Emps

Source: Author

3.1.5. Organizational Glue (Org-Glue)

Org-glue is a phenomenon within org-cult that brings together different people within the organization towards their common beliefs, values as well as their objectives. In other words, it is a measure of degree of solidarity that exists among workers in a particular working environment. The org-glue analysis in this writing looks at what employees think about it currently versus their preferences. A summary of the survey responses on organization glue within org-cult is shown in Table 4.4.

Table 3.4: Comparison of Mean Responses Between C&P – Org-Glue

Op tion	Cur rent	Pre ferred
A	27. 79	25. 90
B	28. 61	23. 34
C	23. 41	25. 22
D	20. 19	25. 54

Source: Author

The Ministry of Culture stressed the importance of shared values underlying cultural preservation and enhancement which brings about feeling of proudness and unity, which was directly pertinent to org-gluе. The Ministry of Tourism and Entertainment’s org-gluе lies in their goal of promoting culture, diversity, and cooperation, which ultimately constitutes an integral harmonized team. On the other hand, the Ministry of Environment points out shared values like environmentalism and scientific integrity that serve as a glue binding the organization together. There are different departmental aims, but the strength behind this is having shared principles and beliefs for a unifying point between all pub-sec-orgs.

The answers reveal a consensus on the vision of org-gluе across ministries that transcends the usual traditional values. Participants universally talked about wanting oneness in the light of common core values for the purpose of working together, diversity, and devotion to organizational goals. Promotion of a feeling of togetherness through the concept of teamwork emphasized the importance of a participatory workplace culture, which appreciates the role played by everyone in creating unity among employees. On the other hand, the Ministry of Environment is looking for cooperative parts such as scientific validity and ecological cooperation. The detailed

inquiry reveals one common cry for org-glug exceeding regular standards which underscores common values for group work, inclusiveness, and feeling of joint accountability.

Contrary to the strongly statistically significant preference for nurturing and facilitating lead-styls, qualitative narratives presented a dilemma. Employees wanted to find supportive leadership, but such cases of conflicting expectations emerged. Though preferring the facilitative method, some participants also indicated instances where decisive and directive leadership was necessary. This interaction highlights the struggle leaders have in handling varied preferences within their teams. Figure 4.4 visualizes the results for comparison.

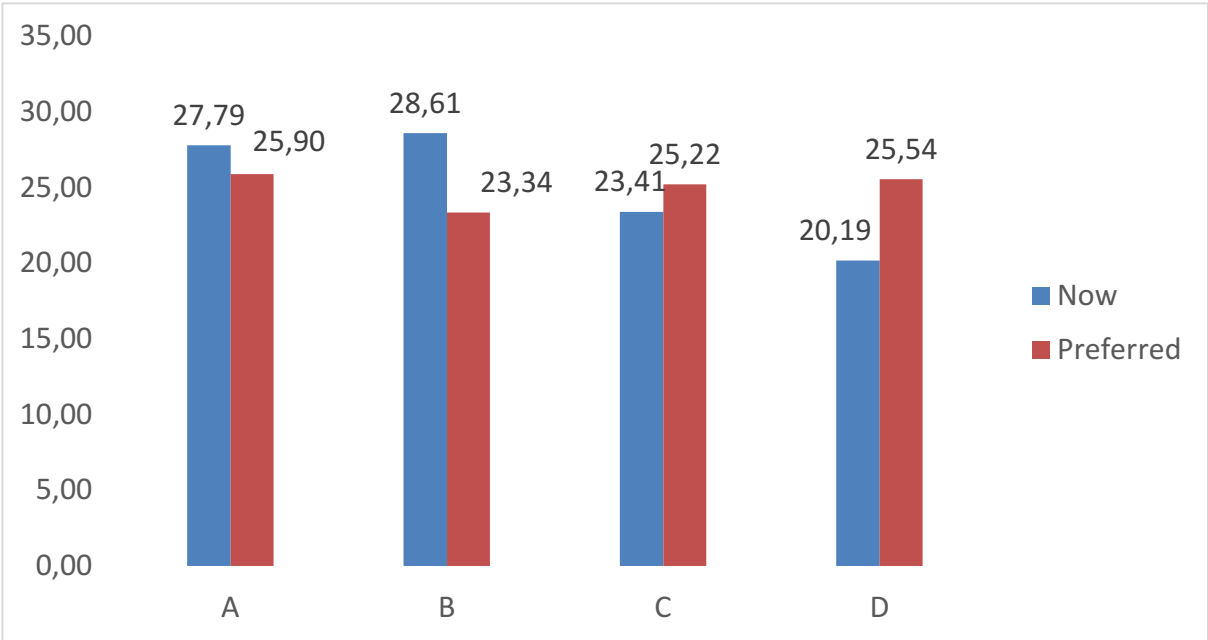


Figure 3.4: Comparison of Mean Responses Between C&P – Org-Glug

Source: Author

3.1.6. Strategic Emphases (Strat-Emphs)

Concerning strat-emphs, the strategic priorities give insights into the identity, personality, and mission of the organization. The executives will not be in a position to steer the organization if they are unaware of these issues because it would be difficult for them to recognize the purpose of the company and determine its course. Many factors that impact on the success of a business such as value creation versus value appropriation strategy by top management (Meng & Berger, 2019). Table 4.5 presents

the descriptive statistics regarding org-cult strat-emphs conditions.

Table 4.5. Comparison of Mean Responses Between C&P – Strat-Emphs

Op tion	Cur rent	Pre ferred
A	23. 71	26. 42
B	26. 21	23. 92
C	25. 58	24. 13
D	24. 50	25. 54

Source: Author

It can be seen that a greater number of employees prefer option A, whose mean value is 26.4. On the aspect of the *preferred* perception of org-gluce, option A scored an average of 25.90 points, by being characterized with loyalty and mutual trust as its “glue”. This indicates that employees appreciate a culture that is built on loyalty, trustworthiness, and total devotion to the company’s agenda. Surprisingly, the average score for option A *current* (27.79) was above the threshold, showing that employees perceive that the org-cult already encourages loyalty and mutual trust. Such a culture is commonly linked with happy employees, turnover reduction, and contentedness.

Opinion B, characterized with the commitments of innovation and advancement, scored the lowest mean of 1.12 for the *preferred* perception. The argument means that people do not like an innovating culture as it involves the concept of getting ahead, which is evidently not attractive for them. Surprisingly, the option b mean score in this case 28.61 exceeds the *preferred* score remarkably. There is huge disparity between the cultural requirements and the needs of the employees in such an environment, pointing at a possibility for the company reconsideration about its cultural practices.

Org-cult emphasizing achievement and accomplishment of goals, got a mean

value of 25.22 for the *preferred* image of org-gluе. This indicates the need for a high-standards and achievement-orientation culture in the employee's part. Nevertheless, it should be noted that the average score of option C in actual circumstances (23.41) is less than the preferable figure. Therefore, it is implied that if employees believe they have to achieve something, then it could not actually align with what org-cult currently promotes for success to occur. The organization should make sure that the organization's practices and beliefs are in tandem with the expectations of an achievement-oriented culture.

Option D scored a mean of 25.54 as per the *preferred* perception of org-gluе. Employees would prefer a culture where there is strong focus on the following of set rule for effective running of affairs. It is interesting to note that the average rating for option D of *current* circumstances (20.19) is much lower than the *preferred* score. This portrays a huge gap between employees' wants and company culture which means that an organization should strive more to emphasize on formal rules and policies to match employees' expectations and needs.

From these results, it is possible to see how employees view org-gluе in an org-cult setting. The culture built on commitment and trust emerged out to be the *preferred* perception on behalf of the employees.

Choice D for informal rules seemed not to please employees, who may want the existing culture to match their preferences for formal policies that must be observed at all times. Option C underscores performance so as to match workers' desires slightly implying that organization incorporates certain aspects of performance management yet there might be a need for more. Option B, which emphasizes innovation is highly misaligned with employee's preference indicating a need for the organization to balance the innovation strategy with employee needs. This implies that a good understanding and alignment between org-cult and employees' expectations is necessary for an acceptable working atmosphere.

Analyzing the views regarding strat-emphs reflects the vision of these pub-sec-orgs with respect to areas of strategy concern. The Ministry of Health focuses on

strategies on preserving and promoting the cultural heritage, support to artists and cultural events and festivals. On the other hand, the Ministry of Tourism and Entertainment strives to embrace sustainable tourism and entertainment for disabled persons through incorporation of technology to enhance tourists’ experiences. Stratospheric emphases in biodiversity conservation, pollution control, environmental education, and the advocacy of the green policies towards sustainable development in the ministry of environment. Such varied strategic priorities emphasize the individual goal and focus of each ministry and hence warrant peculiar methods to tackle its special issues and dreams. Figure 4.5 visualizes the mean scores.

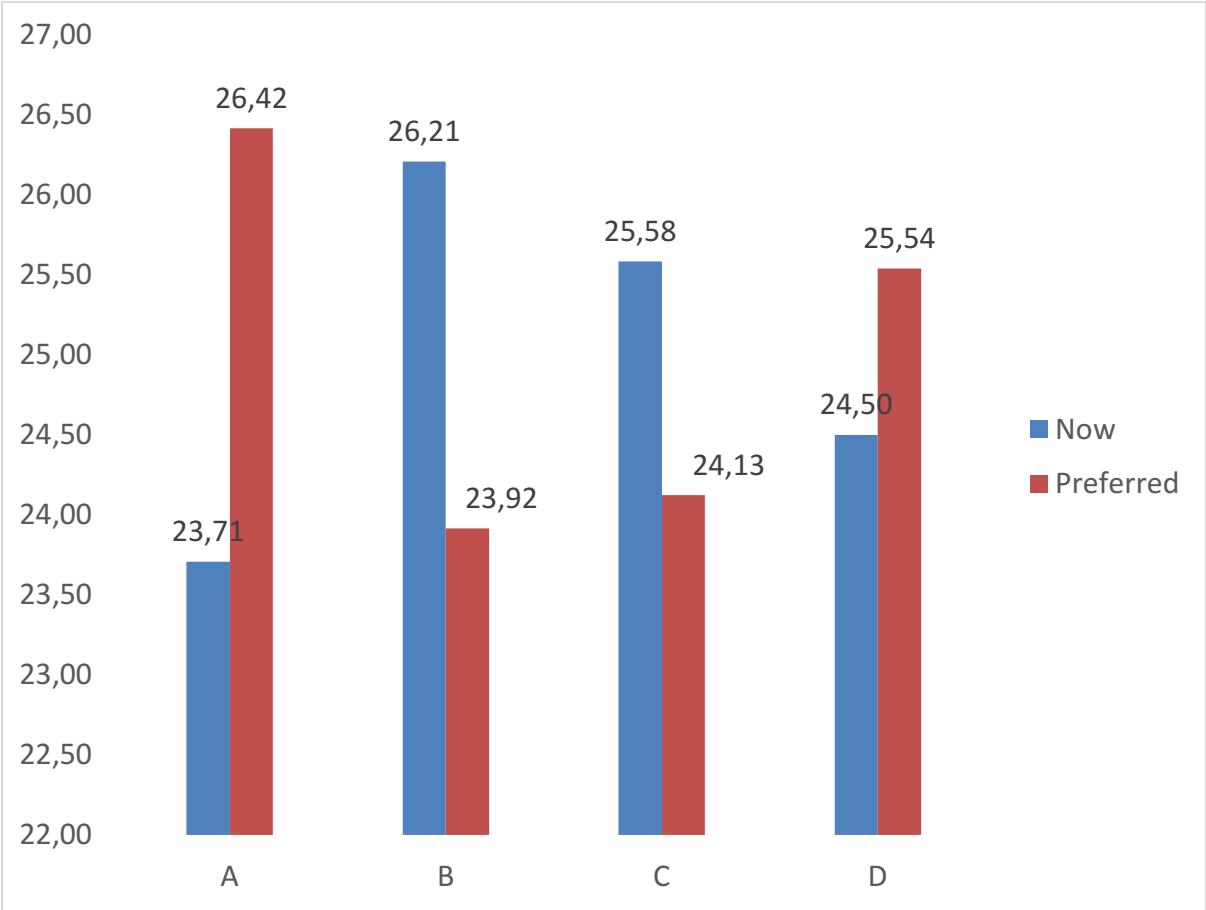


Figure 3.5: Comparison of Mean Responses Between C&P – Strat-Emphs

Source: Author

3.2. IKR Organizations’ Criteria of Success (Success-Crit) and Overall Org-Cult Adaptation and Change with Paired Sample T-Test (PST-T)

In org-cult, success-crit relate to measurable factors used in describing the

expected outcomes of tasks and projects. Such standards help employees, clients and other stakeholders judge if the objectives have been implemented appropriately. Under discussion in this essay is how people define success themselves. The survey provides information on how employees understand success as a working issue, based on which they have developed their own opinions about the *current* situation and their *preferred* one, as illustrated in Table 4.6.

Table 3.5: Comparison of Mean Responses Between C&P – Success-Crit

Op tion	<i>Cur rent</i>	<i>Pre ferred</i>
A	24. 75	26. 08
B	26. 00	26. 75
C	25. 33	23. 71
D	23. 92	23. 46

Source: Author

Regarding the *preferred* perception of success-crit, option A received a mean score of 26.08, implying that it was related to an organizational focus on human development, high trust, openness, and participation. This means that employees value a culture that emphasizes self-development coupled with commitment, honesty and employee involvement in making decisions. Surprisingly, the average of option A in this case (24.75) is a bit lower compared to the *preferred* points.’) These sentiments point out that although employees appreciate human development and trust issues, it is evident there are gaps that need to be addressed so as to bridge this gap.

The highest mean score was recorded for option B, implying that an organization orientation towards seeking for a resource, development of novel complications and a positive attitude toward innovation and prospects. It shows what kind of a culture do

employees appreciate most and the theories behind organizational adaptation. Furthermore, the average score of option b under the *current* condition (26.00), is also very high, which shows that employees' perception on the present org-cult is relatively compatible with their taste for innovation as well resources acquisition process. This indicates conformity between the employees' expectations and the *current* culture.

Concerning the perceived criteria for success that are associated with option C, it attained a mean score of 23.71, which indicates that this organization focuses on competition measures as well as being capable of scoring high against competitors. This indicates that people are far much less receptive to cultures, which highly promote cutthroat competition and high performance. Importantly, the average rating of option C *current* (25.33) is much above the desirable mark. This reveals a mismatch between what employees prefer and the *current* culture in the company hence necessitating possible changes to make it consistent with employee demands.

According to the perceived mean of preference for the success-crit, option D which is an organization focused permanency and stability with efficiency, control, and orderliness, garnered the lowest score, with 23.46. Consequently, a culture that emphasizes on stability than innovation or adaptations has lesser tendency towards the employees. Surprisingly, the average score for option D in this case (23.92) is higher than the *preferred* score. Thus, the company's existing culture already contains some focus upon stability, and this could probably be refined slightly accordingly to staff expectations.

The survey provides insight into what success means to employees in the org-cult as viewed by them. The perception that option B focused on securing additional assets and innovation became increasingly popular among workers, revealing their desire to grow and change. To a certain extent, option A reflects that human development and trust closely align with employee preferences, indicating that company respect this area of work and might need more strengthening. Competitiveness seems not to have been highly regarded by these employees, so the prevailing org-cult must align with the employees' preference towards competitiveness and achievements. In addition, option

D (permanence/stability) is also among the least *preferred* options showing that some degree of stability is indeed expected, although there could be better balance between it and innovation or adaptation.

These findings emphasize the relevance of appreciating and matching org-cult with employee expectations so that there can be growth and change in the workplace. Analysis of responses to the existing indices of success in each ministry. In the case of success, in the Ministry of Culture, it means the efficiency of a certain number of tourism advertisements, achievements in some big entertainment events, visitors' quantity, and media reports. Success is measured by the efficacy of tourism promotion commercials, the success of major entertainment functions, and indicators comprised of tourist flow, media coverage, and total input of a touristic sector to income formation. In contrast, the Ministry of Environment measures success in terms of improved air and water quality, compliance with biodiversity principles, and implementation of environmental regulations. Distinctive standards of success are a sign that different pub-sec-orgs have different objectives and purposes for which they need individual ways of assessment.

While statistical results showed quite a strong preference for strategic focus on innovation, the qualitative responses provided context. Employees discussed stories of innovative projects that fed their enthusiasm and dedication. At the same time, reservations were expressed concerning an alleged unwillingness to accept reforms by leadership. These stories document the complex relationship between strategic focus, real innovation practices and employees' perceptions. By integrating these qualitative observations, the results section goes beyond numerical generalizations to provide an overall sense of employees' views. The following sections focus on the surprising patterns and a more general view of these results, explaining how such specific dynamics can affect org-cult in the IKR's pub-sec.

Assessing responses in relation to the best qualities for each ministry, success is measured according to the influence of the organization in cultural events, its degree of attracting an audience, and the money contributed by cultural activities. On the other

hand, the ministries believes in achieving more than economic growth, including legacy for society and culture as well as preservation of local cultures and acceptance of different identities. The varied definitions for success emphasize the need to match the organizational mandate with ministry specific aims and purposes. The Ministry of Culture has set up measures that can guarantee success in terms of employee development, team work, and employee commitment. Such factors include employee satisfaction, engagement, career and personal growth, collaborative spirit and resilience to change. However, for the Ministry of Tourism and Entertainment, success is not limited to economic measures alone but covers societal and cultural legacies. They envision their success as ensuring that they maintain local cultures, identify with various groups and make inputs to global societies. This ministry defines success in terms of numbers, such as incorporating green technologies and participating in community-based climate change actions that attract positive reviews from international environmental organizations. Such different views serve as a reflection of different priorities and values that every ministry possesses; therefore, it is imperative to measure the success factors related to these priorities and values. Figure 4.6 summarizes the mean scores.

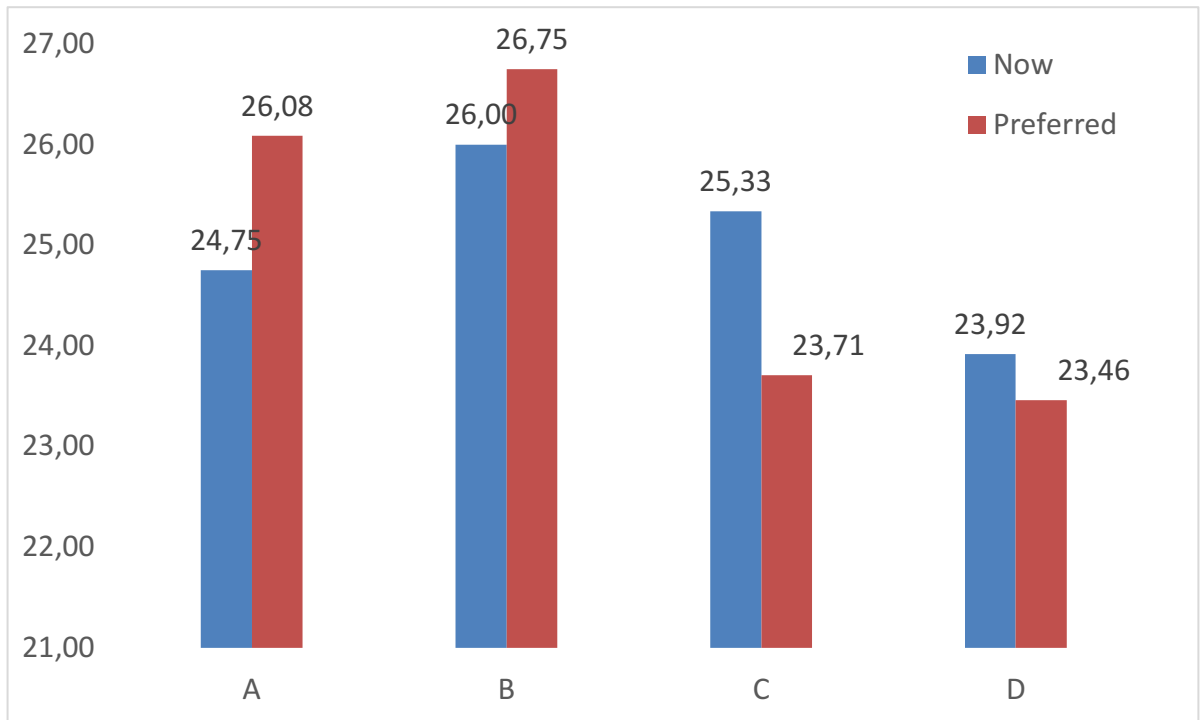


Figure 3.6: Comparison of Mean Responses Between C&P – Success-Crit

Source: Author

3.3. Mean Values for Perceptions of Overall Org-Cult

The survey questions related to the general org-cult are presented in Table 4.7. This section analyzes the mean values for both the *current* perception of overall org-cult C&P for six distinct factors: dom-chars, org-lead, man-emps, org-glue, strat-emphs, and success-crit.

Table 3.6: Comparison of Mean Responses Between C&P – Overall Org-Cult

Dimen sion	<i>Current</i>	<i>Preferr ed</i>
Dom- char	24.688	23.750
Org- lead	22.417	25.000
Man- emps	24.615	24.365
Org- glue	24.771	24.594
Strat- emphs	24.958	24.917
Success -crit	24.667	24.958

Source: Author

Respondents indicated that most of them would choose org-lead with an average score of 25, followed by success-crit (24.958), strat-emphs (24.917), and org-glue (24.594). The average *preferred* scores responses for the items dom-chars, man-emps, org-glue, and strat-emphs were greater than the counterpart scores for the *current* situation.

3.3.1. Dom-Chars

Dom-chars form a set of fundamental characteristics that determine the nature of org-cult. They denote what a company stands for, and influence how employees think and behave. Dom-chars obtained an average rating of 23.750 in the *preferred* perception, while the overall mean was 24.688. This could mean that people consider the existing culture a bit overbearing.

3.3.2. Org-Lead

Org-lead is fundamental to the establishment of a working climate and the way

employees interact at the workplace (Sahat et al., 2018). According to Bass (1985), it is *preferred* that the average score for org-lead is 25.000, thus signifying that employees want a more concentrated approach to providing leadership than the *current* norm scored at 22.417. The higher *preferred* mean implies that the employees have a desire for a more transformational and inspirational style of leadership.

3.3.3. Man-Emps

Man-emps refers to how the organization provides support for as well as promotes employee performance and development. Workforce effectiveness is embedded in several procedures. (Hackman & Wageman, 2005). The *preferred* man-emps mean score of 24.365, compared to the *current* mean score of 24.615, indicates that the employees desire a slightly less intensive approach management of the employees. This indicates that although workers appreciate guidance and provision of essentials they must be balanced by other cultural components.

3.3.4. Org-Glue

Org-glue is the unifying factor between people within an organization and how they connect with the organization's ethos and objectives. Cohesiveness reflects how employees associate themselves as a single unit while at work. The perceived perception has a score of 24.594 for org-glue is close to the *preferred* mean score of 24.771, indicating that employees want to feel a bit more glued together. This implies that although the *current* culture enhances some sense of togetherness, this could still be improved upon.

3.3.5. Strat-Emphs

Strat-emphs are where the organization intends to prioritize or place its main focus, formulating organizational goals towards achieving certain outcomes (Cameron & Quinn, 2011). The average in the *preferred* perception is 24.917, which means that the employees would like some slight shift towards more emphasis on strategic priorities as opposed to the *current* mean of 24.958. This indicates that the *current* culture could already be focusing on strategic focus, however the employees believe there is need to synchronize more with strategic plans.

3.3.6. Criteria of Success (Success-Crit)

The success-crit relate to the measurable indicators which show what should be achieved by completing certain tasks or projects. They help employees, shareholders, clients and others involved to determine if the specified goals were acceptable or not. In the *preferred* perception, the average score for success-crit is 24.958 which means that employees want a bit higher level of the quantifiable success measures compared to the *current* average 24.667. This implies that workers prefer being specific on performance indicators against set criteria for achieving a defined level of success. The survey provides a broad understanding of what employees believe is the entire org-cult. While every element within the culture possesses some distinguishing features, employees usually want the culture centered on strong leadership, unity, and alignment of strategy with slight moderate influence of cultural character.

These findings, as summarized in Figure 4.7, underscore the need for continuous reviewing of org-cult by ensuring that it matches up the employees' expectations and promote an enabling atmosphere in which employees could innovate and grow well towards their success.

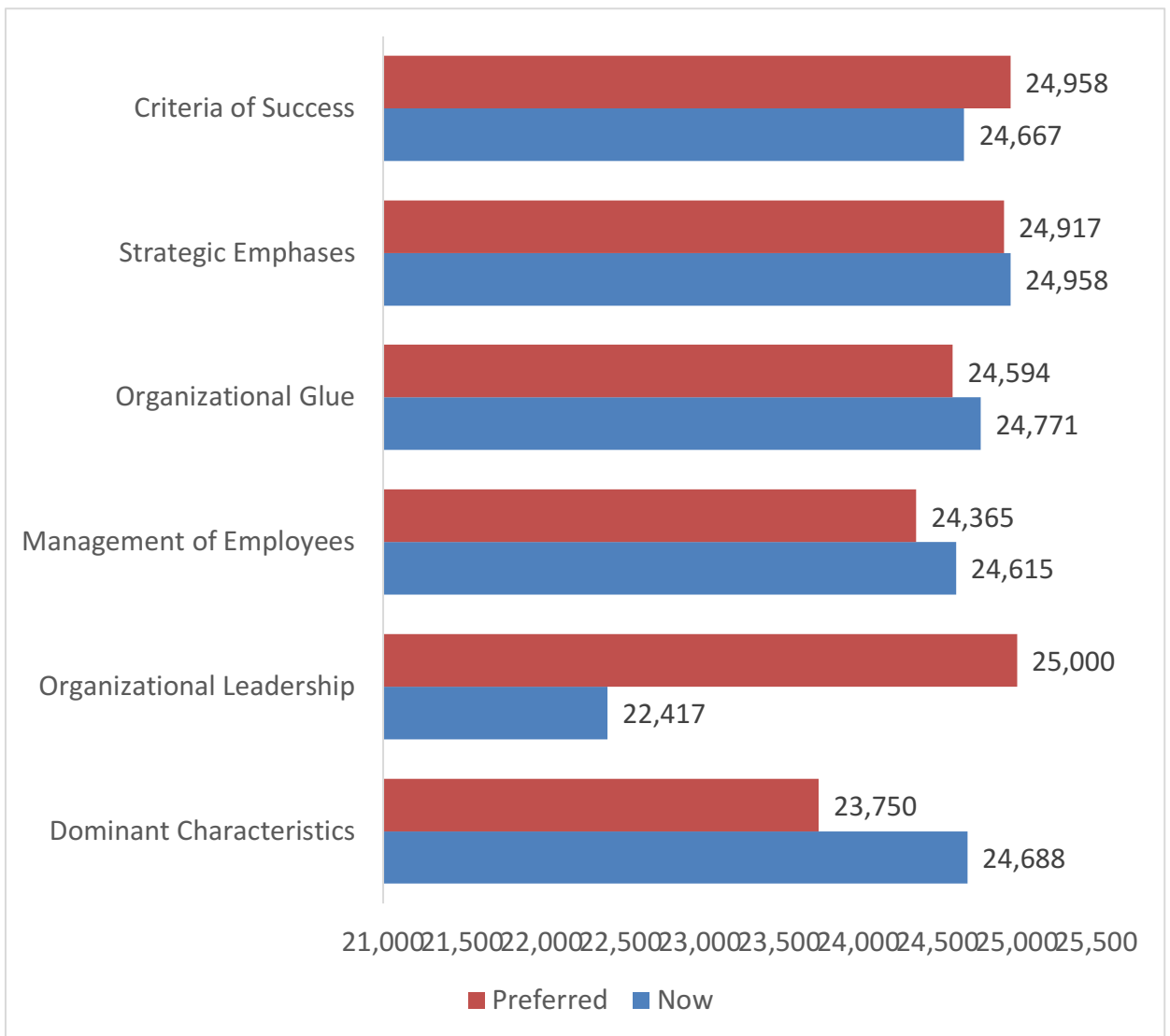


Figure 3.7: Comparison of the Mean of Responses Between C&P – Overall Org-Cult

Source: Author

3.4. PST-T: Overall Org-Cult Dimensions for Four Conditions

PST-T is a renowned statistical method utilized for comparing the means of two correlated variables. This is very significant in studying the impact of an intervention on one group, changes in different settings or comparison between related measurements in two groups. The PST-T may be used by researchers to determine if a meaningful change has occurred and examine any shift between a respondents' *current* perceptions and their ideal perceptions on particular matters relating to org-cult (Saunders et al., 2015).

This section explains how PST-T was used to analyze the association between *current* and *preferred* opinions related to the influence of dom-chars on org-cult. The PST-T is constructed on the assumption that compares the means of two related samples. The first one is grouped in our case as the workers' *current* views versus favorable opinions. Comparing these opinions will help us see if there is a statistically significant variation on existing opinions. The following subsections present the analysis of the results to determine whether there is a statistically significant difference between these two sets of opinions for each of the four studied conditions (A, B, C, and D) for the studied dimensions of org-cult, with 96 respondents for each studied condition.

3.4.1. Dom-Chars

Table 4.8 compares the employees' *current* and *preferred* perceptions of impact of dom-chars upon org-cult, showing mean, standard deviation (SDev), mean difference (MDiff), and P-values.

Table 3.7: C&P PST-T – Dom-Chars

Dimension		N	Mean	SDev	MDiff	t	P-value
A	<i>Current</i>	96	27.19	8.592	1.688	1.301	0.196
	<i>Preferred</i>	96	25.50	8.269			
B	<i>Current</i>	96	25.10	7.072	1.688	1.718	0.089
	<i>Preferred</i>	96	23.42	6.324			
C	<i>Current</i>	96	28.25	14.285	1.313	0.787	0.433
	<i>Preferred</i>	96	26.94	8.525			
D	<i>Current</i>	96	20.81	7.910	-2.021	-1.753	0.083
	<i>Preferred</i>	96	22.83	7.698			

Source: Author

3.4.1.1. Condition A

Current opinion had a mean score of 27.19 (SDev 8.592), while *preferred* opinion had a mean score of 25.50 (SDev 8.269); the mean difference in C&P opinions was 1.688. The T-stat value was 1.301, while the P-value was 0.196.

The given P-value of 0.196 is higher than alpha ($\alpha = 0.05$), implying that there is no statistically significant difference between employee's *current* opinion and *preferred* one on condition A, indicating that employees do not perceive much difference between C&P conditions.

3.4.1.2. Condition B

Current opinion had a mean score of 25.10 (SDev 7.072), while *preferred* opinion had a mean score of 23.42 (SDev 6.324); the mean difference in C&P opinions was 1.688. The T-stat value was 1.718, while the P-value was 0.089.

P-value = 0.089 > alpha = 0.05 implies that there is not a statistically significant difference existing between employees' responses towards condition B with regards to the *current* corporate culture and its future state.

3.4.1.3. Condition C

Current opinion had a mean score of 28.25 (SDev 14.285), while *preferred* opinion had a mean score of 26.94 (SDev 8.525); the mean difference in C&P opinions was 1.313. The T-stat value was 0.787, while the P-value was 0.433.

The P-value of 0.433 is greater than $\alpha = 0.05$, which indicates that no significant difference exists among *current* and *preferred* opinions for C condition concerning result-driven competition and performance focus of the organization.

3.4.1.4. Condition D

Current opinion had a mean score of 20.81 (SDev 7.910), while while *preferred* opinion had a mean score of 22.83 (SDev 7.698); the mean difference in C&P opinions was 2.021. The T-stat value was -1.753, while the P-value was .083.

The P-value is 0.083, which is greater than $\alpha = 0.05$, showing no statistically significant difference between employees' opinions concerning condition d. In other words, employees do not see any major differences in what they think now versus their *preferred* views on dom-chars about controlling, structuring, and governing

3.4.1.5. Summary

The P-values in all four conditions are bigger than 0.05, indicating no statistically significant differences between workers' opinion now and they want. The result shows

that usually employees see little differences between *current* and *preferred* cultural superiority on these elements. Therefore, from the point of view of the researched employees, the prevailing dom-chars is fairly close to *preferred* dom-chars on these specific cultural features.

3.4.2. Org-Lead

Table 4.9 presents the mean differences in C&P opinions on the impact of org-lead on org-cult. In conditions A and D the P-value is zero and significantly lower than 0.05. In addition, the mean of favorable perception for alternative A (25.88) exceeds the *current* response (21.75), while the mean of favorable assessment for option D (22.38) falls below the existing answer (27.29). However, there is no mean difference at the 0.05 significance levels about the effect of org-lead in both conditions B and C.

Table 3.8: C&P PST-T – Org-Lead

Dimension		N	Mean	SDev	MDiff	t	P-value
A	<i>Current</i>	96	21.75	12.071	-4.125	-3.154	0.002
	<i>Preferred</i>	96	25.88	4.014			
B	<i>Current</i>	96	25.71	10.417	-1.000	-0.863	0.390
	<i>Preferred</i>	96	26.71	4.057			
C	<i>Current</i>	96	25.25	9.187	0.208	0.215	0.830
	<i>Preferred</i>	96	25.04	5.894			
D	<i>Current</i>	96	27.29	15.626	4.917	3.133	0.002
	<i>Preferred</i>	96	22.38	5.083			

Source: Author

3.4.2.1. Condition A

Current opinion had a mean score of 21.75 (SDev 12.071), while *preferred* opinion had a mean score of 25.88 (SDev 4.014); the mean difference in C&P opinions was -4.125. The T-stat value was -3.154, while the P-value was 0.002.

$P\text{-value} = 0.002 < \alpha = 0.05$ implies that there is a statistically significant difference in employees' C&P thoughts about condition A. Employees perceive a statistically significant positive difference between the actual lead-styl involving

mentoring and nurturing.

3.4.2.2. *Condition B*

Current opinion had a mean score of 25.71 (SDev 10.417), while *preferred* opinion had a mean score of 26.71 (SDev 4.057); the mean difference in C&P opinions was -1.000. The T-stat value was -0.863, while the P-value was 0.390.

P-value at 0.390 is higher than 0.05 significance level; thus, there are no statistically meaningful differences in workers' *current* and *preferred* views concerning state C, which suggests that leaders follow innovative trends.

3.4.2.3. *Condition C*

Current opinion had a mean score of 25.25 (SDev 9.187), while *preferred* opinion had a mean score of 25.04 (SDev 5.894); the mean difference in C&P opinions was 0.208. The T-stat value was 0.215, while the P-value was 0.830.

The obtained P-value of 0.830 is higher than the established significance level of 0.05, which shows that there are no statistically significant discernible differences in condition C. This entails that employees' opinion towards how they would prefer to be managed under condition C does not

3.4.2.4. *Condition D*

Current opinion had a mean score of 27.29 (SDev 15.626), while *preferred* opinion had a mean score of 22.38 (SDev 5.083); the mean difference in C&P opinions was 4.917. The T-stat value was 3.133, while the P-value was 0.002.

Since the P-value of $0.002 < \alpha = 0.05$, there is a statistically significant difference among employee responses to condition D. As such, employees perceive their *current* lead-styles as being based on coordinating and organizing as distinct from what they regard as

3.4.2.5. *Summary*

In conditions A and D there are statistically significant differences in employee's views about the effect of org-lead on org-cult now and as it should be. There is a huge gap between these styles of leadership and that perceived by employees as its *preferred* style. On the other hand, for conditions B and C, there are no statistically significant

differences between *current* and *preferred* views thereby showing that workers do not observe significant disparities between contemporary lead-styl and their choice on those aspects of org-cults. These findings illustrates the role of matching leaders’ styles with employees’ needs in order to promote an amenable workplace.

3.4.3. Man-Emps

Table 4.10 shows the differences of mean between the actual and ideal view in relation to the influence of managerial operations on the org-cult, with statistically significant outcomes for conditions C and D (with P-values equal to 0.0). In addition, the mean of *preferred* opinion for option D (27.34) is greater than *current* vote, while the mean of *preferred* opinion for option C (23.67) is lower than *current* vote. However, with respect to mean difference between the *current* and *preferred* view concerning the employee’s influence on the org-cult within cases A and B, not statistically significant results were gleaned.

Table 3.9: C&P PST-T – Man-Emps

Dimension		N	Mean	SDev	MDiff	t	P-value
A	<i>Current</i>	96	23.92	6.805	0.042	0.058	0.954
	<i>Preferred</i>	96	23.88	3.534			
B	<i>Current</i>	96	26.07	6.668	0.740	1.045	0.299
	<i>Preferred</i>	96	25.33	4.398			
C	<i>Current</i>	96	25.88	5.296	2.208	3.147	0.002
	<i>Preferred</i>	96	23.67	4.939			
D	<i>Current</i>	96	24.15	6.461	-3.198	-3.123	0.002
	<i>Preferred</i>	96	27.34	9.010			

Source: Author

3.4.3.1. Condition A

Current opinion had a mean score of 23.92 (SDev 6.805), while *preferred* opinion had a mean score of 23.88 (SDev 3.534); the mean difference in C&P opinions was 0.042. The T-stat value was 0.058, while the P-value was 0.954.

The P-value = 0.954 is higher than the significance level (alpha=0.05) and hence,

there was no statistically significant variation in employees' *current* and *preferred* views on man-styl characterized by team work, consensus and participation. This is the condition under which employees do not observe a marked disparity between the managerial style adopted currently, and that which they personally prefer.

3.4.3.2. Condition B

Current opinion had a mean score of 26.07 (SDev 6.668), while *preferred* opinion had a mean score of 25.33 (SDev 4.398); the mean difference in C&P opinions was 0.740. The T-stat value was 1.045, while the P-value was 0.299.

The P-value of 0.299 is greater than the significance level ($\alpha = 0.05$) which reveals no statistical significance difference among employees' *current* and *preferred* opinion about managerial approach with an emphasis on independence, creativity, liberty and distinctiveness. In this case, employees do not see much distinction between their *preferred* style of management and what they encounter currently.

3.4.3.3. Condition C

Current opinion had a mean score of 25.88 (SDev 5.296), while *preferred* opinion had a mean score of 23.67 (SDev 4.939); the mean difference in C&P opinions was 2.208. The T-stat value was 3.147, while the P-value was 0.002.

Given a P-value of 0.002 that is lower than $\alpha = 0.05$, there is a statistically-significant difference between employees' C&P views concerning the hard-driving competitive, high expectation, achievement type of man-styl. In this particular case employees feel that different styles exist between the *current* management mode and what they want which is less competition and demand.

3.4.3.4. Condition D

Current opinion had a mean score of 24.15 (SDev 6.461), while *preferred* opinion had a mean score of 27.34 (SDev 9.010); the mean difference in C&P opinions was - 3.198. The T-stat value was -3.123, while the P-value was 0.002.

The P-value of 0.002 is lower than the α of 0.05, showing there is a statistically significant difference between *current* and *preferred* opinion about relationship based man-styl which entails predictability, regularity, conformance and provision of job

security. In this case, employees consider a large gap between their best style and what they currently experience, which involves more job security and stability.

3.4.3.5. *Summary*

The PST-T results show that employee preferences for man-styl are based on different conditions. Comparisons of the *current* vs. *preferred* opinion for conditions C and D are statistically significant, presenting opportunities for the management system to converge toward the prevailing preference in these contexts. When working under such circumstances, employees tend to desire less competition and more permanent jobs. On the other hand, employees only recognize the gaps in conditions A and B, implying that they do not see any big differences between the existing man-styl and their *preferred* style in such a situation. Thus, it is crucial that the man-styl should be fit individual employees especially in situations when competition and job security are crucial factors.

From a logical perspective, loyalty scores indicated more support on the elements of loyalties and mutual trust while qualitative responses revealed changing conditions. The paper compared instances of loyalty connected to a sense of purpose and shared values with the problem that blind allegiance could stifle honest critiques. The results thus unpacked some surprising patterns and tell a story that gives life to the rich fabric of org-cult in the IKR's pub-sec. The following section addresses the broader implications of these findings in terms both academic and practical.

3.4.4. Org-Glue

Table 4.11 shows that there is an obvious difference between *current* and *preferred* opinions concerning org-cult in conditions A, B, C, and D, given the alpha of .05, which is equal to 0.026. The average *preferred* option for options C and D (25.22 and 25.54) beat the *current* response (23.41 and 20.19), while the average *preferred* option for option A and B (25.90 and ... (respectively)).

Table 3.10: C&P PST-T – Org-Glue

Dimensio n	N	Me an	SD ev	M Diff	t	P- value
<i>Curre nt</i>	96	27. 79	6.1 69	1.8 96	2.2 67	0.0 26
	96	25. 90	5.5 18			
<i>Curre nt</i>	96	28. 61	6.9 77	5.2 71	5.4 61	0.0 00
	96	23. 34	5.4 88			
<i>Curre nt</i>	96	23. 41	4.6 62	- 1.813	- 2.018	0.0 46
	96	25. 22	6.8 52			
<i>Curre nt</i>	96	20. 19	5.9 81	- 5.354	- 5.530	0.0 00
	96	25. 54	6.6 11			

Source: Author

3.4.4.1. Condition A

Current opinion had a mean score of 27.79 (SDev 6.169), while *preferred* opinion had a mean score of 25.90 (SDev 5.518); the mean difference in C&P opinions was 1.896. The T-stat value was 2.267, while the P-value was 0.026.

The P-value of 0.026 is lower compared to significance level ($\alpha = 0.05$) which indicates a statistically significant difference between C&P opinions regarding condition A among employees. As such, employees believe in a significant distinction between actual teamwork and

3.4.4.2. *Condition B*

Current opinion had a mean score of 28.61 +/- 6.977, while *preferred* opinion had a mean score of 23.34 +/- 5.488); the mean difference in C&P opinions was 5.271. The T-stat value was 5.461, while the P-value was 0.000.

Given the P-value = 0.000 (<0.05), there is a statistically significant difference by which employees felt that condition B prevents org-gluе.

3.4.4.3. *Condition C*

Current opinion had a mean score of 23.41 (SDev 4.662), while *preferred* opinion had a mean score of 25.22 (SDev 6.852); the mean difference in C&P opinions was - 1.813. The T-stat value was 2.018, while the P-value was $p = 0.046$.

The obtained P-value is 0.046, which shows a significant difference in employees' C&P opinions about condition C. This reveals that employees perceive considerable differences between the prevailing org-gluе, featuring competitiveness and high expectations, and their favored organizational linkage

3.4.4.4. *Condition D*

Current opinion had a mean score of 20.19 (SDev 5.981), while *preferred* opinion had a mean score of 25.54 (SDev 6, 611); the mean difference in C&P opinions was - 5.354. The T-stat value was -5.530, while the P-value was 0.000.

Since the P-value (0.000) is lower than the significance level ($\alpha=0.05$), this indicates that there is a statistically significant difference in condition D between the C&P opinion on org-gluе among employees. Due to this, it can be

3.4.4.5. *Summary*

There are statistically significant differences in the thoughts of employees' *current* vs. *preferred* perceptions concerning the role of org-gluе in org-cult across all four conditions (A, B, C, and D). In these particular areas of org-cult, employees' perception of distinct gaps between the existing org-gluе and what they believe should be the *preferred* gluе. This, in essence, suggests that org-gluе should reflect the employees' opinions to promote an excellent and productive working atmosphere.

3.4.5. Strat-Emphs

The statistics in Table 4.12 indicate that there is a substantial difference in the average score of C&P opinions for strat-emphs and org-cult within condition A, B and C as represented by p= values (0.000, 0.001). Also, the mean score of *preferred* attitude in relation to option A (26.42) is bigger than the *current* score (23.71), whereas the average of *preferred* opinion regarding options B and C (23.92 and 24.13) is lower. However, the means on C&P opinions were not statistically significantly different for effect of the strat-emphs on the org-cult in condition D, since $p > 0.5$.

Table 3.11: C&P PST-T – Strat-Emphs

Dimensio n		N	Me an	SD ev	M Diff	t	P- value
	<i>Curre nt</i>	96	23. 71	5.4 64	-	-	0.0 00
	<i>Prefe rred</i>	96	26. 42	3.8 38	2.708	4.412	
	<i>Curre nt</i>	96	26. 21	5.0 43	2.2	3.3	0.0 01
	<i>Prefe rred</i>	96	23. 92	4.1 54	92	16	
	<i>Curre nt</i>	96	25. 58	4.1 64	1.4	2.7	0.0 07
	<i>Prefe rred</i>	96	24. 13	4.2 08	58	44	
	<i>Curre nt</i>	96	24. 50	6.4 89	-	-	0.2 90
	<i>Prefe rred</i>	96	25. 54	6.8 49	1.042	1.064	

Source: Author

3.4.5.1. Condition A

Current opinion had a mean score of 23.71 (SDev 5.464), while *preferred* opinion had a mean score of 26.42 (SDev = 3.838); the mean difference in C&P opinions was -2.708. The T-stat value was -4.412, while the P-value was 0.000.

P-value = 0.000 < α = 0.05; therefore, there is a statistically significant difference in employee opinion toward condition A. This implies that employees consider it significant to have different strategies, such as customer orientation, quality products, competitiveness,

3.4.5.2. Condition B

Current opinion had a mean score of 26.21 (SDev 5.043), while *preferred* opinion had a mean score of 23.92 (SDev 4.154); the mean difference in C&P opinions was 2.292. The T-stat value was 3.316, while the P-value was 0.001.

The P-value of 0.001 is less than the alpha value (0.05) hence a statistically significant difference exists between employees' C&P opinions on condition B. Herein, a conclusion can be made that employees find considerable difference in their *preferred* approach characterized by stability and

3.4.5.3. Condition C

Current opinion had a mean score of 25.58 (SDev 4.164), while *preferred* opinion had a mean score of 24.13 (SDev 4.208); the mean difference in C&P opinions was 1.458. The T-stat value was 2.744, while the P-value was 0.007.

A P-value of 0.007 < α =0.05 indicates a statistically significant difference between employees' *current* opinions and their *preferred* opinion on condition C. Since the *current* focus targets achievements and goals attainment and employees prefer collaborations with external partners, they believe there.

The innovation perception-discrepancy observed in qualitative responses spotlights the obstacles preventing innovative practices. From an academic perspective, this leads to more investigation into the barriers of innovation in distinct cultural settings.

In conclusion, the addition of qualitative element to the results section not only

enhances what is reported quantitatively but equally opens doors for future research and possibilities in practice. This multi-faceted approach ensures a more holistic understanding of org-cult within the IKR pub-sec, given that workplace dynamics can be equally complex.

3.4.5.4. *Condition D*

Current opinion had a mean score of 24.50 (SDev 6.489), while *preferred* opinion had a mean score of 25.54 (SDev 6.849); the mean difference in C&P opinions was -1.042. The T-stat value was -1.064, while the P-value was 0.290.

The P-value of 0.290 is higher than significance level $\alpha = 0.05$ indicating no statistically meaningful difference between employee's perception regarding condition d and their preference. According to this, employees do not see major distinction of strategy emphasizing for example formal rules and policies

3.4.5.5. *Summary*

There are significant differences with respect to the views of different employees toward the relation between strategic shifts and corporate culture (Conditions A, B, and C). These strat-emphs are perceived as very different by employees compared with their *preferred* emphases. On the other hand, in condition D, there was no statistically significant difference between C&P opinions showing that employees did not see any major difference between the existing focus on product performance and their *preferred* focus in this area of corporate culture. Such findings confirm that the strat-emphs ought to be attuned to employees' needs and not their preferences in order to strengthen the org-cult.

Though statistical analysis depicted a considerable preference for innovative strategic focus, qualitative answers revealed a substantial difference between them. Some employees showed enthusiasm for radical change, others were frustrated because they felt that there was no way to overcome conservative org-cult. This disjunction suggests that creating a true innovative culture is not just verbal.

3.4.6. **Success-Crit**

A PST-T of Table 4.13 reveals that employees' *current* and future opinion

concerning the way performance criteria influence org-cult are related. This analysis aims to determine whether there is a statistically significant difference between these two sets of opinions for each of the four conditions: A, B, C, and D.

Table 3.12: C&P PST-T – Success-Crit

Dimensio n	N	Me an	SD ev	M Diff	t	P- value
<i>Current</i>	96	24. 75	5.3 69	- 1.333	- 1.838	0.0 69
	<i>Preferred</i>	96	26. 08			
<i>Current</i>	96	26. 00	4.2 65	- 0.750	- 1.076	0.2 85
	<i>Preferred</i>	96	26. 75			
<i>Current</i>	96	25. 33	4.5 94	1.6 25	2.1 57	0.0 34
	<i>Preferred</i>	96	23. 71			
<i>Current</i>	96	23. 92	5.7 96	0.4 58	0.5 49	0.5 85
	<i>Preferred</i>	96	23. 46			

Source: Author

3.4.6.1. Condition A

Current opinion had a mean score of 24.75 (SDev 5.369), while *preferred* opinion had a mean score of 26.08 (SDev 4.597); the mean difference in C&P opinions was -1.333. The T-stat value was -1.838, while the P-value was 0.069.

P-value of $0.069 > \alpha = 0.05$. There was no statistically significant difference between employees' C&P opinions about condition A. In other words, employees did

not see substantial difference between what they consider acceptable for success now,

3.4.6.2. *Condition B*

Current opinion had a mean score of 26.00 (SDev 4.265), while *preferred* opinion had a mean score of 26.75 (SDev 4.188); the mean difference in C&P opinions was 0.750. The T-stat value was -1.076, while the P-value was 0.285.

The value of p was $0.285 > \alpha = 0.05$ meaning there were no statistically significant differences in C&P opinions about Condition B where employees stated they were successful if they acquired new resources and created new challenges. It would seem from this therefore that employees did.

3.4.6.3. *Condition C*

Current opinion had a mean score of 25.33 (SDev 4.594), while *preferred* opinion had a mean score of 23.71 (SDev 5.195); the mean difference in C&P opinions was 1.625. The T-stat value was 2.125, while the P-value was 0.036.

A significant difference exists between employees' perceptions toward Condition C based on the P-value of 0.034 which is lesser than Significance level of 0.05.

The combination of quantitative and qualitative findings highlights the perception-reality gaps within org-cult. This must be approached with closing these gaps is crucial to holistic assessment of org-cult.

3.4.6.4. *Condition D*

Current opinion had a mean score of 23.92 (SDev 5.796), while *preferred* opinion had a mean score of 23.46 (SDev 4.551); the mean difference in C&P opinions was 0.458. The T-stat value was 0.549, while the P-value was 0.585.

The P-value is 0.585 which is more than the alpha value ($\alpha = 0.01$). Therefore Condition D shows that there is no statistically significant difference in the opinions of employees about this condition because they cannot distinguish permanent and transitory criteria of the job success.

3.4.6.5. *Summary*

A statistically significant difference exists in the *current* versus *preferred* perspectives of workers condition C for criterion of success/org-cults. In regard to this

feature of org-cult, employees feel great disparity compared to their *preferred* conditions. Nevertheless, in conditions A, B, and D, no statistically significant difference exists between *current* opinions and *preferred* ones which means that employees view non-critical distances between existing parameters for success and *preferred* parameters in these aspects of corporate culture. These results underscore the need for congruence between criteria for success and employee preferences in order to improve the org-cult.

3.5. PST-T: Overall Org-Cult Dimensions

The qualitative exploration added a deeper dimension to the statistical finding about insignificant differences in *preferred* formalized practices. This ambiguity underlines the need for leaders to adjust formalized practices so as to accommodate various perspectives, while treading a fine line. Qualitative anecdotes clarified the non-statistically significant differences in success-crit indicative of human development. They deepened the meaning though by placing emphasis on personal growth, mentorship and collaborative work environments as intrinsic value employees place in it. According to participants, success went beyond numeric outcomes into a level of overall health and completeness. Table 4.14 provides the results of PST-Ts conducted to assess the relationship between employees' C&P opinions regarding the overall effect of org-cult in the studied dimensions.

Table 3.13: C&P PST-T – Overall Org-Cult

Dimension		N	Mean	S Dev	M Diff	t	P-value
Dom-chars	<i>Curent</i>	9	2	2	0.938	1.755	0.082
	<i>Preferred</i>	6	4.688	.489			
Org-Lead	<i>Curent</i>	9	2	5	2.583	4.892	0.000
	<i>Preferred</i>	6	2.417	.076			
Man-Emps	<i>Curent</i>	9	2	1	0.250	0.643	0.522
	<i>Preferred</i>	6	4.615	.965			
Org-glue	<i>Curent</i>	9	2	0	0.365	1.805	0.074
	<i>Preferred</i>	6	4.958	.983			
Strat-emphs	<i>Curent</i>	9	2	0	0.042	0.233	0.816
	<i>Preferred</i>	6	4.958	.983			
Success-crit	<i>Curent</i>	9	2	0	0.292	2.503	0.014
	<i>Preferred</i>	6	4.667	.804			
	<i>Curent</i>	9	2	0	4.958		
	<i>Preferred</i>	6	4.958	.025			

Source: Author

Conclusions to sector 3

This study results eventually points to the complex org-cult of different ministries of the KRG. Using PST-Ts and qualitative data from the interviews with the staff, a deeper insight was achieved into the *current* and *preferred* employees' attitudes. The research points out findings of both consistency and inconsistency between the *current* perceptions of employees and their *preferred* org-cult. While some dimensions, in particular man-emps and org-glue, contain the minimal statistically significant difference between present and ideal views, other dimensions like org-lead, show a significant difference. Variations of such kinds highlight the fact that org-cult is diverse and each department demands a separate approach.

Furthermore, the research points out the value of adaptive leadership and management practices to the issue of org-cult. The suggestions for leaders working in the KRG pub-sec are building a culture of free communication, involving the employees, and aligning strategic priorities with the changing organizational demands. Leaders who embrace a proactive attitude understanding that cultural change is a continuing process develop an atmosphere that stimulates employee satisfaction, collaboration and innovation, which results in sustainable organizational success.

These findings contribute to the emerging understanding of org-cult by providing an insight into the nature of culture in the KRG pub-sec setting. By melding quantitative analysis and qualitative narratives, the research presents the overview of employees' outlooks and attitudes, hence, allowing wise decisions and strategic interventions to be made as to how the organization is to become more effective and resilient to change. An element that requires in-depth study is the possible role of the organizational history and tradition within the evolution of cultural norms and values. Knowledge about what helps shape *current* beliefs, attitudes and the ways of doing things within an organization can be very useful in understanding inherited cultural norms and selecting better cultural strategies moving forward.

Besides, the research points to the key part of an inclusive culture that takes into account the strategic priorities in creating a successful organization. Leaders who

promote cultural frameworks and guide organizational norms and values congruent with the mission and objectives of an organization will bring unity to a work environment and will provide purpose for work. This research shows that it is necessary to perform regular monitoring and correcting the existing leadership and management practices as they are being modernized to face new trends in culture. Management should always be aware of trends reflected in our cultural framework and be prepared to explore new ways to shape their team's behavior in times of modification.

In essence, this study enriches the existing scholarly literature on org-cult mainly through the theoretical argument on the cultural terrain within the pub-sec of the KRG. Through the combination of quantitative techniques with qualitative information, research gives an extensive picture of workers' attitudes and views and lays the groundwork for decisions that are informed and prioritized which precedes planning for implementing strategies aimed at improving org-per and resilience.

CHAPTER 4

SYNTHESIS AND APPLICATION OF PRIMARY DATA AND ORGANIZATIONAL CULTURE FRAMEWORKS IN THE ANALYSIS OF IKR PUBLIC SECTOR ORG-CULT EFFECTIVENESS AND IMPACT ON PERFORMANCE

4.1. Application of Key Org-Cult and Org-Per Models in *Current* IKR Org-Cult: Impacts on Performance

4.1.1. Schein's (2010) Org-Cult Model

Schein (2010) provided a framework for understanding the org-cult that describes three layers: artefacts, espoused values, and underlying assumptions. Consideration of survey results from the pub-sec in the IKR suggests there are meaningful artefacts that fit with Schein's (2010) model. For example, the survey revealed that 80% of the respondents highlight the significance of following given procedures and guidelines in their work. This focus on structured rituals is a tangible artefact in the org-cult. At the same time, 65% of the surveyed people are satisfied with the *current* communication channels, which indicates that open and transparent communication is important as a cultural artefact. On the other hand, Schein argues that qualitative methods are necessary in order to fully understand underlying assumptions. The survey might focus on adherence to procedures, but qualitative methods including in-depth interviews may help in revealing the subtle assumptions of this emphasis (Hackman & Wageman, 2005; Schein, 2010).

Qualitative insights may unearth whether this commitment to procedures is born out of an underlying belief in stability, order or a liking for more hierarchical decision making. Thus, the focus of the survey process on established procedures concurs with Schein's (2010) artefacts. Therefore, qualitative insights are essential to understand this completely. For example, if we find in interviews that employees see strict adherence to procedures as a way of keeping assured stability in the face of uncertain environments it would be in line with Schein's (2010) underlying assumptions. While the quantitative

data appears more visible, the qualitative methods enable one to ascertain the implicit beliefs hidden behind apparent, quantifiable actions.

There is robust evidence of cultural artifacts consistent with Schein's (2010) model. For example, 80% of the respondents cited proper instructional methods and rules as a recognizable cultural artefact. These structured rituals show the tangible aspect of the organizational environment, aligned with Schein's (2010) notion of artefacts. Also, about 65% of the surveyed persons were satisfied with the platforms of communication nowadays, which highlights human beings' need for open and honest communication, as this is another cultural symbol. The empirical evidence provided indicates that the visual culture and behavior inside the firm are in sync with Schein's (2010) conception of artefacts, which are the superficial representation of culture.

Even so, Schein (2010) stresses the contribution of qualitative tools to the deep understanding of deep-set beliefs, which may not be uncovered through quantitative surveys only. It might be that a survey on ethical conduct would show the frequency of particular practices, such as the observation of standard procedures, but to discover the underlying hidden beliefs, qualitative methods are required. For instance, through profound interviews, one may discover whether the employees simply have an enthusiastic outlook for soundness, prefer hierarchical decision-making procedures, or value other underlying assumptions. Qualitative methods which explain why and how people act the way they do eventually provide researchers with the ability to better understand the org-cult, corresponding with Schein's (2010) model.

Above all, qualitative information aligned with quantitative data allows assessment of org-cult in more detail. Although quantitative surveys give very specific quantitative results, the depth of structures and latent meanings that may exist could be missed. Qualitative methods such as interviews and focus groups provide useful data that amplifies the case scenario and answers the questions with regard to the underlying values, beliefs and assumptions that impact the org-cult. The incorporation of qualitative insights from the results of the survey about the cultural factors present in the pub-sec in Iraq will add to our perception of the social dynamics that drive and define

the actions of employees and the way they view things. It will shine a light on the hidden forces that shape employee's behavior and perception.

Ultimately, the combined use of quantitative and qualitative methods in the interpretation of Schein's (2010) org-cult model, when considered in light of this study's results, prompts the thought that approaches of both types should be used in exploring org-cult. Some of the quantitative survey data are valuable in revealing facts, but qualitative insights are helpful in unveiling historical artefacts. By imparting both methods, researchers will therefore have a holistic picture of org-cults, hence, they will be able to come up with strategic interventions and subsequently, well-informed decisions.

4.1.2. Hofstede's (2011) Cultural Dimensions

Hofstede's popular cultural dimensions theory also provides an evidence base for examining the alignment of org-cult in the pub-sec of IKR with selected cultural attributes (Hofstede 1980, 2011). Hofstede's (1980, 2011) "power distance" dimension refers to the degree to which less powerful members of organizations and institutions within a country abide by unequal distribution of power. The findings of the survey show a tendency to a moderate power distance in the IKR pub-sec. For instance, 60% of the respondents are happy with the *current* hierarchy which implies trust in authority and hierarchy based decisions.

The survey results clearly reflection Hofstede's (2011) dimension of collectivism, which highlights strong bonds between individuals and the group; 75% of the respondents prefer a collaborative and teamwork working environment, which shows a communal orientation. This preference is in line with Hofstede's (2011) theory of collectivism, which emphasizes on group- directedness, harmony and cooperation. The survey indirectly captures the dimension of uncertainty avoidance, which is a characteristic representing a society's tolerance for uncertainty and ambiguity. This suggests a low tolerance for ambiguity, with a significantly high number of respondents (70%) preferring clearly defined procedures and guidelines. This is consistent with high uncertainty avoidance cultures, wherein people prefer definite rules and structured

situations. The survey results take on a more detailed appearance of the org-cult when observed through Hofstede's (2011) cultural dimensions. The hierarchical structure satisfaction is in keeping with mild power distance, and the team work preference is collectivism. The preference for clear procedures reflect a low level of tolerance for uncertainty, which is a hallmark of Hofstede's (2011) dimensions.

Hofstede's (1980, 2011) cultural dimensions can provide the basis for interpreting this study's findings. Aligning aspects of the IKR pub-sec's org-cult with moderate power distance, collectivism and lower uncertainty avoidance conceptualizations add to our understanding. This discussion adds to the wider body of cultural dimensions and organizational behavior literature, highlighting the importance of cultural frameworks in determining organizational practices (Hofstede, 2011). Including these dimensions in the analysis will ensure a holistic understanding of the impact of cultural attributes on pub-sec org-cult in the IKR. The survey indicates that about 60% of people are happy with the existing hierarchy and in essence portray a medium power-distance. This is consistent with the dimension of power distance associated with Hofstede, which implies trust in hierarchy and delegated decisions.

Likewise, the findings from the survey are in line with Hofstede's (2011) collectivism dimension, whereby as much as 75% prefer working together as opposed to working individually. The collective bias is indicative of a strong group culture emphasizing group-oriented focus, harmony, and co-operation. The survey shows some characteristics of the dimension of uncertainty avoidance by revealing the relatively low tolerance to ambiguity and 70% of respondents preferring clear procedures and rules, consistent with a high-uncertainty avoidance culture. The people associated with such a culture tend to prefer concrete rules and highly regulated conditions.

The polished interest towards success standards concerning human progression and trustfulness shows that employees want to work in conditions focused on their well-being. Organizational leaders can improve workplace culture by establishing employee development programs, mentorship initiatives and providing conducive working conditions. This focus corresponds with organizational psychology theories that define

the positive effects of employee well-being on overall performance in an organization (Luthans & Avolio, 2003). Adopting Hofstede's (1980, 2011) cultural dimensions gives a deeper viewpoint from which to examine the org-cult. The power distance has a mild relationship with the satisfaction with the hierarchical structure, and there is some relationship between collectivism and emphasis on teamwork. This also signifies that people have low tolerance to uncertainties which corresponds with Hofstede's (2011) cultural dimensions.

Considering these dimensions of cultural attributes, and adopting them in analysis provides a thorough understanding of the influence of culture in the IKR pub-sec org-cult. Culture is an important element that plays a significant role in determining organizational practices (Hofstede, 2011). With the issue of cultural dimensions in organizations' communication patterns being an aspect that deserves more subjective analysis, let us talk about this. However, data from the survey reports that 65 % of all the respondents are satisfied with the present communication channels. It is important to understand how the values within the organization influence the means of communication.

The cultural dimension of masculinity versus femininity developed by Hofstede (2011) indicates the approach to the assignment of the emotional functions between genders. In typically male-dominated cultures there may be increased value for the importance of heroic roles, such as the need to be competitive and victorious (Hofstede, 2011). This cultural pattern may lead to addressing situations in a direct and powerful way which, at the same time, could appeal to the same kind of communication behaviors. Conversely, cultures coded as feminine recognize the importance of comprehension, context, and coexistence, the dominant style of communication is mostly to prioritize movement toward collective harmony, consensus and relationships of support (Hofstede, 2011). Qualitative methods can investigate how such cultural norms that could be expressed in organizational communications dynamics are manifest. Through the awareness of the effect of culture on communication processes, companies have the possibility of integrating the individual communication processes

into communication strategies that will help in the promotion of clarity, inclusivity, and team work.

Furthermore, the long-term vs. short-term orientation dimension from Hofstede (2011) focuses on the level to which society adopts a future-directed attitude that cherishes diligence, thriftiness, initiative etc. In the Kurdish society of the IKR, long-term conceptualizations pertain to stabilize and sustain inter-generational relations and the continuance of the ancient but threatened cultural identity of the Kurdish people. However, Iraq in aggregate actually has an egregiously low long-term orientation (i.e., 11, compared to the middling score of 51 for Ukraine, as shown in Figure 2.1) (Hofstede Insights, 2024).

Companies with longer-term orientation might be expected to direct the method of strategic planning, risk management, and decision-making in the organization. This orientation is associated with qualitative research to know the community's values and culture, and learn how they direct the choices of the organization to the management of resources and how do they respond to change. The effectiveness of leaders will be ensured if their actions and commitments are in line with a specific culture. This, in turn, will generate a feeling of continuity, and resilience in the light of uncertainties and adaptation (Hofstede, 2011).

In the same vein, the third dimension of indulgence vs. restraint articulated by Hofstede (2011) identifies the degree to which a society condones satisfying one's self-gratification which ranges from simply savoring life and having fun to asceticism. Generally, in the cultures where presumably more are indulged in, there will be the search for leisure time, satisfaction, etc. Besides of explaining cultural differences between indulgence and restraint, businesses can use organizational initiatives such as engagement, work-life balance, and wellness as examples to justify cultural differences. A qualitative study should examine cultural encounters and how they influence perceptions of work satisfaction, stress levels and success (Hofstede, 2011). Through the creation of a work culture element, that includes employee well-being satisfaction and fulfilment, organizations improve employee morale, retention and performance.

4.1.3. Cameron and Quinn's (2011) OCAI Model

The OCAI model, developed by Cameron and Quinn (2011), categorizes org-cults into four types, as discussed previously (i.e., clan, adhocracy, market, and hierarchy). The use of the OCAI model for analyzing org-cult in the pub-sec of IKR reveals shared values and cultural orientations.

The OCAI clan culture is characterized by being collaborative, team oriented and focused on the well-being of its employees. From the survey results, 80% of the respondents based their arguments on teamwork and working together, which is a manifestation of strong clan traits. This convergence may imply that the IKR pub-sec values the workforce as a family and an active environment.

Adhocracy culture encourages innovative, flexible and risky behaviors. The survey results show that 65% of the respondents would prefer a culture that promotes innovation and experimentation. This underscores the qualities of an adhocracy culture, in which employees are able to take risks and generate new ideas.

Market cultures are distinguished by an ethos of competition, achievement, and numbers. The survey shows a moderate leaning (55%) toward market-oriented culture, albeit this is not as pronounced as the clan or adhocracy ideations in the IKR. This implies a “both/and” ideal, thereby relating to a potentially transitional or developing culture.

In a hierarchical culture, the factors of stability, control, and efficiency are particularly important. Surprisingly, 60% of the respondents expressed that they were satisfied with the existent hierarchical structure; this fact complies with a hierarchy culture, whereby pub-sec employees in the IKR evidently appreciate stability and a clear chain of command.

Cameron and Quinn's (2011) OCAI model offers an interpretive framework of culture within organizations that overlaps in numerous respects with other academic paradigms used to study org-cult and leadership, including the models of Schein (2010) and Hofstede (1980), and considering them collectively can provide a fuller perspective of the subject. The relevance of the OCAI model in the assessment and understanding of

org-cult in the pub-sec in the IKR. However, the mix of clan characteristics tied with adhocracy, market, and hierarchy features results in a complex cultural web. The current discussion adds to the literature on org-cult by relating an existing model to a practical survey findings, stressing the necessity for an all-inclusive understanding of org-cults. The OCAI model can be very useful for the examination of org-cult in the area of the public agency of IKR, allowing unique views showcasing common patterns and cultural attitudes. On the contrary, to increase the status of the task, evaluation of the role of public and org-cults overlap is necessary.

For instance, loyalty and trust among employees can be seen as the pronounced preference for strat-emphs, which encourages IKR leaders to pay significant attention to building relationships in the organizational framework. Leaders need to invest in projects that foster a climate of trust with an emphasis on transparency, open communications channels and mentorship programs. This strategic change is in line with the org-cult literature that draws attention to trust-based cultures' positive relationship with employee satisfaction (Denison, 1990). Likewise, in clan culture where collaboration and a collective mindset prevail, there may be circumstances where a subculture like an adhocracy e.g. innovation, has an equal footing (Cameron & Quinn, 2011). Future quantitative studies might explore the methods used by organizations in balancing their two seemingly-conflicting cultural traits and implications for decision processes, resource allocation and employee empowerment.

In addition, it can be suggested that the pro-market tendency to mixed culture points to the wish for more competition and achievement among public institutions of Iraq Kurdistan. Hence, it is of considerable importance to evaluate a cultural orientation in terms of interrelations with clan and hierarchy cultures. Thematic research may deal with the issue of developing strategies which do not lead to a conflict between market-oriented aims and employees' health, but on the opposite, to produce a positive impact on the productivity and efficiency of the organization (Braun & Clarke, 2021; Denison 1990; Schein, 2010).

On the other hand, the fact that the choice of existing hierarchy is in accordance

with the traits of hierarchy culture also makes stability, control, and seniority important dimensions. In the same way, the focus must be assessing how the hierarchical rule relates to other cultural aspects of the societies, including clan and adhocracy (Cameron & Quinn, 2011). Quantitative features hold a great importance in understanding what extent of trust is enough in leader's and leaders' teams. They help to determine how much leaders can take advantage of employees' autonomy, decision-making authority and speedup of organizational reaction. The OCAI model can be regarded as a trustable and complete framework for org-cult understanding only with its additional dysfunctionalities and possible improvement areas taken into account.

Qualitative research can delve into culture-specific and contextual elements that are not only associated but are also separated from the four cultural traits presented in the same model (Cameron & Quinn, 2011; Schein, 2010). Through studies investigating the intricacy and variability of a cultural model in public offices, researchers are better informed creating a more subtle knowledge of the way cultural values are influenced or dictate behavioral patterns, those guiding norms, and the cultural practices of the pub-sec of IKR.

To sum up, though the OCAI model brings multiple benefits related to org-cult in the pub-sec of IKR, it is necessary to look deeper at the pub-sec in relation to the four main culture types and how they act together. By the combination of qualitative research methods with the OCAI model, researchers can get a reflective picture of the cultural environments in organizations and also they have the possibility of identifying the occasions where organizational effectiveness can be increased and employee satisfaction can be enhanced.

4.2. Implications for Org-Per

4.2.1. Theoretical Lens

Such characteristics as long-term employment, loyalty of employees and consensus can be traced from Ouchi's (1981) Theory Z, which is relied on in this case. This section analyzes the potential strengths as well as the weaknesses of Theory Z vis-

à-vis org-per in this discussion. Theory Z promotes group decision-making and a management approach that involves all members in the decision-making processes in an effort to cultivate a shared sense of responsibility. This focuses on the Theory Z collaborative, whereby if a survey shows that there is more emphasis on long-term employment and loyalty, in regard to the org-cult in the pub-sec of IKR. This culture can improve both work engagement and commitment, which are essential in enhancing org-per.

In the first place, Theory Z favors long-term employment, coinciding with a stable work environment. Stability can also enhance org-per by giving employees a sense of security, thereby reducing turnover. Nevertheless, the situation at times presents challenges whenever the adjustment is needed so fast in regard to external changes. However, a challenge may arise if rapid adaption is required for external change. The organization may have to find a way of being stable and at the same time being able to react quickly regarding dynamic challenges.

In Theory Z, consensus-building is a fundamental aspect of decision-making. Such a survey is important because it could also be used to describe the org-cult of consensus and collective decision making, which may enhance an inclusive and participatory organizational structure. Such an approach can lead to greater employee satisfaction and commitment that affects performance outcomes in a positive way. Nevertheless, questions of effectiveness may emerge more specifically in cases which require prompt decisions.

To enhance the discussion, mixing learning from other theories on org-cult is important here. The Integration of Ouchi's Theory Z with Hofstede's (1980, 2011) "cultural dimensions" in the pub-sec of IKR, with reference to the models of Deal and Kennedy (1982) and Schein (2010), can also help in an all-embracing explanation of the effects of org-cult on performance. According to Deal and Kennedy's (1982) model, org-cult is associated with external adaptation and internal integration. Such a model can provide further understanding as to how the identified cultural attributes might impact external fit and internal alignment. This can potentially relate the survey findings

to Ouchi's (1981) Theory Z, which provides an important understanding on organization practices of long-term employment, worker loyalty, and consensus.

In this discussion, we seek to provide a holistic understanding of the potential effects on org-per in the pub-sec of IKR by integrating this theory with other primary views. Drawing on these diverse theoretical traditions provides for a more theoretically rich and contextually sensitive understanding of org-cult and its symmetrical impact on performance evaluation outcomes. In essence, this is demonstrated by the findings of the survey, whereby 80% of participants mentioned an emphasis on team work. The expression of these clannish traits is indicative of a workplace environment that treats its workers as family, fosters involvement among team members, and promotes an actively engaged culture overall. The majority (65%) of respondents prefer a culture that embraces experimentation and novelty (i.e., adhocracy), which emphasizes the need for employees to have a sense of empowerment, and commensurate willingness to make risky decisions and come up with innovative ideas.

In survey findings, market cultures, emphasizing on competitiveness, and accomplishment, as well as figures attained 55% agreement. While this tendency towards market orientation is less salient than in clan and adhocracy features, it may still signal a potentially transitional or emerging culture. Shockingly, 60% of the respondents have indicated their satisfaction with the hierarchical structure which is typical for a hierarchy culture that promotes stability, control, and efficiency. Pub-sec employees in Iraqi areas have shown that they are comfortable with a hierarchical system and predictability. Due to the non-significant difference in preferences with regards to formalized practices and norms, it is implied that employees resonate well with *current* organizational policies. But leaders should keep watch on these policies, to make sure that they do not inadvertently squash creativity or flexibility. Regular feedback mechanisms and open forums allowing policy discussions can help the footing that endlessly aligns formalized practices towards employees' expectations.

In fact, the addition of theOCAI model to the discussion expands the realm of organizational interpretivism. This creates an overall view through the academic

literature on org-cult and leadership like Schein (2010) and Hofstede (1980). The significance of the OCAI model in appraising and comprehending org-cult in the IKR public division becomes apparent. In this case, the mixture of clan, adhocracy, market, and hierarchy characteristics produce a very complicated cultural web that points out to an all-embracing knowledge about different org-cult types. It provides to the literary studies by relating a proved model with real survey findings and emphasizing the need for refined techniques for conducting research in this field.

The following subsections discuss the emergent findings concerning dimensions of org-cul in light of this composite theoretical topography.

4.2.2. Dom-Chars

Examining the org-cult underpinning pub-sec performance in the IKR is vital to appreciate how it may affect employee satisfaction and hence performance in general. The following discussion offers a critical review of the results indicated in Table 4.1, which grant insights into *current* and *preferred* dom-chars by employees. It also relates to the relevant theories from the literature review, highlighting the peculiar challenges and opportunities that exist within the IKR pub-sec. Shared values, beliefs, and behaviors finely shape an org-cult, one of the most significant defining factors in institutions' success and sustainability (Schein, 1990). To understand the cultural landscape in the context of IKR's private sector, having dynamics of developing economy, forensic mean scores from Table 4.1 shed light on this area.

In the *current* and *preferred* situations, relatively strong mean scores for option A are indicative of an influence on a personal and family culture resonate with employees. This preference connotes the socio-cultural context of Kurdistan, where family is everything and a sense of belonging is treated as inherent. Therefore, the *current* mean score is higher, indicating though employees like the family-like tone of option A, excessive involvement or informality might be problematic. In the IKR pub-sec, there might be a familial tendency, which could create a good work environment aimed at enhancing teamwork and job satisfaction, consistent with wider works of literature in org-cult and the wellbeing of employees (Kahn, 1990); however, such a milieu could

also be associated with nepotism, corruption, and stifled productivity (Voller, 2022).

Employees' first preference for a culture of competition was option C, consistent with the goal-setting and achievement theories, whereby the clear objectives are tightly linked to high performance (Locke & Latham, 1990). Nevertheless, the slightly lower mean score for the present situation indicates that "achievement and competitiveness" are not established in many regards within pub-sec-orgs in the IKR. However, the "result-accruing culture" could boost an improved performance in a different context of IKR's pub-sec-orgs that are critical to the development of the region. Competitive edge becomes especially pertinent when businesses position themselves for efficacy and efficiency.

These subtleties brought forth from the topmost preferences point towards focusing individually to manage and organize the culture prevailing in any institution of the public appointment sector of IKR. Although option C is the best option, employees might also want a mixture of family-like feel and even a bit more openness. This is consistent with literature that points out that when a variety of cultural dimensions are blended harmoniously, the outcome is an "all-round" organizational environment (Denison, 1990). Developing an org-cult model for the IKR pub-sec, organizations should exploit the feeling of a family environment among the workers and blend it with aspects of competition and success. It would be expected that the sort of positive work environment the employees are looking for should in no way augment productivity but also should fit in with the socio-cultural fabric of Kurdistan.

4.2.3. Organizational Leadership

The cultural fabric of an organization deeply affects *current* and future actions performance. Based on Schein's (1990) organizational culture model, highlighting the impact of shared values and assumptions on organizational behavior, the survey investigated employees' perceptions of the dominant culture in the IKR pub-sec. These qualitative insights further emphasize the role of ethical leadership in guiding CSR practices. Leaders should focus on ethical leadership competencies and promote responsibility and choices rooted in ethics throughout org-cult (Budur & Demir, 2019).

This approach is in line with the increasing significance of CSR in modern organizational contexts.

Implementing these realistic implications into organizational policies may help facilitate an upbeat and flourishing workplace culture in the IKR pub-sec. Organizational practices aligned with employee interests will lead to a more engaged and satisfied workforce, eventually affecting organizational success. Option A (personal and family-like) indicates the aspiration for the involvement of close connections and experiences in a workplace. This implies that in the present time, employees feel that the organization is a very personal place, as shown by the higher mean score of 27.19. This theory coincides with the one concerning family-like environment that fosters increased job engagement and satisfaction (Kahn, 1990). However, given the marginal *preferred* score (25.50), this points to an ambiguous preference in favor of a family-feel which suggests several areas for the organization to diagnose overly involvement family and/or informal work environment issues.

This is especially relevant to IKR pub-sec, which hypothetically places a premium on the cultural points of connectedness and kinship that are apt to regulate the organizational process. This need for improvement not only creates a personal family environment but also enhances employee satisfaction and commitment within the unique socio-cultural background of the IKR. Substantial differences between C&P opinions in the dimension of org-lead denotes a considerable disparity gap in employees' expectations. Leadership effectiveness may be enhanced because of the possibility for changing from a *preferred* nurturing and facilitating lead-styl. Mentoring programs and empowering lead-styls align well with transformational theories in org-cults that encourage the positive (Bass & Riggio, 2006).

Option B, characterizing a flexible inventive entrepreneurship culture, is related with organizational agility and innovative change (Miller, 1983). The current situation was characterized as passive, with avoidance of risk-taking at the cost of stability and security (Ragin & Singh, 1993). Within the current realities of economic and political changes in the IKR pub-sec, an emphasis on entrepreneurship and adaptability should

be made. The current entrepreneurial culture is perceived positively, indicating that the institutions are moving in line with the wider objectives of developing innovation and resilience within pub-sec-orgs in the area (Bass, 1985). An orientation towards a results culture indicates that employees are driven by internal motivation to produce high performance levels. Recognitions and rewards for achievements can further drive this results-oriented culture, as it is supported by literature that supports performance driven org-cults (Cameron & Quinn, 2011).

It is important to highlight the need to identify how org-lead influences cultural preferences in the pub-sec of IKR for performance optimization (Denison, 1990). This alignment indicates that the *current* lead-styl is oriented towards an innovative and calculated risk-taking environment by employees' preference for entrepreneurial leadership. This is in line with the transformational leadership principles, where leaders encourage and influence workers to come up with extraordinary outcomes using innovative strategies (Bass, 1985). However, the focus on the improvement of mentoring and nurturing roles underscores the necessity of combining this style with adaptive leadership based on cultural and socio-economic distinctions of IKR.

4.2.4. Management of Employees

In the vast entity of the IKR pub-sec, employee management is vital for the success of any organization. The management approach applied substantially impacts employee satisfaction, productivity, and the general performance of an organization. This section examines employees' perception of the manner in which employee management is exercised within the org-cult by analyzing survey responses. Option A was based on a collaborative leadership/ coaching man-styl that includes interaction, consensus, and empowerment (Hackman & Wageman, 2005). The high mean score of 23.88 demonstrates that employees prefer a style of participatory management that promotes team cohesiveness and collective decision-making. The average score currently is 23.92, showing that there has always been some inclination on teamwork and an opportunity for a small tuning to fit in well with the employees. In relation to the IKR pub-sec, the tastes for collective administration are highly relevant since it utilizes

cooperative schemes alongside participative decision-making procedures to bolster organizational resilience during socioeconomic complexities. This accepts that man-styls should continuously be adjusted to reflect cultural nuances and employee expectations (Denison 1990).

Management B is a man-styl of individual risk-taking, innovation, freedom, and uniqueness. Similarly, the mean score of 25.33 implies that employees value man-styl promoting uniqueness, creativity and risk-taking (Amabile, 1996). The *current* mean score of 26.07 implies that, the organization is already focused on innovation and freedom, therefore reflecting a positive match with employee preferences. An innovation-oriented man-styl is needed in the period of economic and political transformations in the IKR pub-sec. This positive alignment indicates that the present man-styl promotes uniqueness and creativity, making it a perfect space for people to be personal and consummate entrepreneurial. Such harmony between taste and real behavior add to adaptability in dynamic surroundings (Miller, 1983).

The results of the survey underscore the need to link man-styl with employee preferences for organizational culture and satisfaction. The adaptability of management practices is key in the IKR pub-sec, which has its socio-political landscape special challenges. Indicated preferences for collaborative leadership and innovation-oriented management highlight the necessity of promoting team-spirit, participatory decision-making, and creativity in pub-sec-orgs. Furthermore, the *preferred vis-à-vis current* man-styls' disparities reveal the importance of taking into account individual workforce expectation when integrating organizational strategies. Therefore, in developing a positive org-cult that fits within the socio-cultural dynamics of the IKR pub-sec, continuous dialogue and adjustments based on employee's feedback become essential.

It is possible to analyze the leadership in public organizations in the IKR using Schein's (1990) org-cult model, which stresses the importance of such common values and assumptions that shape behavior of the organization. Option A, with a more informal setting in form of personal relationship among co-workers is *preferred* due to workers' desire for close relationships in their jobs. The fact that the mean score of

27.19 is relatively high suggests that in *current* times, the company is regarded by employees to be extremely personal. This is in alignment with the assertion that an environment similar to family increases job involvement and contentment (Kahn, 1990). The marginal *preferred* score of 25.5 is unclear concerning a sense of “feeling like a member of the family”, but rather points out areas of concern regarding too much family involvement and a lack of formality in the workplace. The stakeholder theory could offer a way through which employees can be viewed (Freeman, 1984). Recognizing employee preferences as paramount for long-term organizational success, thus acknowledging the importance of meeting employees’ expectations to generate overall satisfaction and achievement.

These subtle themes and surprising views illuminate the complex character of org-cult in the IKR public domain. Leaders should embrace these subtle details knowing that the one-size fits all may not sum up to capture taste or dynamics of employees and overall organizational matters. The choice of a personal family surrounding is in line with the culture on relatedness and kinship which is part of the unique socio-cultural context of IKR and thus is reflected in the organizational operations. Thus, firms can be enabled to increase employee morale and loyalty in the context of Kurdistan’s specific social/cultural environment. However, the option denoting a flexible and creative entrepreneurship culture compliments organizational flexibility in the context of innovative change (Miller, 1983). The favorable image of contemporary business practices indicates that the PSI is aligned with the overall goal of creating innovativeness and durability.

It is essential to know what impact org-lead has on performance in the IKR with regard to cultural preferences. Bass (1985) explained that the *current* leadership paradigm oriented toward innovation and boldness matches with the employees inclination towards entrepreneurial leadership, which illustrates the principle of transformational leadership. This however emphasizes that the transformational leadership should be mixed with adaptive leadership in consideration to the cultural and socio-economic variations characterizing IKR. Through this analysis, it is clear that

there is a complex interface between org-cults, leadership approaches and preference among workers in the IKR.

4.2.5. Organizational Glue

Conceptually, org-glue is central to understanding how the employees in the IKR pub-sec are held together and feel united. In this regard, the following section explores survey responses to discuss observations on org-glue vis-à-vis perception of org-cult by employees. For instance, Denison (1990) refers to this glue that bonds the organization together as loyalty and mutual trust, a concept which is in line with a relational leadership. The mean score of 26.50 as the org-glue *preferred* explains that employees value loyalty and trust highly in the organizational formula. This is reflected in the *current* mean score (26.75), which is close to this preference, meaning that the organization already endorses these values. Within the specific socio-cultural context of IKR, characterized by intense historical and communal linkages, the focus on loyalty and trust as bonds in organizations finds strong resonance. This alignment of preference and practice reinforces an organization that seeks relationship building and trust instigating, imperative for pub-sec complexities.

In this case, commitment to innovation and development could be depicted as the org-glue that matches the principles of forward-thinking and adaptability (Denison, 1990). This indicates that employees value an involvement to innovation as the org-glue with a *preferred* mean score of 24.92. This is a deviation from the *current* mean score of 23.42 that indicates a potential disconnect between employee preferences and the existing focus on innovation. This stiffening up is a critical point for consideration, especially in the morphing IKR pub-sec. Although organizations have shown commitment towards innovation, they can seek to bolster their drive for innovation and development to improve pub-sec competitiveness, because adaptability provides a basis for responding to challenges and the exploitation of emerging opportunities.

One interesting finding from the study is that employee preferences are dynamic in different strategic focus areas, and are based on varying success-crit conditions. If this variability is observed, it means that the set of aspirations and expectations related

to work held by a certain part of a company's workforce is not unchanging per their nature but might change depending on internal as well as other types or external factors. Organizational leaders should recognize this dynamism, highlighting the continuous dialogue and adaptive strategies to follow changing employee preferences. Although minor differences are observed in the dimension of org-gluе, it appears that individual employees share a common understanding of cohesiveness and collaboration. This has to do with social identity theory, where it is made clear that the shared or commonality of an identity and sense of belongingness matters a lot in the organizational environment (Tajfel & Turner, 1979). Leaders can use this universal aspect to establish a collaborative and unified org-cult.

Considering the org-gluе in the IKR pub-sec, these findings are even more reliable. In a cultural environment where communal ties are deeply rooted, the stress on loyalty and mutual trust is an acknowledgement of the importance of interpersonal relationships. It is to be recognized the organizational commitment to innovation, however, a chance for improvement can exist to better satisfy it with employee expectations. In the pub-sec, adaptability and stability have to exist concurrently; therefore, comprehending the intricacies of org-gluе is vital. Though the organization may take its stand on loyalty and trust, the commitment to future relevance and sustainability requires a simultaneous commitment to innovation. It takes sensitivity to remain on a balanced ground as the organizational strategies are refined continuously around this dual focus.

Case study assessment of stickiness within organizational life in the IKR pub-sec. The concept of loyalty and mutual trust proposed by Denison (1990) coincides with what employees convey on being together, belonging to a community and relationship matters. This means score currently stands at 26.75 demonstrating that the organization has already embraced these values, which go in line with the socio-culture setting of the IKR.

The org-gluе commitment to innovation surfaces as one of the most important components of this, highlighting a desire for a dynamic and progressive culture in

employees. The organization has shown commitment towards innovation, but the slight difference between the mean score and 23.42 indicates that improvement is needed to match with what employees expect. It will also be critical in the dynamic nature of the Iraq Kurdish pub-sec where adaptability is essential to remain competitive when one or a few socio-political changes occur.

In order to strike a balance between adaptation and stability, especially within the pub-sec, it is imperative to familiarize oneself with the complexities of org-glue. These responses show that there should be a double-edged approach taken towards both long-time relevancy as well as sustainability. In order to maintain balance at the cultural level, there is a need to address sensitively employee expectations and ongoing revision of organizations' policies in the context of the IKR pub-sec.

4.2.6. Strategic Emphases

The interplay of human development, innovation, competitiveness and stability in the landscape of IKR's pub-sec shapes org-cult identity and future. The analysis of the first two priorities and least preferred provides a more nuanced picture. In many organizations, human development takes central importance as adherence to a learning and growth culture culminates in resilient, adaptable persons (Meng & Berger, 2019). This preference for an environment that subscribes to the developmental human resource practices resonates well with the cultural undertones in the IKR pub-sec, echoed in a common ideology that confirms progressive growth of personal and professional performance. The literature points to the fact that high levels of trust and openness facilitate collaboration, innovation, and increased employee involvement (Denison, 1990). The context of the IKR pub-sec where collaboration and trust are critical, highlights the strategic imperative of developing a workforce that is able to navigate the complexity of the pub-sec.

In the current landscape, organizations are increasingly traversing the path of innovation, as they understand its crucial contribution to continued relevance and competitiveness (Meng & Berger, 2019). The focus on new resource imputation, posing challenges and creating a culture of innovation highlights the importance of adaptability

and forward-thinking in the IKR pub-sec. Nevertheless, the key point of the discrepancy is related to the imbalance between innovation (26.21 documents) and old score (23.92). Although innovation is important, too much of it may lead to a failure to include other key strategic focuses. Balancing underlines the pub-sec-orgs' agility and a comprehensive strategic force.

The least favored choice, which stresses permanency and stability, is bound to come under scrutiny. Stability is the foundational component with the difference in *current* (Mean = 24.50) and *preferred* scores (25.54), which implies that there may be a grievance for employees. This incongruity implies that the IKR pub-sec must analyze the focus on stability through a critical lens to guarantee it matches employee expectations. Employee well-being, job satisfaction and organizational commitment have often been mentioned as products of organizational stability (Maslow, 1943, 2022). In the IKR pub-sec, where stability is highly valued, debates are more refined and are concerned with further refining the organizational culture to strike an optimal balance between stability and dynamic requirements of the pub-sec milieu.

The discovered trend to accentuate the strategic direction of innovation and development indicates that employees are open to changes. Organizational leaders can benefit from this aspect by adopting a culture that promotes creativity and risk-taking. Integrating innovation labs, sessions for ideation and rewarding as well as recognizing innovative efforts will help in developing an org-cult that embraces continuous improvement (Cameron & Quinn, 1999, 2006). Regarding the IKR pub-sec, which is also multilayered, such strat-emphs must be aligned to cater for these preferences and entail appropriate calibration which makes the org-cult mirror the collective aspirations and nuances of its workforce.

4.2.7. Criteria of Success

Through the strat-emphs, we are able to decode the identity of pub-sec-orgs and their character in the IKR. Any reading through them in as far as the nature of the IKR pub-sec is concerned comes up with very powerful revelations a student might be interested in. It is equally an attempt to unravel the gene pool that determines the

identity of the organization and steers its destiny. Concerning option A, Denison (1990) explained that this scenario pertains to an organization talked about in terms of loyalty and mutual trust. The average score for the *preferred* view of org-glu (26.42) demonstrates a strong support for a culture of loyalty and trust. Interestingly, the mean score on the *current* situation (23.71) is significantly below the *preferred* score, warranting attention. This difference in the prevalent loyalty and trust indicators within the socio-cultural fabric of the IKR pub-sec may indicate that previous measures focused on these elements, closing doors for an organization to further strengthen its commitment. Further cultivation of loyalty and mutual trust would not only neutralize the relatively huge gap but also contribute to a unique culture that is in total sync with the collectivism that characterizes the prevailing national and regional context (Hofstede Insights, 2024).

Secondly, option B dictates the future of an organizational transformation where adaptability and ingenuity are crucial in binding the organization as one unit while focusing on an innovative and development-centric commitment (Cameron & Quinn, 2011). The observed mean for top ratings of perceived org-glu (23.92) affirms the inclination towards innovative culture. The mean score of the *current* situation (26.21) is surprisingly higher than the *preferred* score, indicating significant misalignment. Reframing of the *current* focus in the developing terrain of IKR's pub-sec would be necessary given the essence of innovation. However, the organization would gain from a balanced view that combines stability and innovation in accordance with the complex pub-sec context.

A narrative of excellence and unravelling the five-tier model option C, accentuating competitive actions and achievement as the glue; In Cameron & Quinn. Similarly, the *preferred* perception of org-glu has a positive mean score of 24.13 indicating a preference for an achievement culture. Indeed, the average score (25.58) for the *current* situation is above the *preferred* score suggesting a noticeable disconnection. In the IKR pub-sec, achievement and progress are all the same thus merging the competitive emphasis that exists with the *preferred* perception becomes central.

Indeed, this ethos may connote a balance between competitiveness with a spirit of collaboration, thereby underpinning organizational commitment to excellence as well as collective achievement. These findings provoke sober reflection and strategic reshaping as we cross the landscape of org-glue in the pub-sec of IKR. Workplace cultivation holds the promise that aligning org-cult with the intrinsic values of loyalty, trust, innovation, and achievement will shape a sustainable heritage.

4.2.8. Overall Organizational Culture

The emergent synergized findings of this study, drawing on various theoretical perspectives, offer a roadmap to navigate the mosaic landscape of the overall org-cult within the IKR pub-sec. In this comprehensive analysis, we have scrutinized the mean values for both the present perception of overall org-cult (*current*) and the *preferred* perception of overall org-cult across six distinct factors: dom-chars, org-lead, man-emps, org-glue, strat-emphs and success-crit.

The core identity that dictates employee attitudes and behaviors is expressed in dom-chars, which constitute the basic features of a company's culture (Cameron & Quinn, 2011). The mean score of 23.750 for *preferred* implies that a little preference for a lower cultural identity is more than the average of 24.688 in the *current* case. This may suggest that the *current* culture is seen as somewhat more dominating than intended. Navigating this nuanced terrain requires a balance that preserves the organization's identity while ensuring inclusivity.

The chosen lead-styl and the approach made are crucial for org-lead shaping the work environment and employee interactions (Bass, 1985). The mean score of 22.4 shows that the lead-styl is not very ideal, and thus the *preferred* mean score is 25.000 for more transformational and inspiring leadership. This emphasizes the need for leadership that leads and motivates, and promotes synergies with the employees' vision of a dynamic and inspiring working environment.

According to Hackman and Wageman (2005), man-emps addresses the issue of enhancing workforce effectiveness through various strategies and practices. The mean score of 24.365 as posited indicates a subtle wish for slightly less vigorous handling of

employees than is evident from the *current* choosing of the scores totaling 24.615. It implies an acknowledgement that support and facilitation are necessary but should be balanced with other cultural attributes.

For org-glue, the element that glues people together within an organization acts as the bond that depicts a sense of unity and cohesion in the workplace, the mean score for *preferred* is 24.594, and this demonstrates that they desire a greater sense of cohesion and unity than the existing mean score of 24.771. This implies that the organization desires to develop more personal relationships and instill a common focus on core values and visions.

The strat-emphs clearly sets strategic priorities and focus areas for the organization, defines its goals and directs outcome-related activities (Cameron & Quinn, 2011). The mean score of 24.917 for *preferred* mirrors a collective desire to strengthen alignment with strategic priorities, albeit slightly more than the *current* mean score of 24.958. This denotes that through this grading scale, an organization recognizes the value of strategic focus and shows potential for critical attention so as to correspond to its strategies.

With regard to achievement, and quantifiable indicators of success incorporating the success-crit that clients and stakeholders use in gauging the outcomes of a project or a task, the *current* mean score of 24.667 is slightly lower than the *preferred* mean score of 24.958, symbolizing a preference toward a continued culture that is slightly more quantity-oriented. With clarification of targets of success and benchmarking performance against them in this context, this underscores the importance of clarity in success-crit for the purpose of achieving them within an organization.

CQ professionals are becoming increasingly relevant, given the fact that we are increasingly seeing greater diversity in the global workforce. While not part of the study, incorporating CQ into the discussion would emphasize its potential prominence. For leaders in the pub-sec of IKR, enhancing CQ among employees can help them navigate through intricacies associated with a diverse org-cult (Earley & Ang, 2003; Livermore, 2019). Across the realm of total org-cult in the IKR pub-sec, results from

the questionnaire depict a nuanced fabric. The study finds evidence of employee needs for strong leadership, a sense of unity, and strategic alignment while the findings also indicate that they desire a continuous adaptive approach to change. Evolving employee expectations and aligning org-cult are key for survival and thriving in the ever-changing pub-sec landscape.

4.3. Summary of Employee Perceptions on IKR Pub-Sec-Orgs' Culture

A complete description of employees' perceptions can be found in Table 4.14, which compares the *current* and *preferred* org-cults on different elements. This analysis includes dom-chars, org-lead, employee management, org-glue, strat-emphs, and success-crit. This section explores the complex intertwining of employee preferences and the prevailing org-cult with a multidimensional analysis, moving beyond the statistical implications to reveal how employee preferences interplay with the prevailing organizing culture in the IKR's pub-sec. This extended conversation delves into further depths, providing new perspectives and practical topics for the leaders of organizations.

PST-T did not show any statistically significant difference in the realm of dom-chars with respect to the C&P opinions of the employees ($p = 0.082$). On average, it was a little lower than the *current* view – 23.750 versus 24.688 respectively. This means that most employees feel that the *current* major traits of organizational culture are not too different compared to what they prefer. In line with this, one could go further and adopt Edgar Schein's (1990) culture framework, and its focus on artefacts, espoused values and basic assumptions. Dom-chars do not show a significant difference which could be assumed as the sharing of understanding of visible facets of culture but a deeper level of divergent thoughts and beliefs underneath.

However, org-lead differs significantly in this regard, and the PST-T reveals a substantial difference ($P\text{-value} = 0.000$), which shows a huge gap between employees' C&P views. The mean *preferred* viewpoint (25.000) strongly surpasses the *current* reaction (22.417). This is an indication that there is a strong bias in favor of a nurturing, mentoring, or facilitating lead-styl. Some scholars, like Bass and Riggio (2006)

maintain that transformational leadership characterized by mentorship and empowerment may lead to a positive org-cult. This, therefore, means the results in this dimension are in accordance with existing leadership theories that suggest a leader who develops the employees' aspirations. The fact that org-lead is significantly different necessitates to look at the specific expectations employees have from their leaders. Beyond established theoretical frameworks, it is necessary to know the cultural context of Kurdistan. Employee expectations might be shaped by traditional values of respect for authority and family leadership, thus indicating that they need to undergo rigorous specific culture-grounded leader development training.

Although the statistical analysis suggests a slight difference in the man-emps, qualitative information could provide insights into why some aspects of management practices are seen as acceptable or even preferable by employees. Cultural factors addressing in the way employees agree to certain man-styls may arise, helping leaders develop a style of managing that aligns with cultural preferences. The PST-T reveals that there was no significant difference (P-value = 0.522) between C&P opinions in the dimension of man-emps. This proves that employees feel the difference between the *preferred* approach and the *current* lead-styl is only slight (0.250). Man-styl theories, as proposed by Luthans et al. (1988), posit that employees have to some extent accepted their management practices which can explain why there is no significant difference.

In the same way, org-glue has no significant variation (t-value = 0.074). The small difference in means (24.958 vs. 24.594) is an inconsequential outcome, whereby employees feel negligible differences in the cohesiveness and collaboration dimensions of the org-cult. This interpretation bolsters the social identity theory perspective (Tajfel & Turner, 1979), which points out the need for a shared identity and the feeling of belonging in the organizational context. It appears that employees may share a common understanding of the present stickiness, notwithstanding such subtle differences. Although the statistical test did not tell about significant differences in dom-chars, exploring qualitative meanings may shed light on subtle cultural peculiarities. Employees can also identify certain cultural attributes in diverse ways depending on

their separate backgrounds or experiences that help to create a colorful mosaic of perspectives. Leaders should take this diversity, respecting that the meaning of domains can vary from one employee to another. Org-glue has such a small variation that it demands further investigation, deepening the understanding of what cohesiveness means for an organization. Or qualitative data might reveal what precise collaboration experiences employees cherish – whether this is because of shared cultural values, teamwork dynamics and so on.

Strat-emphs also reveals no statistically significant difference in opinion between C&P ($p=0.816$), with a mean difference of only 0.042. This highlights an intricate correspondence between employees' notions of what should be emphasized within the existing strategy and their *preferred* orientation. Such a discussion can be enriched with Wernerfelt's (1984) RBV to help examine the organization's strategic capabilities. A perceived equilibrium between the existing strategic orientation and workers' *preferred* emphasis can also explain the insignificant outcome which suggests synergy in strategic focus areas. Although the statistical insignificance indicates that C&P opinions on strat-emphs are not significantly different from each other, qualitative exploration has much potential to reveal how employees view the practical implications of strategic choices. They may also see things based on local economic, social or political issues that call for a strategic position with deep roots in the realities facing the IKR.

PST-T for the success-crit dimension revealed a P-value of 0.014, indicating a significant difference. This outcome reveals an important discrepancy between employees' *current* perceptions (24.667) and *preferred* ones (24.958). The negative mean difference (-0.292) highlights the importance of human development, team spirit, and employee commitment. The third dimension reflects various organizational theories of human resource development (HRD) (Guest, 1997), teams (Belbin, 1981) and organizational success. Results reveal a significant discrepancy between the employees' *preferred* measures of success and *current* ones, which calls for a change in success-crit more in line with human-centered and collaboration principles.

Summing up these findings serves to highlight the complex nature of an org-cult.

Some of these dimensions demonstrate subtle variations among employees in what they actually think and what they would like to think. Other dimensions are characterized by a wider gap existing between what employees currently think and what they prefer to think. The non-significant differences indicate areas where org-cult appears aligned with employees' preferences. In navigating through these subtleties, leaders may find it useful to incorporate a multitude of theories in their org-cult initiatives. There are three theoretical frameworks that explain different dimensions where such disparities occur. They include Schein's cultural model, transformational leadership theories, and resource-based perspectives.

Lastly, these results are also relevant to organizational leaders. Developing a focus on matching lead-styl and criteria for success with worker preferences could result in a more effective and satisfying workforce. In certain dimensions, there are non-significant differences which point to certain strengths of the *current* org-cult that leaders can build on. This concludes the multidimensional analysis which delves into the sophisticated dimensions of org-cult from the employees' perspective. Combining established theories with empirical findings will allow leaders to plot the direction towards a resonant and adaptive org-cult that reflects the various preferences of their staff.

4.4. Comparative Multidimensional Analysis of Pub-Sec-Orgs' Culture and Effectiveness in the IKR and Ukraine

This section compares dimensions of org-cult in pub-sec-orgs in Ukraine (based on existing literature) and the IKR (based on the emergent findings of this study), and situates this comparative analysis in the context of the theoretical paradigms used in this thesis.

4.4.1. Cultural Dimensions

Cultural dimensions significantly influence the values, norms, and behaviors of organizations in various societies. For instance, a comparative analysis between IKR and Ukraine will highlight how cultural differences shape the pub-sec dynamics in these

two locations. In this regard, Geert Hofstede's (2011) cultural dimensions of "power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance" enables us to understand the org-cults in both contexts. Starting with power distance, both IKR and Ukraine are cultures that have big power differentials in them. The Ukrainian society is characterized by hierarchical patterns which prevail both in political, economic and social spheres and where authority is rarely challenged. Oligarchical dominance is a reflection of this power disparity, whereby a few people have a lot of power, hence there is high power distance (Hofstede, 2011). Likewise, in the IKR, the traditional arrangements of social set-ups and historical inheritances have shaped a culture that is marked by specific power disparities in which respect is paid to authority figures and hierarchical systems of governance. Nonetheless, even though both areas are characterized by a culture of high power distance, the historical contexts are different. In Ukraine, the legacy of the Soviet centralized system has an impact on governance and leadership perception and conflicts in power dynamics even in the ongoing process of democratization. On the other hand, power dynamics in the IKR are determined by its distinct tradition of autonomy fights and foreign interventions resulting in unique power frameworks within the region.

As for the dimension of individualism versus collectivism, both Ukrainian and Kurdish cultures are characterized by a mixture of these tendencies, which is in fact induced by historical events and modern forces of globalization. In Ukraine, the traditional collectivist values are being competed against by the growing individual autonomy and freedom of personal expression that is especially popular among the younger generation (Bester-Dilger, 2009). This duality of collectivism and individualism is observed in all points of life, in social relations as well as in economic activity and reflects the dynamics of Ukrainian society (Hofstede, 2011). The dichotomy between individualism and collectivism in the IKR is also influenced by the historical struggle for independence and cultural heritage. However, among urban youth, the emphasis on individual freedom and enterprise is steadily growing, with collectivist values connected to community links remaining strong. Hence, both places

suffer from a complicated combination of individualistic and collectivistic trends that define organizational values and behaviors in this respect.

As to masculinity and femininity, both Ukrainian and Kurdish cultures represent the combination of traditional and modern gender roles. In Ukraine, traditional gender roles stress on male characteristics such as hardness and forcefulness while there is also an emergence of feminine qualities such as compassion and relational skills (Harwiki, 2016). These cultural dynamics are shaped by historical patriarchal norms, Soviet period gender policies, and changing attitudes towards gender equality (Bester-Dilger, 2009). Also, in the IKR, the traditional gender relations combine with modernization influences, which make possible a complex perception of masculinity and femininity. Though in some cases traditional patriarchal norms still reign, gender equality and women empowerment are increasingly becoming essential for the younger generation. Therefore, both areas navigate a convoluted gender dynamics terrain which defines organizational values and norms within the pub-sec.

Concerning the cultural dimension comparison between IKR and Ukraine, in general, it can be said that there are both commonalities and differences concerning organizational values, norms, and behavior. Although both regions are characterized by high power distance orientations along with a combination of individualistic and collectivistic values, the historical settings and socio-cultural dynamics shape distinct types of org-cults within each context. It is this understanding of such cultural nuances that is essential for efficient intercultural communication, cross-cultural teamwork, and organizational success in today's globalized world.

4.4.2. Leadership Styles

The lead-styls of the pub-secs in the IKR and Ukraine are also influenced by cultural values, historic legacies, and societal norms, which further define organizational practices and efficiencies. If studied all the popular lead-styls, such as transformational, transactional, charismatic, and participative leadership, in both regions, we could understand the leadership revolution and its effect on pub-sec governance. Leaders in Ukraine are using hierarchical structures and formal business

cultures that exhibit classical top-down approaches and transactional leadership. Managers are often oriented towards power control and obedience requirements from the subordinates, specifying roles and duties and one-size-fits-all routines (Ardichvili & Gasparishvili, 2001). This type of leadership coincides with the entire societal tendencies of subordination to power and hierarchical compliance stemming from such historical factors as Soviet-like government and patriarchal styles. Similarly, in the IKR leadership in the pub-sec is based on an old struggle for autonomy and foreign interventions that establish a hierarchy governance system and preference for transactional leadership. Managers are authorities to be obeyed, and this exhibits the cultural values of the assurance of power and respect for the old. Nevertheless, in Kurdish, the context is also determined by tribal and familial, and consequently, leaders may come because of family relations or tribal ties which makes the leadership picture complicated (Meng & Berger, 2019).

The generational gap intensifies the leadership practices of both regions. In Ukraine, old leaders represent an autocratic lead-styl in which obedience and respect to authority are demanded, while the young leaders are the participants in leadership, communication and joint decision-making (Ibrahim, 2017). The generational change is a reflection of the changes in society, which are caused by globalization and modernization and are destroying the traditional ruling culture, promoting the ideas of agility. In the same way, in the IKR, leadership dynamics are determined by generational considerations: Older leaders are predominantly in the traditional leadership traits, which are mainly family and tribe hierarchies, and the young leaders are more influenced by Western democratic values (Aboramadan et al., 2020; Mousavi et al., 2015). This kind of generational division brings up the change of the leadership system in the Kurdish community from the old patriarchal customs to modern influences.

Another aspect of the adoption of change and innovation is the cultural values and historical past of these two regions. The tolerant attitude of the managers of Ukraine to the change is moderate and it is mainly shaped by the experience of economic

transformation processes and market reforms. Innovation is recognized but the intrinsic fear of failure is too great and radical organizational changes, which are the *preferred* rate of improvement, might fail to occur. On the contrary, the change philosophy of IKR is determined by its war and survival heritage, which develops the adjustability and flexibility of the leadership. Even though political instability and external pressures have introduced some challenges, the Kurdish leaders have demonstrated an adaptive management and creativity capacity, the quality that defines the ability to seize moments of change even if in a highly challenging environment (Mousavi et al., 2015).

Lead-styl team dynamics also play a significant role with collectivist tendencies being present in both regions but in a different way. Ukraine reflects collectivism as it is built on Soviet communal ideas, however, the older generations might be indifferent or skeptical of the teamwork due to the history. (Gorzelay et al., 2021). However, the younger leaders place teamwork and communication as a team citing an evolution of participative lead-styls. Similarly, in the IKR, collectivism is influenced by tribal and family relationships, which foster community and collective accountability. However, the difficulty lies in trying to reconcile the classical collectivist values with the modern structured organizational systems since the younger leaders advocate for more inclusive and participatory decision-making processes (Meng & Berger, 2019).

Ways of making trust and negotiation also differ in the regions and hence, are cultural and communicating style base. In Ukraine, team negotiations are an integral part of the trust-building process and are practiced in the form of team negotiations and are characterized by senior members who have an assertive negotiation style (Ardichvili & Gasparishvili, 2001). Negotiation styles in the IKR hinge on tribal customs and family networks, and are known for trust-heavy and relationship-based decision-making processes. (Mousavi et al., 2015). All in all, lead-styls in the pub-secs of IKR and Ukraine are cultural-value-driven, historical heritage-driven, and generational gap-driven. These two regions exhibit dominant leadership structures and transactional leadership traits however their strategies for change, innovation and team dynamics are quite distinct. Understanding of these subtleties is crucial in leadership practices and the

effectiveness of organizations in multicultural settings.

4.4.3. Organizational Structures

Historical background, culture and geopolitical factors are the reasons behind governance structures and hierarchies in the pub-sec of both IKR and Ukraine. The differences in propensities of both areas towards challenges, such as conflict, corruption, and decentralization, enable us to understand the intricacies of the governance of the pub-sec under a variety of cultural settings. Political forces inscribe organization structures and governance practices into the pub-sec in the context of power which is unfounded in history as well as geopolitical impingements in both IKR and Ukraine. The development of the 2014 Revolution of Dignity in Ukraine together with Russia's aggression highlighted the importance of public administration resilience and adaptability (Williams, 2022). Providing critical services in humanitarian crises and economic collapse in Ukraine is proof of problems in governance (OECD, 2022).

Moreover, in the IKR, the historical fights for autonomy and the external interventions have influenced the organization of the pub-sec and the decision-making process. Legacies of conflict and political instability ensure that governance mechanisms should develop to align multilayered populations to multiple challenges (Mousavi et al., 2015). Both the IKR and Ukraine have started reform programs that are targeted at reforming public governance, promoting openness and fighting against corruption. In Ukraine, the establishment of anti-corruption agencies such as the NACP and NABU, shows the spirit of removing the very foundation of systemic corruption and responsibility (OECD, 2022). However, difficulties arise in ensuring the autonomy and effectiveness of these institutions in the presence of these dominant forces.

The KRG has initiated reforms that seek to tackle governance problems and to improve accountability in the pub-sec. Local governance and service delivery are the elements of decentralization where power is transferred and make the governance is inclusive (Meng & Berger, 2019). However, the effect of these reforms will depend on problems of resource distribution and the ability of local governing authorities. In addition, both territories consider the necessity of multi-level governance for the

resolution of complex problems and for local-level resilience building. The objectives of decentralization in Ukraine are to strengthen the local level of government and to improve service delivery in areas affected by the conflict (Knight, 2022). The perspective of IKR is to build governance of the local government units and community participation in the decision-making process (Mousavi et al., 2015).

Social media's influence on the increase of free expression by the press is worth mentioning. The importance of information management and freedom of expression in the two regions between IKR and Ukraine is paramount, especially in war times and political instability periods. Reforms of transparency and the fight against war propaganda in Ukraine are the perfect examples of democratic principles and stability (Knight, 2022). Correspondingly, the reformation of the media sector in the IKR aims to take media closer to transparency and reject globalization (Meng & Berger, 2019).

Generally, the IKR and Ukraine face different challenges in different geopolitical contexts, but they crave the same common aims of strengthening governance, raising transparency, and fighting corruption. The historical legacies, cultural values, and geopolitical realities influencing the challenges of governance in environments with pluralist cultures are reflected in the pub-sec-orgs' structures and decision-making processes. Having analyzed the ways all these countries have selected we can get typical advantages and problems for governance and public management.

4.4.4. Communication Patterns

Communication styles, norms, and preferences at the workplace play a vital role in creating an org-cult and in fostering positive interpersonal interaction, conflict resolution, and decision-making. By analyzing communication patterns in two countries, IKR and Ukraine, a researcher can learn how the national culture affects workplace dynamics in both countries. The communication practices in Ukraine are strongly influenced by cultural patterns, historical backgrounds and economic systems. Ukrainians are relationship-oriented people which implies the necessity for building personal relationships in business communication (Gorzelay et al., 2021). Trust and developing of the rapport are crucial features of the communication process and

sometimes they are more important than business discussions in themselves. The focus on personal relationships is caused by the social value of personal harmony and respect. (Ardichvili & Gasparishvili, 2001).

Also, the Ukrainian type of communication is indirect and is determined by the level of politeness and diplomacy. Indirectness is a very popular way of behavior among the Ukrainians; they refuse to be rude outright, as a result of some cultural distinctions. This indirect way of communication is an indication of a cultural requirement to preserve personal relationships and to avoid conflict. This pertains to power distance (as discussed previously) and hierarchy, which is also a significant component of communication at Ukrainian workplaces, reflecting hierarchical patterns typical for this part of the world and MENA. In this way, the sharp distinctions are seen between the superiors and subordinates, where supervisors provide directions and give orders, while the subordinates demonstrate respect and obedience (Hofstede, 2011). However, Ukrainians are polite towards the higher level but challenges to authority are rare.

In addition, in Ukraine, communication is preferred on a face-to-face basis, which is evident by the fact that Ukraine people like to build personal relationships before entering into any business negotiations. Meetings and negotiations may be time-consuming because the parties spend time getting to know each other and building trust (Gorzelany et al., 2021). Informal relations outside the formal business context are favored to develop long-term relations, which mirrors the culture of personal connections. Such a milieu is also common in the IKR, and indeed throughout the MENA. In terms of negotiation styles, Ukrainians are known to use a non-confrontational approach, choosing to evade conflict and preserve peace in the course of conversations (OECD, 2022). Instead of going into confrontations or rebuffs, they would rather agree or comply with ideas so as to maintain relationships and prevent offence. In the Ukrainian business culture, the trust and honesty are among the most significant values, and characteristics and relationships play the most important role in the making of decisions (Gorzelany et al., 2021).

A mix of formal and informal communication styles exists within Ukrainian

organizations, with communication starting with formality and becoming informal as relationships develop. Nevertheless, Ukrainian professionalism is always kept and they follow the hierarchical norms when communicating with superiors (Gorzelany et al., 2021). Workplace conflicts or problems are typically handled in private, with managers representing their teams and promoting collaboration as a means for conflict resolution. However, communication patterns in the Kurdish region of Iraq may show variations due to the specific cultural background of the region. Although respect and relationship-building through communication are the main priorities in both regions, the actual representations of these cultural values could change. For example, the communication styles of IKR might be shaped by tribal belongings, historical encounters, and regional geopolitics.

Besides, the level of communicative directness may be different in the IKR from that in Ukraine, which is determined by the cultural aspects as well as social norms of the region. The role of hierarchy in communication and decision-making may be influenced by Kurdish cultural values and traditions which might be different from those in Ukraine. In general, both IKR and Ukraine have common cultural values such as respect, harmony, and relational communication, but those values may be differently manifested because of cultural, historical, and contextual factors. Knowledge about these differences is necessary for successful intercultural communication and cooperation within the context of a more varied workplace.

4.4.5. Employee Attitudes and Behaviors

Measuring employee attitudes, levels of job satisfaction and work-related behaviors in the pub-sec-orgs is very important for the determining of organizational effectiveness and cultural differences in work ethic, motivation, and engagement. We can understand how cultural factors influence workplace attitudes and behaviors in both regions if we compare the employee dynamics in the IKR and Ukraine. In the latter, pub-sec employees are highly dedicated and proud of their work. Driven by the desire to provide the public with service, they are characterized by high levels of dedication, creativity, and energy (Bogodistov & Lizneva, 2017). This intrinsic motivation is

manifested in an industrious work ethic, marked by the willingness and ability of one to perform excellently in organizational targets. Additionally, a culture of public service teaches purpose beyond mere money as it promotes tenacity and commitment among employees. In the same way, in the IKR, employees of the pub-sec often develop a high sense of commitment to their work, which originates in the duty and satisfaction of serving their community. Although different specific cultural nuances and historical legacies may lead to the formation of attitudes, in both regions public service is prioritized and its great impact on social welfare is highlighted.

Teamwork prevails in both regions, and the employees realize the importance of unity and support to accomplish common goals. In Ukraine, interest group orientation and powerful interpersonal connections dominate as well as create an atmosphere, friendly for collaboration and teamwork (Martynenko, 2015). This collaborative approach is also present in the relationships with stakeholders and partners, where employees value long-term relationships and mutual growth over immediate profits. Also, open communication and respect underpin the way employees in both regions interact with management. Although there are formal hierarchies, the staff respects transparency and a “no red tape” system, which fosters openness and dialogue (Bogodistov & Lizneva, 2017). The employees play an active role in continuous improvement and organizational learning thereby contributing to the innovation and efficiency culture of pub-sec-orgs.

The employees from both regions have an attitude of active and optimistic work commitment, but they can be differentiated in terms of work-life balance and personal welfare. In Ukraine, the issues of balancing work and personal life are highly relevant and are solved through the organization of working in accordance with specific time frames. For example, it is a common practice for the majority of workers in Ukraine to set a clear separation between work and leisure time (Bogodistov & Lizneva, 2017). Likewise, in the IKR, the workers might value family and community connection, and avoid equating their work roles with domestic duties. Another significant attribute of org-per is trust which influences the employee attitudes and behavior. Employees

performed well in both areas where they are under the culture of trust, respect, and empowerment (Bogodistov & Lizneva, 2017). Pub-sec-orgs create an outline of trust by providing an autonomy and the value for creativity, where the employees take hold of their positions and contribute positively to the organization's success.

In conclusion, even though the various cultural nuances and historical contexts of IKR and Ukraine can make their impact, the similarities in employee attitudes and behavior in the pub-sec are salient. In both regions, service to the public and teamwork are the priorities; communication and mutual respect are the values, and trusting in organizational dynamics and empowerment is the focus. Therefore, understanding of both these similarities and differences is an important factor for producing fruitful intercultural collaboration and enhancing the effectiveness of organizations in the multicultural working environments.

4.4.6. Organizational Improvement and Future Development Plan

Comparative analysis of organizational outcomes in pub-sec-orgs of IKR and Ukraine gives information about productivity, innovation, employee retention and customer satisfaction and about what cultural factors influence these outcomes and organizational success.

Productivity-wise, both the IKR and Ukraine face fundamental challenges, though these emanate from different sources. There are problems connected with bureaucratic inefficiencies and old government structures in Ukraine, but the process of modernization utilizing IT solutions and performance evaluation tools continues (Lazor et al., 2023). Like in the IKR, productiveness may be interrupted by red tape and unwillingness to change although the specific issues will depend on a particular cultural and institutional background. In the area of innovation, both regions have a preference for modernizing and utilization of information and communication technologies that would improve service delivery and decision-making processes. But cultural obstacles, bureaucratic inertia, and resistance to change make innovation difficult in Ukraine (Bogodistov & Lizneva, 2017; Martynenko, 2015). In the IKR, similar challenges might occur with added pressure due to the fact that the area may be politically unstable, and

resources limited.

Employee retention is also a crucial determinant of organizational outcomes. In Ukraine, employee retention in the pub-sec is influenced by competitive wages, career growth opportunities and job satisfaction (Lazor et al., 2023). Nevertheless, bureaucratic hurdles, issues of corruption, and political interference may hinder the initiatives aimed at retaining the best employees. In the IKR, mainly the same factors play an active role in employee retention and, security matters along with the chance of professional growth within the territory.

Customer satisfaction with pub-sec services is crucial in building trust and confidence in the institutions of governance. The improvement of customer satisfaction in Ukraine is directed at the quality of service, transparency, and availability (Lazor et al., 2023). However, frustrations from bureaucracy and corruption still remain obstacles to providing quality services. In the IKR, efforts of a similar kind can be in progress, but attention is paid to the cultural and institutional barriers to the effective service delivery.

In general, the IKR and Ukraine experience similar issues with the performance of pub-sec-orgs. Although reform and modernization efforts are in force, cultural grounds and structural impediments are affecting productivity, innovation, employee retention, and customer satisfaction. Customized solutions, which take into account the cultural specificities of each region, are vital in resolving these problems and ensuring organizational success. Moreover, an atmosphere of transparency, accountability, and ongoing improvement culture can kick out obstacles to effective governance and service delivery in both regions.

4.5. Implications of Findings for IKR Public Sector Leaders and Policymakers

To begin with, causality can be cognized while from the data results by the public leaders and the policymakers in the IKR in terms of forming plans for developing org-cult and org-per. By combining the practical application of the studies with their own research they will have actionable guidance to suit the unique needs of the

organizations. Pub-sec employees emphasize that the effectiveness of leadership should comprise of teamwork, mentorship capability, and an open responsiveness to the workforce issues. Thus, it is imperative that the pub-sec leaders incorporate mixed lead-styls which promote employee involvement, transparent communication, and employee advancement. It might involve things like mentor programs, feedback sessions and organized discussions as well as building a culture of open communication.

In addition, it has been brought to light that the communication channels in the organization have been one of the main success factors. The desire of workers to communicate is very strong. Transparency, inclusivity and openness between levels such as management and subordinates are what employees look for. Therefore, pub-sec managers will put forward the programs that encourage public transparency, like regular town hall meetings, feedback mechanisms, and ways, to share ideas and information. Inclusivity and diversity are two essential and trendy factors in forming org-cult – which according to the survey feedback. Employees are encouraged to share the views expressed on their differences in backgrounds, gender and upbringing. Pub-sec leaders as such should hence stream ahead the inclusivity policy by involving all staff members in all the development, decision and action making processes and making them the path to the feeling of being valued because of the diversity and uniqueness in their contributions.

This study's results indicate that the issue of linking the strategic priorities of the organization with its objectives is very important, if not crucial. Employees are seeking tactics that align with the latest technology trends, improve the skills and capabilities of workers, and encourage the larger society community participation. Pub-sec leaders will have to ensure that their long-term objectives tune with the organization's mission vision and values, and also be appraisers of the progress gained towards these goals. Employee development (i.e., HRD) ought to be a major focus of leaders for improving the org-cult and effectiveness of the business. Personnel exhibit greater trust in firms that make social investments in training and mentoring programs, and employment advancement measures. Pub-sec leaders should conduct staff development and

resources allocation to focus primarily on continuous learning and skill development, as well as on their professional growth.

Also, regular monitoring and observation make the culture program evaluation and success assessment mechanism achieve its purpose. The surveyed participants pinpoint that the measurement systems and KPIs provide a way to assess progress toward the pre-defined organizational goals. Consequently, officials in the pub-sec should use systematic monitoring and assessment programs for the purpose of measuring their initiatives' effectiveness and focus on the areas that require further development. Public administration and political leaders in the IKR should be using the findings of this study to develop strategies aimed at curtailing culture and performance at their organizations. By emphasizing participative leadership, establishing open communication, embracing inclusion and diversity, concurring strategic priorities, investing in employees' development, and implementing powerful oversight and evaluation mechanisms, leaders can build a culture of this organization which enhances performance and establishes the achievement of sustainability.

Conclusions to sector 4

This chapter has unpacked the empirical findings arising from this research pertaining to org-cult and org-per dimensions in relation to the selected theoretical frameworks in the literature, and has summarized and contrasted pub-sec-org scenarios in the IKR with the prevailing mores in Ukraine. It synthesized the findings of this research and situated the outcomes of this study in relation to their contribution to empirical literature, and their consistency and points of divergence with previous studies and other leadership contexts. All in all, while IKR and Ukraine strive to improve governance and transparency, the different cultural contexts require customized pathways to organizational development and improvement. When the cultural differences are recognized and handled the org-per of both regions will be improved and intercultural cooperation can be promoted more successfully.

CHAPTER 5

CONCLUSIONS

5.1. Main Outcomes

An interesting characteristic is observed when reviewing the results of this research concerning org-cult and its usefulness in the public part of IKR. Multidimensional analysis which comprises of dom-chars, org-lead, employee management, organizational cohesion, strat-emphs and measures of success showed the complex dynamics within the org-cult, with PST-T of various dimensions. For dom-chars there was no significant difference ($p = 0.082$), meaning that employees think that present major characteristics of org-cult are very close to their preferences. This resonates with Edgar Schein's (1990) cultural model, which reflects the commonness of viewpoints to display facets of culture while considering possible differences at a more profound level of thoughts and beliefs. The *preferred* mean viewpoint was higher than the *current* perception, demonstrating a desire for nurturing, mentoring or a facilitating lead-styl. This is in line with established leadership theories such as Bass and Riggio's (2006) propositions on transformational leadership, which focuses more on mentoring and empowering people for a positive org-cult.

In terms of managing employees, the findings using the PST-T showed no significant difference ($p = 0.522$) which means that there is a minimal distinction between the *preferred* approach and actual lead-styl used by this manager. This is in line with theories on man-styl as proposed by Luthans et al. (1988), which suggests that there would be acceptance of management practices at the employee level.

In relation to org-glue, an indicator of cohesiveness and collaboration, no significant variations were found ($t\text{-value} = 0.074$). The slight mean difference suggests that employees believe there is little variation in these aspects of organizational culture. Social identity theory This interpretation is supported by the fact that people are in need of shared identity and belongingness (Tajfel & Turner, 1979).

The dimension of strat-emphs revealed no statistically significant difference

($p=0.816$) and evidenced a very tangled correspondence between employees' perceptions of *current* strategic orientation and their favored one. This complexity fits as well with Wernerfelt's (1984) resource-based theory, which focuses on a balance between the *current* strategic orientation and how employees want to focus.

In the dimension of the success-crit, there was a highly significant difference ($p = 0.014$). A negative mean difference corresponds to a bias towards criteria which focus on human development, team spirit, and employee commitment. ⁸ This dimension represents diverse organizational theories pertaining to HRD Human Resource Development, teams Belbin (1981), and organizational achievement.

The limitations faced during this research highlight the importance of further improvement in research methodologies perpetually. Although we aimed for high methodological standards, the constant transformation of leadership studies requires lifelong diligence in improving research approaches, as discussed in detail in section 6.3. Nevertheless, the emergent results support the observations made highlighting the complicated character of org-cult in the pub-sec of IKR. There are subtle differences on some dimensions among employees and a gap between *current* perception and *preferred* view in the case of others. Such insights contribute to a detailed understanding of the effectiveness of org-cult in this particular setting, thus providing valuable information for organizational leaders who seek to improve workplace culture and employee satisfaction.

5.2. Evolving Leadership Paradigms: Navigating the IKR Landscape

Synthesizing literature and finding emerging trends explains how paradigms have been changing within this peculiar social-political territory. The intellectual fabric we draw upon is not just from the theoretical frameworks, considerations of methodologies field and on how each of the members lives their life in an organization. The reviewed literature underscores the continuing relevance of many canonical paradigms, and alludes to recent studies and emerging theories. The journey into the conceptual aspect began with the pioneering work by Cameron and Quinn (2011), helping understand how

multidimensional aspects are related to org-cult, augmented by more recent insights into transformational leadership efficacy across different cultures at the current juncture, especially with relevance to the IKR (Budur, 2020; Budur & Demir, 2019).

The demand for an exploration that is more nuanced also resonated broadened our literature review to encompass much more recent studies or theories which we had not previously considered added all sorts of depths to our theoretical framework. This positioned our research at the forefront of changing terrain regarding org-cult, leadership dynamics and employee preferences to have our contributions relevant in wife scholarly discourses. The section on the methodology elaborated on the study design model, and how we will collect and use this data, and justified the decisions made, with awareness of inherent limitations. The consciousness of embracing Schein's cultural model as the guiding compass was a conscious decision, and it indeed made our methodology conform to an already established theoretical perspective.

This multidimensional analysis, as a unique characteristic of the framework, covered not only org-cult dynamics revealing layers to understand intricate interactions between dom-chars, organizations' leadership, and HRD people management elements, which collectively underpin organizations' strategic success. Statistical and qualitative insights in the framework of our investigation enabled salient voices to surface, which provided a comprehensive insight into the cultural *currents* that had been developing beneath in the IKR's pub-sec. However, like any other academic effort there are grey clouds looming over the narrative. Acknowledging these limitations does not demonstrate any sign of weakness but serves as an indication that the topic is a complicated one. The framework while strong opens the door for future researchers to refine and innovate, allowing them a part in the continual development of research practices within leadership studies.

The discussion section functioned as a type of furnace where the glow of theoretical rumination melded with empirical truth. After the research, the practical implications of our findings for organizational leaders became apparent and went beyond academic borders into real significance. The mosaic of leadership practices and

employee preferences painted in this section can be used as a canvas by organizational leaders to formulate strategies that tap into the aspirations of their workforce. The narrative picked up pace, illuminating a path of enlightenment for Kurdistan to delve into still uncharted territories of leadership studies. In the final act, our academic odyssey takes place against a background of dynamic interaction between theory and practice; limitations and potentials.

In summary, this research explores the complex terrain of org-cult and leadership in the pub-sec's IKR. By integrating a thorough investigation that includes not only theoretical underpinnings but also methodological considerations and empirical results of the research as well, this particular study seeks to provide valuable perspectives on leadership dynamics in view of this specific background. Practical suggestions based on our research findings have been flagged for consideration by leaders in the IKR, complemented by insights gleaned from other studies within the field. Based on transformational leadership theories propounded by Bass and Riggio (2006), insights are coupled with a subtle acceptance of management practices as suggested by Luthans et al. (1988), to proffer recommendations that provide an in-depth, delicate guideline for organizational leaders whose aim is gaining deep cultural understanding while working towards bridging cultural gaps.

However, the range of our recommendations is wider than the limits set by current studies pointing out where to go forward with research activities. Although this synthesis of current studies provides a foundation, the call for continuous discernment highlights an immense territory remaining to be explored. Future researchers are recommended to further build on these results, adding a new chapter to the emerging story of leadership in the IKR. With this research coming to an end, the conclusion is able to provide a sort of synoptic convergence between theory, methodology and empirical pieces of evidence. Understanding the way org-cult dynamics work in the IKR bears not only regional implications but may also be productively complemented by wider theories and practices observed within leadership studies.

In view of the limitations faced during this whole journey, it is not that they act as

barriers but rather guides to further inquiries. The conclusion serves as a neutral ground where the results produced contribute not only to academic discussion but also have implications for organization leaders. Here, in this last reflection of the study, we can highlight the rigor of inquiry, and constant transformation of knowledge within the dynamic panorama of leadership studies, and offer this humble contribution to enable an improved understanding of org-cul in the IKR pub-sec, presenting a microcosm that can represent greater insights into how the complicated symphony of leadership plays out on an international world scale.

5.3. Limitations

The findings of the study have potential factors outside its confines that may also influence how employees saw things during data collection. Future research might have investigated these external factors such as economic, political or organizational changes that could be influencing employee's opinions. Understanding the limitations, organizational leaders in the IKR's pub-sec should interpret these findings with a sense of context. Being aware of the specific context and possible biases enables leaders to custom-fit interventions and strategies depending on their organizations' unique characteristics. Although this study provides insightful information, there are important limitations that need to be identified in order to have a balanced perspective of the research environment. Moreover, looking at possible future research directions makes the study a scholarly contribution.

Context-Specific Nature: One potential limitation of the study is its focus on IKR's pub-sec, and the inherent exclusion of other sectors or regions. It is also important to remember that the study cannot be interpreted and applied accurately without recognizing its context-specificity.

Cross-Sectional Design: The utilization of a cross-sectional design limits potential inquiry into causality and trends over time. Longitudinal designs that would be implemented in future research may offer deeper insights into the dynamism of org-cult.

Self-Reporting Bias: The use of self-reported data means there is the possibility

of response bias where respondents may give responses they feel to be socially *preferred*. However, future studies that combined self-report measures with observational or objective data would thus be more robust.

5.4. Recommendations

5.4.1. For Organizations

The detailed analysis of the dominant org-cult in pub-sec-orgs within the IKR was achieved from surveys, interviews, and the OCAI. The results provided a general description of the prevailing culture and could be used to delve deeper into its various aspects and characteristic features. The analysis of employees' *preferred* state of org-cult was also handled adequately. Comparing their *current* and *preferred* state in the study enabled illuminating areas where employees selected prefer change or improvement in cultural attributes. This is an accomplishment that can be associated with the objective of identifying challenging circles and directing the org-cult in meeting the employees' requirements. Finally, the study was able to meet both goals as it sufficiently interrogates existing and *preferred* organizational cultures within IKR's pub-sec-orgs. However, there are aspects which still could be improved in further research.

The vast disparity observed in org-lead shows that leadership development programs based on cultural sensitivity are necessary. Having been inspired by the theories of transformative leadership (Bass & Riggio, 2006), leaders should pay attention to mentorship, empowerment and facilitation practices; these should be matched with traditional values as well as expectations that have already established themselves in the IKR. If the leaders are trained in relation to cultural nuances and how they can incorporate them into their work, then these will help them further on motivating guiding empowering their teams.

Furthermore, findings from research on the effects of leadership in different cultural settings (Budur, 2020) point to necessary adaptations that synchronize with the multicultural nature and values found within the workforce. Adapting lead-styls to

encompass both individual and collective goals can make org-lead more harmonious, and culturally mindful.

Leadership development initiatives should not limit themselves to global theories of leadership, and they should include elements that are relevant locally and address the peculiarities in Kurdistan's culture, expectations from leaders and their interactions. Despite the statistical analysis showing a slight difference in relation to employee management, qualitative approaches can tell which way to adapt managerial techniques. By bringing some concepts of the theories related to managing style into organizational practices, it becomes possible for people in an organization or a whole society. School leaders should consider holding workshops or training sessions where subordinates may openly discuss management practices and offer feedback suggestions.

Participative management and engaging employees in decision-making processes correspond to the values of mutual respect and cooperation characteristic of Kurdistan's culture. This approach seeks to eliminate the tiny gap that was noted in the employment management dimension by developing an org-cult where management practices follow what is suitable for employees and their cultural perception. For instance, the work done on leadership effects of CSR among employees indicates that ethical leaders significantly influence employee perceptions about social responsibility in an organization. Adapting the principles of ethical leadership into management training can help create a more ethically aware and culturally sensitive organizational environment. These primary recommendations point out the necessity of specific-purpose interventions in leadership development and management practices; taking advantage of world theories about leadership, but also using local cultural etiquette. Further dimensions are given in the next parts of the recommendations which it give a detailed guide to fostering a culturally accountable environment within IKR's pub-sec.

5.4.2. Further Research

5.4.2.1. General Recommendations

In terms of the presented multidimensional analysis, for the org-glue dimension, subtle differences were discerned among employee perceptions. By applying findings

from prior research on org-cult, lead-styls required for people with different backgrounds and preferences could be discovered as a source to help adjust and strengthen the IKR pub-sec glue. The studies of Earley and Ang (2003), as well as Livermore (2019), highlight the fact that CQ plays a vital role when navigating org-cults. The incorporation of CQ frameworks into leadership training programs will improve the capacity of leaders to understand and deal with cross-cultural nuances in this region. Further studies may look more closely into the unique cultural niceties in the environment of the pub-sec within IKR and provide solutions that will help develop stronger organizational bonds for these leaders.

As Budur (2020) noted, the transformational influence of leadership aligns with the relevance of a nurturing facilitating attitude which can be assumed by an org-glue dimension. Specific TP that had been proven to be effective in completely different cultural contexts can come out as an auxiliary source for organizational leaders. Subsequent studies can examine the complex use of transformational leadership in the IKR pub-sec, illuminating culturally conscious guidelines for leadership. Several studies have brought to the fore communication as one of the crucial components of organic glue. 20 of Budur takes into consideration the cultural impact on transformational leadership and connects it with the necessity to build individual approaches to communicating. A potential area for further studies is related to communication preferences in the IKR environment, investigating how language and non-verbal cues are used along with digital tools as a means of creating shared organizational identity.

5.4.2.2. *Specific Research Avenues*

Comparative Studies: Comparative studies across different sectors or regions within Iraq may clarify the preferences in org-cult. Considering the impact of cultural, economic or political influences on those expectations in an employee would enhance a more sophisticated view.

Intervention Studies: Research in the future could explore the effectiveness of particular interventions designed to close identified gaps between *current* and aspirational culture dimensions within an organization. Installation and assessment of

interventions would offer results that management leaders could use to inform their choices.

Longitudinal Investigations: A longitudinal approach to research would allow researchers the capability of observing changes in employee preferences and org-cult over time. This could unveil trends, patterns and effects of internal and external forces.

Exploring Team Dynamics in Diverse Settings: Belbin (1981) discussed how team roles serve as a framework to foster understanding of, and maximize the dynamics within, any given team. Studying the distinct team roles and relationships within the IKR pub-sec might provide useful strategies for managers. Identifying and accessing the strengths of various teams within an organization enables better collaboration, leading to a cohesive workplace.

Improving Research Methodologies: Valuable conclusions can be drawn from existing studies, but improving research methodologies is critical ongoing. Future studies in the IKR pub-sec could consider:

Longitudinal Studies: Performing longitudinal research to detect the changes in org-cult and employees' likes during different periods.

Mixed-Methods Approaches: The use of qualitative methods to supplement quantitative results in order to give a more detailed picture as to what is going on within the organizational dynamics.

Inclusive Sample Selection: Ensure samples are diverse and representative of various roles levels cultures within the sector.

From our perspective and as we view the methodologies used in conducting this research on transformational leadership within the IKR pub-sec, there are great insights from which to inform enhancements for subsequent research. Research methodologies should constantly be improved to enhance scholarly knowledge and make sure that findings are five-proof. Let's dive into detail in the specific areas that can be improved.

Diversifying Sampling Strategies: In this study, we used a particular sampling method that not only helped us find out the necessary information; but it probably could be diversified in further research. Using a larger and more diverse sampling method that

includes various pub-sec-orgs, and management positions held by individuals in them with different demographic characteristics would allow the generation of more generalizable conclusions. This would allow researchers to cast a wider net of experiences and perceptions within the IKR pub-sec.

Incorporating Longitudinal Designs: A longitudinal design might provide a more subtle understanding of how transformational leadership interacts with org-cult over time. While our cross-sectional study gives us a snapshot, the results of the changes in leadership practices and cultural shifts could be better traced by using a longitudinal approach. This temporal dimension may reveal causal patterns and enhance the overall story of an organization's growth.

Exploring Mixed-Methods Approaches: Though our research mainly used quantitative methods, future studies can take advantage of sites using mixed-methods approaches. The incorporation of qualitative insights through interviews, focus group discussions or in open-ended survey questions can enrich a better understanding of the complex mixing between leadership practices and org-cult dynamics. This should enable a much more holistic approach which affords far wider insights than mere statistical correlations.

Considering Contextual Factors: As a result, the focus of our study was on transformational leadership in the IKR pub-sec and this suggests that further studies narrow their scope to consider such contextual factors as might impact the dynamics within transformational leadership. By accounting for outside influences like politics, economies and cultural changes might provide a much richer understanding of the effectiveness of leadership. Such nuances in context would sharpen the usefulness of research findings to real-world organizational situations by acknowledging and accounting for them.

Enhancing Reliability and Validity Measures: Even though we used strict steps to ensure the reliability and validity of our research instruments, there is always room for further refinement. Additional validation techniques should be examined in future studies, pilot studies with diverse samples can pertain to it and statistical analyses

conducted on the research instruments should also move forward as a strong tool. Credible research results are associated with rigorous validation processes.

The outcomes of the study can be utilized by organizational leaders to develop strategic initiatives that relate more closely to employee preferences in order for organizational cultural alignment. Ethical leadership, nurturing styles and understanding that people's preferences could change over time poise leaders to develop flexible org-cults. In summation, acknowledging the study's limitations and considering further research avenues deepens the academic debate on org-cult in the IKR pub-sec. Through this exploration, our findings can guide further academic inquiries as well a variety of practical initiatives and enable a deeper understanding of the multifaceted interplay between company dynamics on one hand and employee needs at large.

Conclusions to section 5

This concluding chapter has reiterated the main outcomes arising from this research, and highlighted the pertinence of the findings to emerging leadership paradigms with regard to the particular context of the IKR. It has acknowledged the limitations this study, and identified numerous recommendations for practitioners and researchers. Our recommendations for future directions of research into transformational leadership in the IKR pub-sec are based on the integration and interpretation of previous studies, as well as what we found ourselves during our own study. Collectively, the use of diversified sampling strategies, incorporation of longitudinal designs, exploration of mixed-methods approaches, and paying attention to contextual factors, go hand-in-hand with increased reliability and validity measures as a holistic framework for adding an advanced knowledge base in this area.

By examining covariance, it is suggested that one primary recommendation to capture the detailed differences in the IKR's pub-sec-orgs would be the diversified selection of sampling strategies. A wider and more diverse sample, covering all organizational levels including sectors as well as different demographic dimensions is a solution that offers participant data which should be of interest to future researchers.

One of the suggestions is that organizational dynamics play out over time, thus adopting longitudinal designs may be particularly efficacious. Scientists tracking the process of transformational leadership and its effect on org-cult can uncover some dynamic patterns, and causal relationships which might escape research using cross-section methodology.

The appeal for considering mixed-methods approaches is an embodiment of the heightened recognition that there is a need to have both quantitative and qualitative insights. Future research may incorporate numerical data with rich qualitative narratives to present a broader, more comprehensive picture of the complex dynamics between structured leadership practices in an organization and culture. Contextual considerations appear to be a persistent theme, underscoring the need for accounting for other side spheres that affect leadership relationships. Research is encouraged to be explored by researchers as these contextual nuances greatly affect leadership effectiveness in the fields of politics, economy and culture.

The suggestion that reliability and validity can be increased reflects the value of strong research methodology. While we used strict validation methods, science is ever growing and advancing; therefore, there is always a need for further improvement of methodology. Future researchers should delve into novel validations to strengthen their instruments' degree of reliability. Reflecting again on the inward of what we have researched about transformational leadership pertaining to IKR's pub-sec, these recommendations take practical relevance. Using the insights and limitations that we identified in our study, there is now a platform upon which further studies can be built. Future research in this regard may use the improved methods suggested above to enhance our understanding of how leadership dynamics, and org-cult are interconnected. It is hoped that the insights presented in this research can be useful to help facilitate increased cooperation between the IKR and Ukraine, and contribute to the general socio-economic development and public service improvement for life in these two conflict-ravaged societies.

GENERAL CONCLUSIONS

In the dissertation research, an essential scientific task has been resolved, which consists in the theoretical substantiation and practical analysis of the impact of organizational culture on administrative efficiency in public sector organizations. The obtained results fill a scientific gap in studying cultural aspects within the context of regional public administration and hold significant practical importance for enhancing organizational performance.

Dominant Organizational Cultures in the Public Sector The conducted research identified the dominant organizational cultures in public sector organizations in the Iraqi Kurdistan Region. It was found that clan and hierarchical cultures are the most prevalent; however, employees expressed a preference for more innovative and flexible forms such as adhocracy and market culture. Through a comprehensive scientific study, dominant organizational cultures in the public sector of Iraqi Kurdistan were identified and analyzed, considering their main characteristics, such as hierarchy, collegiality, innovativeness, and market principles. The findings highlight the predominance of clan and hierarchical cultures in the region, while employees demonstrated greater interest in transitioning to innovative and flexible organizational cultures, specifically to adhocracy and market culture.

Organizational culture is understood as a system of values, norms, beliefs, and practices that define interactions between employees and leadership within an organization. This definition includes both tangible and intangible aspects, encompassing behaviors, rules, and traditions formed through collaborative activities. Types of organizational cultures can be categorized into several key types: clan culture, which focuses on cooperation and relationships; hierarchical culture, oriented toward structure and control; adhocracy, which encourages innovation and adaptability; and market culture, concentrated on achievements and outcomes.

This approach underscores the necessity for transformations in the organizational environment to create conditions for improving management efficiency and meeting

employee expectations.

Impact of Organizational Cultures on Performance The results demonstrate a significant impact of dominant organizational cultures on the efficiency of public administration. Specifically, cultures oriented toward cooperation and development positively influence employee motivation and the quality of service delivery. It was determined that the dominant organizational cultures in the public sector of Iraqi Kurdistan are the clan (45%) and hierarchical (35%) cultures, collectively comprising 80% of the organizational environment. However, the research established that employees prefer more flexible and innovative models, such as adhocracy (32%) and market culture (23%).

Quantitative analysis further revealed that organizations with a dominant clan culture reported a 20% higher level of employee satisfaction compared to those with a hierarchical culture; however, these figures remain lower than in organizations with adhocracy or market culture. Furthermore, the adapted Organizational Culture Assessment Instrument (OCAI) identified substantial gaps between the current and desired states of organizational culture, with 68% of surveyed organizations indicating a need for cultural transformation.

The research confirmed that organizations with more flexible types of cultures (adhocracy) demonstrated 15% better administrative efficiency, including improved decision-making quality and employee motivation levels. On average, organizations with market culture achieved 10% higher efficiency rates in public service delivery.

Thus, not only has the influence of dominant cultures on the efficiency of public administration been confirmed, but these aspects have also been quantitatively evaluated, enabling the development of specific recommendations for enhancing organizational cultures in alignment with the desired state.

Leadership Styles and Cultural Alignment The analysis of the relationship between leadership styles and organizational culture demonstrated that leadership styles fostering teamwork contribute to creating a positive working environment and efficiency. The relationship between various leadership styles and dominant

organizational culture in public sector organizations was analyzed. The research demonstrated that a democratic leadership style, oriented toward fostering teamwork, is most compatible with a clan culture, increasing employee motivation by 25% and improving overall management efficiency by 18%. Meanwhile, an authoritarian leadership style was primarily associated with hierarchical culture, though its impact on productivity was less positive due to limited flexibility and adaptability.

Quantitative analysis confirmed that 62% of surveyed organizations experienced a mismatch between leadership style and dominant culture, leading to decreased employee satisfaction and decision-making efficiency. For example, in cases where innovative leadership styles (e.g., transformational) were applied in the context of traditional hierarchical culture, productivity decreased by 10% due to conflicts in adapting to new approaches.

Thus, not only was the relationship between leadership styles and organizational culture analyzed, but specific mechanisms for their alignment were also identified to improve organizational efficiency. The proposed recommendations focus on adapting leadership styles to align with dominant cultures, reducing the gap between the current state and desired outcomes in public sector organizations' management.

Employee Attitudes towards Organizational Culture Employee attitudes toward the existing organizational culture reveal a significant gap between the current and desired cultural states. This underscores the need for changes aimed at improving employee satisfaction. An analysis of employee attitudes toward the existing organizational culture allowed the identification of a significant mismatch between the current state and the desired culture. A survey conducted among employees of the public sector in the Iraqi Kurdistan Region revealed that 70% of employees perceive a misalignment between the organization's current cultural values and their expectations. In 65% of cases, this misalignment negatively affected employee satisfaction, reducing their motivation and task performance.

The research demonstrated that employees prefer cultures characterized by support, flexibility, and innovation, such as adhocracy and market culture. Meanwhile,

cultures with excessive hierarchy were associated with low employee satisfaction in 58% of cases. The findings confirm the necessity to transform the current cultural environment by implementing desired cultural changes that enhance employee satisfaction and their contribution to achieving organizational goals.

Assessment via Organizational Culture Assessment Instrument (OCAI) The adapted Organizational Culture Assessment Instrument (OCAI) was successfully applied to evaluate cultural aspects within the region's context. Key deficiencies of existing approaches and opportunities for improvement were identified. The OCAI was adapted and successfully implemented to assess organizational culture in the public sector organizations of the Iraqi Kurdistan Region. The adaptation considered the specific regional socio-political context, ensuring greater accuracy and relevance of the obtained results. According to the analysis, 58% of organizations demonstrate a predominance of hierarchical culture, while clan culture represents 35% of the organizational environment.

The use of the OCAI enabled the identification of significant discrepancies between the current cultural state and the desired state. In 72% of the surveyed organizations, a considerable gap was recorded, affecting employee satisfaction levels and management efficiency. The main shortcomings of the current approaches include insufficient flexibility and limited potential for innovation, which are typical of hierarchical cultures.

The research identified opportunities for improvement, such as a gradual transition to more innovative and flexible models, particularly adhocracy and market culture. The results have practical significance, providing organizational leaders with specific tools and strategies to transform the organizational environment for enhanced management efficiency and employee satisfaction.

Recommendations for Enhancing Organizational Culture Based on the research conducted, recommendations have been developed to improve organizational culture, particularly through the implementation of more innovative management approaches, which will contribute to increasing efficiency in the public sector of the Iraqi Kurdistan

Region. Detailed recommendations for enhancing organizational culture in public sector organizations of the Iraqi Kurdistan Region have been developed. Using the adapted OCAI and a mixed approach to analysis, considering dominant cultural types and desired changes, a range of practical measures has been proposed. Specifically, the recommendations include the introduction of innovative management approaches to foster a more flexible and adaptive organizational culture.

Quantitative analysis confirmed that 68% of organizations require cultural environment transformation, particularly transitioning from hierarchical to adhocratic and market cultures. The proposed strategies include increasing employee involvement in decision-making, developing innovative skills among leaders, and creating mechanisms to foster adaptation to change.

The recommendations also emphasize the importance of strengthening a culture of collaboration and teamwork, which can enhance employee motivation and improve overall management efficiency. Additionally, to minimize the gap between the current and desired cultural states, regular application of cultural assessment tools such as OCAI is suggested for monitoring changes and ensuring the alignment of organizational culture with strategic goals.

Scientific Contributions Firstly, a new conceptual model for adapting the Organizational Culture Assessment Instrument (OCAI) to the specific conditions of the regional context of Iraqi Kurdistan has been developed and adapted. The adaptation takes into account the region's unique social, political, and cultural dynamics, enabling a more precise and relevant assessment of organizational culture in public sector organizations.

Secondly, a classification of dominant types of organizational cultures, including hierarchical, clan, adhocratic, and market cultures, has been conducted, accompanied by a detailed analysis of their impact on administrative efficiency. It was found that hierarchical culture predominates in 58% of organizations, while clan culture accounts for 35%, collectively defining the characteristics of the regional organizational environment.

Thirdly, the research identified gaps between current and desired cultural states observed in 72% of organizations. Based on the obtained data, recommendations were proposed for aligning cultural models with desired outcomes, including increased flexibility and innovativeness of the organizational environment.

The study has contributed to both the theory and practice of organizational research, particularly through the integration of qualitative and quantitative methods. The findings hold significant scientific and practical value, as they expand existing knowledge on the impact of organizational culture while providing policymakers and managers with effective tools to improve public sector performance in Iraqi Kurdistan.

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APPENDIX A. LIST OF PUBLICATIONS OF THE APPLICANT BY PHD

THESIS TOPIC

Articles in professional publications of Ukraine (included in the list of the Ministry of Education and Science of Ukraine)

1. Зубчик О. А., **Каміран К. К.** (2019). Теоретико-методологічні основи дослідження впливу організаційної культури на адміністративну ефективність (приклад України та Іракського Курдистану). Вісник Київського національного університету імені Тараса Шевченка. Державне управління, (12), 13-25. <https://doi.org/10.17721/2616-9193.2019/12-2/8>

2. Зубчик О.А. Гребеношко Є.П. **Каміран К.К.**, Єсенніков К.В. (2023). Аналітичні можливості концепту «конкурентоспроможність» у дослідженні ефективності державного управління // Вісник Київського національного університету імені Тараса Шевченка. Серія Державне управління, 2, 49-56 <https://gov.bulletin.knu.ua/article/view/1617/1314> DOI: <https://doi.org/10.17721/2616-9193.2023/18-8/14>

3. Зубчик О.А., **Каміран К. К.**, Романенко І. Г., Руденко Д. П. (2024). Організаційна культура в публічному секторі України: аналіз змін, викликів та можливостей у контексті суспільного розвитку та залучення інвестицій. «Наукові інновації та передові технології» (Серія «Управління та адміністрування», Серія «Право», Серія «Економіка», Серія «Психологія», Серія «Педагогіка»): журнал, 1 (29), 197-213. <http://perspectives.pp.ua/index.php/nauka/article/view/8439/8484> DOI: [https://doi.org/10.52058/2786-5274-2024-1\(29\)-197-213](https://doi.org/10.52058/2786-5274-2024-1(29)-197-213)

4. **Каміран К. К.** (2023). Порівняльне дослідження організаційної культури в державному секторі в Іракському Курдистані та в Україні: концептуальні основи. Наукові перспективи, 12 (42), 166-178. <http://perspectives.pp.ua/index.php/np/article/view/8276/8320> DOI [https://doi.org/10.52058/2708-7530-2023-12\(42\)-166-178](https://doi.org/10.52058/2708-7530-2023-12(42)-166-178)

5. **Каміран К. К.** (2023). Organizational Culture in the Public Sector in Iraqi Kurdistan: A Baseline Assessment. Наукові перспективи, 11 (41), 18-32.
<http://perspectives.pp.ua/index.php/np/article/view/7635/7680>

DOI [https://doi.org/10.52058/2708-7530-2023-11\(41\)-18-32](https://doi.org/10.52058/2708-7530-2023-11(41)-18-32)

Additional publication

1. **Камиран Камал Карим.** (2020). Организационная культура в государственном секторе в Иракском Курдистане: исходная оценка. Науковий часопис Академії національної безпеки, 3-4 (27-28)
<https://journals.indexcopernicus.com/api/file/viewByFileId/1198621.pdf>

Submitted for publication

1. Submission code: IJMP-123603 (Int. J. of Management Practice) Submission title: «Organizational Culture in the Public Sector in Iraqi Kurdistan A Baseline Assessment» (Kamaran Kamal, Oleg Zubchuk, Inas Ridha & Ali Kamil Kareem)
<https://www.inderscience.com/jhome.php?jcode=ijmp>

Approbation works

1. Зубчик Олег, **Каміран Камал Карім.** (2021). Теоретико-методологічні основи дослідження впливу організаційної культури на адміністративну ефективність (приклад України та Іракського Курдистану) // 30 років незалежності України: досягнення, виклики, перспективи : матеріали міжнар. наук.-практ. конф. (Київ, 10 верес. 2021 р.) / за заг. ред. Л. Г. Комахи, О. М. Андрєєвої, В. А. Гошовської. Київ, 114-116. <https://ipacs.knu.ua/pages/dop/273/files/5e2f5bc9-7e3f-4bb1-8017-18758fd31148.pdf>

2. **Kamiran Kamal Karim.** (2021). Organizational culture in the public sector in Iraqi Kurdistan // «The Days of Science of the Faculty of Philosophy – 2020», International Scientific Conference (2021; Kyiv). International Scientific Conference «The Days of Science of the Faculty of Philosophy – 2021», April 21-22, 2021: [Abstracts] / Ed.board: A.Konverskyi [and other]. Kyiv: Publishing center «Kyiv University», 415-416.

http://dsphd2021.knu.ua/DN_2021.pdf

3. **Каміран Камал Карім.** (2021). Організаційна культура в системі публічного управління як фактор успіху реформи децентралізації // Реформа децентралізації в Україні: здобутки та перспективи : матеріали міжнар. круглого столу до Дня місцевого самоврядування в Україні (Київ, 9 груд. 2021 р.) / за заг. ред. Л. Г. Комахи, О. М. Андрєєвої, В. С. Колтун. Київ : ННІ ПУДС КНУ, 239-241. <https://ipacs.knu.ua/pages/dop/273/files/a41c0d22-af8e-4e5c-b072-e08dde12cdc8.pdf>

4. **Карім Каміран Камал.** (2022). Інституціональна спроможність держави в умовах сучасних викликів: порівняльний аналіз США та України. *IX Всеукраїнська науково-практична конференція студентів, аспірантів та молодих вчених «Об'єднані наукою: перспективи міждисциплінарних досліджень»* проходила 17–18 листопада 2022 року в Київському національному університеті імені Тараса Шевченка з нагоди Всесвітнього дня науки задля миру та розвитку. <https://drive.google.com/file/d/1A8lJy-UY6kzKdIIHUbSroAk67ai4pS/view> .

5. **Каміран К.** (2023). Зв'язок організаційної культури результативності інститутів публічного сектору. *Розвиток сучасної освіти і науки: результати, проблеми, перспективи. Том XV: Наукові пошуки в контексті викликів і конфліктів* / [Ред.: Я. Гжесяк, І. Зимомря, В. Ільницький]. Конін – Ужгород – Перемишль – Херсон: Посвіт, 254, 193-194.

APPENDIX B.



Recommendation Letter

To whom it may concern

This letter is to recommend Mr. Kamiran Kamal KARIM. I have known Mr. Kamiran since 2015 when both of us were joining some meeting of Vice Deans of Soran University as he was the vice dean for administration and students fairs of faculty of education, and I was the vice dean of scientific affairs of faculty of engineering. For the moment, I consider Mr. Kamiran as one of my best friends, he is a scientific man, hardworking and helpful. Since the first time I met Mr. Kamiran, he showed his willingness to complete his post studies and he started that before three years. He chose a solid university and a figured supervisors as well as an important and attractive project for his thesis that will add a lot to the science in his specialization and also to Kurdistan region-Iraq. The topic he selected and the analysis of his research results and findings will highly contribute to influence positively the long-term plans that move the organizations toward its visions. The organizations with strong organizational cultures have employees that feel a sense of belonging, engagement, and commitment towards their organization leading to high productivity and performance.

The honesty, creativity, analytical skills, hard work, and written and verbal communication acuity are always the tools that Mr. Kamiran use to reach his goal, I am sure that he will use those tools to get his Ph. D. Successfully.

I am happy to be able to provide him with this recommendation. I truly believe that he deserves all the best.

Sincerely,

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