ARAŞTIRMA MAKALESİ / RESEARCH ARTICLE

A COMPARATIVE STUDY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND PERSONNEL MOTIVATION: EXAMPLE OF TURKEY AND AFGHANISTAN*

ÖRGÜT KÜLTÜRÜ İLE PERSONEL MOTİVASYONU ARASINDAKİ İLİŞKİYE YÖNELİK KARŞILAŞTIRMALI BİR ARAŞTIRMA: TÜRKİYE VE AFGANİSTAN ÖRNEĞİ

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ABSTRACT

Organizational culture is the common values, beliefs and norms that employees share in the organization. Organizational culture guides employees to have the right attitudes and behaviors. Organizational culture leads to solidarity, belonging and integration for employees. Creating a strong organizational culture with this dimension can increase personnel motivation. Personnel motivation is the process of taking the desired behavior and encouraging the individual in line with the goals of the organization. In terms of the effectiveness and efficiency of the organizations, the motivation of the employees should be kept alive. In this context, it is thought that the creation of a strong organizational culture by the managers would positively affect the motivation of the personnel. The aim of the study is to comparatively examine the relationship between organizational culture and personnel motivation in public institutions in Turkey and Afghanistan, and to analyze whether the organizational culture perceptions of the employees' organizations affect their motivation. As a result, it is understood that organizational culture is effective on the level of motivation. On the other hand, it is determined that there is no significant difference between countries in terms of organizational culture and motivation level.

Keywords: Organization Culture, Organization Culture Models, Motivation, Motivation Tools.

JEL Classification Codes: D23, M10, M12, M14.

ÖZ

Örgüt kültürü, çalışanların örgütte paylaştıkları ortak değerler, inançlar ve normlardır. Örgüt kültürü, çalışanlara doğru tutum ve davranışlarda bulunmaya yönelik rehberlik etmektedir. Örgüt kültürü, çalışanlar açısından dayanışma, aidiyet ve bütünleşmeye yol açmaktadır. Bu boyutuyla güçlü bir örgüt kültürünün yaratılması personel motivasyonunu arttırabilir. Personel motivasyonu ise örgütün amaçları doğrultusunda bireyin istenilen davranışa geçmesi ve isteklendirilmesi sürecidir. Örgütlerin etkinliği ve verimliliği açısından çalışanların motivasyonlarının sürekli canlı tutulması gerekmektedir. Bu bağlamda yöneticilerin güçlü bir örgüt kültürü oluşturmalarının personel motivasyonunu olumlu yönde etkileyeceği düşünülmektedir. Bu çalışmanın amacı, Türkiye ve Afganistan'daki kamu kurumlarında örgüt kültürü ile personel motivasyonu arasındaki ilişkiyi karşılaştırmalı olarak incelemek ve çalışanların örgütlerine ait örgüt kültürü algılarının, motivasyonlarını etkileyip etkilemediğini analiz etmektir. Sonuç olarak örgüt kültürünün motivasyon düzeyi üzerinde etkili olduğu anlaşılmıştır. Öte yandan örgüt kültürü ve motivasyon düzeyi açısından ülkeler arasında önemli bir fark bulunmadığı tespit edilmiştir.

Anahtar Kelimeler: Örgüt Kültürü, Örgüt Kültürü Modelleri, Motivasyon, Motivasyon Araçları.

JEL Sınıflandırma Kodları: D23, M10, M12, M14.

GENİŞLETİLMİŞ ÖZET

Amaç ve Kapsam:

Araştırmanın temel amacı, Türkiye ve Afganistan'daki kamu örgütlerinde çalışanların örgüt kültürü algıları ve personel motivasyonu düzeylerinin ülke değişkenine göre farklılaşıp farklılaşmadığını tespit etmek ve örgüt kültürü algıları ile personel motivasyonu arasındaki ilişkiyi belirlemektir. Araştırmanın bir diğer amacı ise, çalışanların örgüt kültürü alt boyutlarının personel motivasyonu algılarına olan etkisini incelemektir. Araştırmanın kapsamını Afganistan'ın başkenti olan Kabil ve Türkiye'nin Manisa ilindeki kamu kurumlarında çeşitli kademelerde çalışan personeller oluşturmaktadır. Örneklem gurubu olarak rastgele seçilen 400 kamu çalışanlarına anket formu dağıtılmış olup eksiksiz bir şekilde cevaplandığı varsayılan toplam 310 anket değerlendirmeye tabi tutulmuştur. Dolayısıyla ana kütleyi temsil eden örneklem sayısı 310 kişiden oluşmaktadır. Bu araştırmada elde dilen sonuçlar örneklemin temsil ettiği Afganistan'ın başkenti olan Kabil ve Türkiye'nin Manisa ilinde kamu kurumlarında faaliyet gösteren çalışanlar ile sınırlıdır. Araştırmanın en önemli kısıtlarından biri de örneklem gurubunun kamu kurumlarında çalışan bireylerden oluştuğu için, anket formunun cevaplama konusunda mesleki kaygı ve çekinceleri nedeni ile baskı hissetmiş olabilecekleri varsayılmaktadır.

Yöntem:

Araştırma, nicel araştırma olarak tasarlanmış ve tarama (survey) yöntemiyle gerçekleştirilmiştir. Araştırmada veriler toplanmasında anket tekniği kullanılmıştır. Örnekleme yöntemi olarak kolayda örnekleme yöntemi kullanılmıştır. Katılımcılara uygulanan anket formunda 3 ana bölüm ve toplam 57 ifade bulunmaktadır. Anket formunun ilk bölümünde, katılımcıların demografik özelliklerine ilişkin (cinsiyet, yaş, medeni durum, eğitim düzeyi, çalışma süresi ve kurum içindeki pozisyonu gibi) tanımlayıcı bilgilerin belirlenmesine yönelik sorular bulunmaktadır. İkinci bölümünde, katılımcıların örgüt kültürü algısını belirlemeye yönelik Danışman ve Özgen (2003)'in geliştirdiği "örgüt kültürü envanteri" ve üçüncü bölümünde ise, çalışanların motivasyon düzeylerini belirlemeye yönelik İnce (2003) tarafından geliştirilen "motivasyon ölçeği" kullanılmıştır. Ölçeklerin güvenilirlik katsayıları 0,89 ve 0,90 olarak belirlenmiştir. Ölçekler için 5'li Likert ölçeği kullanılmıştır. Çalışmada, frekans ve yüzde, ortalama ve standart sapma, güvenilirlik analizi, çarpıklık ve basıklık analizi, Pearson korelasyon testi, regresyon analizi ve bağımsız gruplar t-testi uygulanmıştır.

Bulgular:

Araştırma sonuçlarına göre elde edilen bulgular şu şekildedir: Araştırmaya katılan katılımcıların 154'ü Türkiye'deki kamu örgütlerinde, 156'sı ise Afganistan'daki kamu örgütlerinde çalışmaktadır. Tanımlayıcı istatistik analizi sonucunda, katılımcıların örgüt kültürü algılarının ve motivasyon düzeylerinin ortalamanın üzerinde olduğu görülmüştür. Araştırma kapsamındaki kamu örgütlerinde yaygın kültürün "hiyerarşi eğilimi" en az görülen kültürün "açıklık eğilimi" olduğu belirlenmiştir. Korelasyon analiz sonucunda ise Örgüt Kültürü ve alt boyutları ile Motivasyon ve alt boyutları arasında pozitif yönlü ve istatistiksel olarak anlamlı ilişkiler bulunmuştur. Regresyon analizi sonucunda örgüt kültürünün motivasyon üzerinde kısmen etkili olduğu tespit edilmiştir. Örgüt kültürü ve motivasyon ölçek puanlarının ülkeye göre karşılaştırmalı olarak ölçmek amacıyla yapılan T-testi sonucunda, genel olarak Türkiye'deki kamu çalışanları ile Afganistan'daki kamu çalışanları arasında örgüt kültürü ve motivasyon algısı açısından anlamlı bir fark olmadığı görülmüştür. Ancak boyutlar kapsamında bakıldığında iki ülke arasında örgüt kültürünün "klan eğilimi", "açıklık eğilimi" ve "hiyerarşi eğilimi" boyutlarında ve motivasyonun "iletişim" ve "güven" boyutlarında anlamlı farklar bulunmuştur.

Sonuç ve Tartışma:

Örgütlerin başarısı ya da başarısızlığı insan kaynaklarına bağlıdır. Dolayısıyla örgütlerin rekabette üstünlük sağlayabilmek için insan unsurunu merkeze alması örgüt kültürü ve motivasyon kavramlarını önemli bir konu olarak öne çıkarmaktadır. Kamu ya da özel örgütlerde örgüt kültürü ile personel motivasyonu arasında anlamlı bir ilişki olduğunu bu konuda yapılan araştırmalar kapsamında söylemek mümkündür. Bu bağlamda örgütlerin çalışanlar tarafından benimsenen güçlü bir kültüre sahip olması bireysel ve örgütsel motivasyon düzeyinin artmasını sağlamaktadır. Bu da örgütsel verimliliğin ve başarının artmasını beraberinde getirmektedir. Her örgütün kendine has bir kültürü olduğu gibi her ülkenin de kendine has bir kültürü vardır. Türkiye ve Afganistan'daki kamu örgütlerinde çalışanların örgüt kültürü ve motivasyon algılarının ülkelere göre farklılık gösterip göstermediğini belirlemek ve katılımcıların algılarına göre örgüt kültürü ile motivasyon arasında anlamlı bir ilişki bulunup bulunmadığını ortaya koymak amacıyla yapılan bu araştırmadan elde edilen sonuçlar şu şekildedir: Araştırmaya katılan katılımcıların 154'ü Türkiye'deki kamu örgütlerinde, 156'sı ise Afganistan'daki kamu örgütlerinde çalışmaktadır. Yapılan analizlere göre, örgüt kültürü ve personel motivasyonu arasında istatistiksel olarak anlamlı pozitif yönlü ve güçlü bir ilişkinin olduğu tespit edilmiştir. Buna göre örgüt kültürünün motivasyon üzerinde olumlu etkisinin olduğu ortaya konulmuştur. Bu sonuçlar literatürle uyumludur. Afganistan'daki kamu çalışanları ile Türkiye'deki kamu çalışanlarının örgüt kültürü ve motivasyon düzeyi bakımından istatistiksel açıdan anlamlı bir fark bulunmadığı söylenebilir. Bu çalışmada elde edilen bulgulardan hareketle iki farklı ülkedeki kamu çalışanları arasında örgüt kültürü ve motivasyon algısında anlamlı bir farklılık bulunmamasının sebepleri araştırılarak, gelecek araştırmalarda örgüt kültürü açısından yeni pencereler açılabilir. Bu anlamda örgüt kültürü ve motivasyon arasındaki ilişkinin gelişmesine, yeni yönetim yaklaşımlarının oluşmasına katkı sunulabilir. Çalışanların performansıyla doğrudan ilişkili bu iki değişken üzerinde kapsamlı daha fazla araştırmaların yapılmasının literatüre önemli katkısı olabilir.

1. INTRODUCTION

As a path of understanding organizational system in the past 30-year organizational culture has obtained public acceptances. According to Griffin and Moorhead (2007, p. 456), culture is the basic section of an organization's intrinsic environment. Values, beliefs, behaviors, customs, and attitudes are very important parts of organizational culture and help organizational employes understand what they stand for, how things are done by them, and what is significant for them. Hofstede (1997, p. 47) argued that organizational culture is the collective mental programming that distinguishes members of one organization from another.

Organizational culture sets priorities and expectations by making people learn and understand what is important and defining actions direct to punishment and reward. In addition, Brown (1998, p. 221) intoducrd that there is a connection culture and motivation elements that is necessary for the performance of the organization. Organizational culture has a significant impact on performance, growth and success. According to Nişancı (2012, p. 1284), organizational culture, which is the product of an organized community, guides individuals about what they should do and how they should behave within the organization. It facilitates the identification of people in the organization and enables faster and more effective implementation of decisions. It reduces intra-organizational complexity and facilitates coordination. It motivates employees by providing general behavior patterns and rules on how to control and solve problems in the organization, giving them the opportunity to realize themselves. Motivation is an employee's interest in and efforts towards work-related activities. In addition, it is the inner effort that causes the individual to decide to take action (Broussard & Garrison, 2004, p. 684). In order for organizations to be more effective and productive, organizational culture and motivation variables, which have been the subject of many studies recently, have been discussed as the research subject of this study.

The basic goal of this study is to examine the effect of organizational culture on employee motivation in a comparative way in public institutions in Turkey and Afghanistan. Theoretical framework of the research: To understand whether the relationship between organizational culture and personnel motivation differs according to countries; to determine whether there is a relationship between the organizational culture variable and the motivation variable; If there is a relationship between organizational culture and employee motivation, it is determined to reveal the direction of this relationship. In addition, no study has been found in the domestic literature that comparatively examines the relationship between organizational culture and motivation in different countries. In this context, it is thought that the study will make an important contribution to the literature.

2. LITERATURE

2.1. The Concept of Organizational Culture and Its Importance

Organizational culture is a research topic that gained importance and started to be studied in the 1980s. Organizational culture is the representation of the basic values, beliefs and assumptions existing in an organization and the behavior patterns arising from these shared values, which show the connection between the assumptions of the organization and its values and behaviors (Denison, 1990, p. 196).

Mintzberg (1989, p. 221) organizational culture "Every organization has a culture that describes how it does what it does. What is important here is a more specific culture, a system of richly developed and deeply embedded values and beliefs that serve to distinguish one organization from others. Locke (2009, p. 392) defines organizational culture as "a system of shared beliefs and values regarding the structure, processes and control systems of the organization in order to create behavioral norms".

According to Deshpande and Webster (1989, p. 5), organizational culture is the set of common values and beliefs that make it easier for individuals to understand the functioning of the organization and also create norms for the individual's behavior in the organization. Organizational culture can be expressed as norms and values that direct the behavior of individuals (Luthans, 2011, p. 72). Bakan et al. (2004, p. 20) examined the definitions in the literature and developed the following definition: Organizational culture is accepted by the individuals of the organization and determines the future of the organization by arranging the ties between people and groups in the organization, relations with the environment, activities, in other words the organizational structure. It is the whole of attitudes, behaviors, values and norms that hold together.

In line with the definitions above, it can be said that organizational culture has a function that shapes the behavior of the personnel, ensures the integration of the organization with the society and affects its relationship with the

environment. Organizational culture reflects the identity of the organization, its quality, the values it adopts, and enables it to be recognized in the environment. Thus, culture reflects its value, its social standards, and the way it relates to other organizations and individuals in the environment. With this aspect, it can be said that culture is one of the most important tools that affect the image, value and success of the organization before the society (Eren, 1998, p. 86-87).

2.2. Elements of Organizational Culture

Organizational culture has two stratums. The first stratum is values and beliefs. It consists of tangible symbols such as dress, behavior, ceremony, myth and legend. Another stratum of organizational culture is the basic stratum or basis of an organization's culture, like values, assumptions, beliefs, and conceptual processes of individuals and organizational members. This stratum actually makes up the accurate culture of the organization. The factors that constitute the culture of an organization are: values, beliefs, corporate social process and norms, heroes, language, stories and myths. These factors are explained as follows (Güçlü, 2003, p. 150):

Values: Organizational culture values are generally a reflection of the values of the society and the environment in which the organization is located. Values form the basis for employees to understand what is right and what is wrong (Güçlü, 2003, p. 151).

Beliefs: beliefs express what people think and whether it is true.

Institutional social process and norms: Another important factor in creating and developing organizational culture is the social process of the organization. The social process in organizations is pre-service and in-service training. Occasionally, employees in the organization may develop norms as time goes on. Norms reflect typical and accepted behavior in an organization. (Bütüner, 2011, p. 23).

Heroes: Heroes are a factor that exemplifies the past of an organization and the success of past institutions, managers, and its purpose is to motivate employees and follow this methodology. Heroes are individuals who have done the most profitable services in the business in the past and have become giants because of these services and have made the business successful (Köse et al. 2001, p. 230).

Language: Basically, every organization has its own language just as every country has its own language. This language gives meaning to people working in the same organization. Many organizations use language to designate the member of the culture within the organization. (Köse et al., 2001, p. 224).

Stories and Myths: Stories and myths serve as a bridge between the past and present position of the organization. In other words, these are the culture carriers that emerge as a result of the stories told about the past of the organization exaggerated by the people in the organization (Ertaş, 2019, p. 238).

Organizational culture can be weak or strong. Martin (2005, p. 382) emphasizes that "a strong organisation, the core values of the organization are strongly held and widely shared". When the factors that make up the organizational culture are adopted by the majority of the employees, a strong culture is formed. In organizations where a strong organizational culture is dominant, the organizational commitment and motivation of the employees increase. On the other hand, if the employees do not adopt the common beliefs, values and norms of the organization, there is a weak organizational culture. In this case, the organizational commitment and motivation of the employees are low (Robbins and Judge, 2016, p. 514).

2.3. Organizational Culture Models

There are many organizational culture models in the literature that explain the cultures of organizations from different perspectives. All describe organizational practices and provide information about organizational culture in terms of organizational values, practices, and types of leaders. Among the organizational culture models, models that are used more generally and that are created as a result of extensive studies have been developed. These models are; Hofstede Model, Parsons Model, Deal and Kennedy Model, Johnson and Scholes Model, Handy Model, Schien Model, Denison Model, Cameron and Quin Model, Consultant and Özgen Model. In this study, the Consultant and Özgen Models, which are organizational culture models, were used. This model can be summarized as follows:

Organizational culture has been studied in various dimensions according to different perspectives. "These dimensions were reconsidered by Danışman and Özgen (2003), some dimensions were considered to have the

same meaning and were combined and adapted to the national culture". The dimensioning made by Danışman and Özgen (2003, p. 106-107) has nine dimensions and was used in the implementation of the study.

Prescriptive tendency; Prescriptive, bureaucratic and controlling behaviors are observed. It means paying attention to obeying the rules.

Hierarchy tendency; Obedience is the tendency for power, authority, or equality and participation. In this dimension, hierarchy, authority, command-command relations, clarity of roles and positions, functionality or participation and equality in the business environment are in question. Status and authority are critically important in this trend.

Clan tendency: It can also be called family and relationships tendency. There is a view of the work environment as a family environment and caring about interpersonal relationships. Behaviors such as dealing with the private problems of the members of the organization are exhibited.

Supportive tendency: It can also be expressed as person disposition or business disposition. In the business environment, emphasis is placed on the initiative of employees and the protection of their individual rights. Duties are expected to be done accurately and employees are expected to be self-sacrificing.

Tendency to trow: Flexibility, growth, adaptability or stability and stagnation. It expresses the degree of importance of the trends among them.

Openness tendency: It refers to the ability to openly discuss problems in disputes and conflicts, and the degree of support or inhibition when decisions are easily discussed and openly made.

Professionalism tendency: It is expressed as the importance of rationality, success and competence. The degree to which performance-based employment and promotion, and clear role definitions, is important.

Team tendency: Reflects the tendency to adopt collective behaviorism or individualism in studies. It is important to create unity and cooperation in a team spirit.

Outcome Trend: It can also be called process trend. It expresses the degree of importance of the results or processes that express the way the work is done. The focus is on the result rather than the way the work is done.

2.4. The Concept of Motivation and Its Importance

Based on definition of Kressler (2003), the term motivation is taken from the word Latin meaning "to move". The topic of motivation has defined by diffrent experts in sevral ways. Consequently, we can not fiind a specific theory that determines the motivation of people at a certain time (Lazear and Gibbs, 2009, p. 129).

According to Maslow (1954) people's needs and wants differ at different times. In the view of Armstrong and Baron (2005, p. 11) the reason of doing a job is motivation and motivation theory is consist of the factors that inspire to treat in diffrent ways. Moreovere, based on the definition of Torrington et al. (2009, p. 276) concept of motivation as the tendency to go further expectations by acting internally rather than external elements. The level of inspiration related to the degree to which individuals think their motivational needs will be fulfilled. In Tevrüz's (1997, p. 68) see, inspiration is the eagerness to apply a tall level of exertion towards the organizational objective, which is conditioned by the capacity to form an exertion to meet person needs. Too, the foremost critical viewpoint of inspiration is its mental angle. In this manner, inspiration is characterized as the mental handle that decides the reason and heading of behavior, and it is the propensity to act purposely in arrange to get an neglected require and, in turn, the want to perform (Kreitner, 2004, p. 3).

There are two sorts of inspiration: inherent inspiration and outward inspiration (Deci, 1971, p. 55). Representatives can feel spurred at whatever point they see that the work is curiously. Workers lean toward to be remotely persuaded when they see installment and cash as the leading result of their endeavors (Deci, 1971, p. 109-110). Hence, the part of inborn and outward inspiration cannot be disregarded. Both are imperative. Deciding the sort of inspiration is up to the representatives. A few are inherently persuaded whereas others are outwardly persuaded. In any case, both are based on certain variables: individual characteristics of workers, such as their behavior, capacities, convictions, states of mind, and desires; The nature and nature of their work; It is the nature of the organization such as methods, observing framework, stipend framework and human asset administration framework (Nicholson, 2003, p. 60). Motivation is the key to improving performance (Raj, 2017, p. 164).

Motivation is a skill that can and should be learned. This is essential for the survival and success of any organization. Organizations accept success as a function of performance, ability and motivation (Ünsar et al., 2010, p. 250).

2.5. Motivation Tools

There are various tools to motivate employees within the organization. The most important motivating tools among these tools are grouped under three headings as economic, psycho-social, organizational and managerial motivators. These tools are also divided according to their features. The said tools can be summarized as follows (Ölçer, 2005, p. 3):

Economic tools: The individual needs money to survive. The purpose of economic tools is to increase employee motivation with monetary tools. In this context, there are elements such as wage increase, premium wage, profit sharing, social rights and economic rewards.

Psycho-social tools: It includes practices that appeal to the spiritual world of the individual and are based on value judgments. In this context, there are elements such as free working conditions, value and status, an environment of trust, respect for private life, appreciation and sharing in the success of the enterprise, adaptation to the environment and a suggestion system.

Organizational and managerial tools: These are the tools that aim to mobilize the employees towards the goals of the organization. In this context, there are elements such as goal setting, equality of authority and responsibility, organizational support, promotion opportunities, communication, flexibility and providing appropriate working conditions.

2.6. The Relationship between Organizational Culture and Staff Motivation

Organizational culture is one of the foremost critical inside and outside variables that propel work force in an organization. As seen in the second part of the research, motivation and psychological attitudes awakened in the person rather than external factors play a productive role for the motivation of the personnel. The motivation of the personnel is important for the organization to reach its goal. At the same time, every organization has its own culture and this culture affects the behavior and perceptions of the personnel towards the job. Therefore, examining the relationship between these two concepts has been considered important by many researchers. A few ponders on the relationship between organizational culture and motivation concepts are included in this area. A few of these ponders were created by nearby and a few by remote creators (Bilegt, 2012, p. 64-65). In the doctoral thesis study conducted by Kavi (2006), the effect of organizational culture on motivation was examined in terms of employees. In this context, it has been tried to determine the organizational culture and employee motivation levels of the institutions serving in the private finance and banking sectors. A questionnaire consisting of scales to determine motivation level and organizational culture type was applied to 190 people in three enterprises. In order to measure the level of motivation, scales were prepared by considering Maslow's Hierarchy of Needs model. The Double S model developed by Goffee and Jones was used to reveal the organizational culture type of businesses. The result obtained in the research shows that there is a positive relationship between organizational culture and motivation. In addition, the motivation of the employees reveals that the business is affected by the organizational culture by joining other factors.

The inquire about on "Organizational culture as related to motivation: A ponder on steel fabricating businesses in India" by Nayak, Padhi, Barık, Mohanty, and Pradhan (2011) was distributed within the 2011 issue of the European Diary of Social Scienes.The subject of the research is to examine the relationship between organizational culture and motivation. In this context, answers were sought to the following questions: What is the effect of organizational culture on employee motivation?, What are the strategies to be implemented to increase employee motivation?, What are the difficulties faced by employees while being motivated and engaged in their work?, What are the requirements for managers and employees to stay motivated for a long time in India's public and private manufacturing sector?

The point of the investigate is to relate the benefits of organizational culture with worker inspiration. Survey strategy was utilized to gather investigate information. In order to measure the effectiveness of intrinsic and extrinsic motivation factors in the survey, questions about the job were generally asked to the employee. For example, job security, pay, benefits of the job, opportunities for promotion, job conditions, job interest, criticism and appreciation of the manager, working hours.

In the research, factors such as context sensitivity, avoidance of uncertainty, universalization, power range, and perceived role are used as the variables that make up the organizational culture. In this context, it is stated that organizational culture has a vital role in employee motivation.

As a result of this theoretical study on the concept of motivation, it has been learned that the importance of internal and external factors affecting motivation is great. Therefore, researchers consider either internal factors or extrinsic factors when constructing motivational models.

Inspiration could be a key component of organizational culture. Organizational culture plays an imperative part in how individuals feel approximately their work, inspiration level, commitment and work fulfillment in an organization. These sees, Sempane et al. (2002) clarified that individuals are key components of competitiveness which organizations can show a profoundly complex social structure due to their cultural quality. There's a clear interdependency between the organization and its workers, in which both parties impact their potential to attain victory. Such a relationship makes a relationship between worker inspiration and work fulfillment (Schneider & Snyder, 1975). Looking at investigate, there's prove that inspiration and work fulfillment cannot be considered independently. Organizational culture should be taken into consideration in arrange to realize organizational objectives and guarantee representative inspiration (Sempane et al., 2002). However, for some managers, there has been a problem with how to motivate employees towards goals (Koç ve Topaloğlu, 2012, p. 203). Concurring to Hofstede (2001), recognition of the work done by the staff will make them work harder within the future.

By looking at the five sources of inspiration proposed by Kanter (1989), it can be seen that inspiration is socially subordinate. It subtle elements representative inspiration, mission (rousing workers to accept within the significance of their work), motivation control (getting workers control of their careers), share of esteem creation (fulfilling workers for fruitful endeavors), learning (giving learning openings), and notoriety (for the representative themselves) giving you the opportunity to urge a title). These five inspirations are connected to the work of Denison (1990) and Truskie (1999) as all three sources center on the same general areas. In conclusion, it can be seen that there's a interface between inspiration and culture, as unequivocally coordinates societies will frequently lead to a persuaded workforce.

3. RESEARCH METHODOLOGY

In this area, the field investigate and discoveries carried out in line with the reason of the investigate are included. In this setting; Data on the subject, reason and significance of the investigate, questions, speculations, restrictions, strategy, scales utilized, universe and test, information collection, measurable strategies utilized, discoveries and assessment issues related to the inquire about comes about are given.

3.1. The Reason and Significance of the Research

The main purpose of the research is to determine whether the organizational culture perceptions and personnel motivation levels of the employees in public organizations in Turkey and Afghanistan differ according to the country variable and to determine the relationship between organizational culture perceptions and personnel motivation. Another purpose of the study is to examine the effect of organizational culture sub-dimensions of employees on their perceptions of personnel motivation. The hypotheses formed in line with the purpose of the research are as follows.

3.2. Research Hypotheses

H1: There is a positive and significant relationship between organizational culture and personnel motivation.

- **H1a:** There is a positive and significant relationship between the normative tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).

- **H1b:** There is a positive and significant relationship between the clan tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).

- **H1c:** There is a positive and significant relationship between the supportive tendency of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).

- **H1d:** There is a positive and significant relationship between organizational culture's development tendency sub-dimension and motivation sub-dimensions (interest, communication, trust, satisfaction).

- **H1e:** There is a positive and significant relationship between the openness tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).
- **H1f:** There is a positive and significant relationship between the hierarchy tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).

H2: Organizational culture perception has a positive and significant effect on personnel motivation.

- **H2a:** The normative tendency sub-dimension of organizational culture has a positive and significant effect on the motivation level.
- **H2b:** The clan tendency sub-dimension of organizational culture affects the motivation level positively and significantly.
- **H2c:** The supportive tendency of organizational culture sub-dimension affects the motivation level positively and significantly.
- **H2d:** Organizational culture's development tendency sub-dimension has a positive and significant effect on the motivation level.
- **H2e:** The openness tendency sub-dimension of organizational culture affects the motivation level positively and significantly.
- **H2f:** The hierarchy tendency sub-dimension of organizational culture affects the motivation level positively and significantly.

H3: There is a significant difference in the perception of organizational culture according to the country variable.

H4: There is a significant difference in motivation perception according to the country variable.

3.3. Duration and Limitations of the Research

The subject of the study is too broad and detailed to be analyzed in a single study. For this reason, the scope of the research is limited to public personnel working at various levels in the Afghan capital city of Kabul and Turkey's Manisa province, depending on the public institutions of Afghanistan and Turkey. It is important for the reliability of the results to apply a questionnaire to the selected sample group in a certain time period. It is assumed that the questionnaire used as a data collection tool in the research is understandable by all participants. It is limited to the correct counting of the answers given to the questionnaires used as a data collection tool. The results obtained in this research are limited to the employees working in public institutions in Kabul, the capital of Afghanistan, and Manisa province of Turkey, which the sample represents. One of the most important limitations of the research is that since the sample group consists of individuals working in public institutions, it is assumed that they may have felt pressure to answer the questionnaire due to professional concerns and reservations.

3.4. Method

The examination of the data was made with the SPSS 25 program and it was examined with a certainty level of 95%. Recurrence (n) and rate (%) for categorical (subjective) factors, cruel (X), standard deviation (ss), least and most extreme insights for numerical (quantitative) factors are given. The reliability of the sub-dimensions of the scales was calculated. A method to look at the similarity of the scores gotten from the Organizational Culture and Motivation scales to the ordinary dispersion is the calculation of skewness and kurtosis values. The kurtosis and skewness values gotten from the scale scores between +3 and -3 are considered adequate for the typical conveyance (Groeneveld and Meeden, 1984; Hopkins and Weeks, 1990; DeCarlo, 1997). Appropriately, it can be said that the scale scores appear a ordinary dispersion. Hence, parametric strategies were utilized within the examinations. Pearson relationship test, relapse examination, free bunches t test were utilized within the ponder. Free bunches t-test may be a test procedure utilized to compare two autonomous bunches in terms of a quantitative variable. Ethics committee endorsement dated 02.01.2020 and numbered 2020/01 was gotten from Manisa Celal Bayar University Social and Human Sciences Logical Inquire about and Distribution Ethics Committee for this study.

3.5. Universe and Sample

The universe of the research consists of personnel working at various levels in public institutions in Kabul, the capital of Afghanistan, and Manisa, Turkey. A questionnaire form was distributed to 400 public employees who were randomly selected as the sample group, and a total of 310 questionnaires, which were assumed to be answered

completely, were evaluated. Therefore, the sample number representing the main mass consists of 310 people. The reason why the city of Kabul, the capital of Afghanistan, was preferred as the research universe, in terms of the majority of the population, compared to other regions of Afghanistan, the age, race / ethnicity, political view, language, religion, etc. of the people living in this region. It can be expressed as the fact that there are more differences in the social structure and therefore the individuals are more likely to encounter discrimination practices in the social structure. The reason why Manisa is preferred is the thought that the research can be carried out easily because the researchers live in this city. It is thought that the realization of the research in public institutions will contribute to obtaining healthier information on the relationship between organizational culture and personnel motivation.

3.6. Data Collection Technique

The research was designed as a quantitative research and was carried out with the survey method. Studies aiming at collecting data to determine certain characteristics of a group are called surveys (Büyüköztürk et al., 2014, p. 14). Questionnaire technique was used to collect the necessary data in the research. In the research, first of all, a comprehensive literature review about organizational culture and personnel motivation was made, and the necessary theoretical infrastructure was created. The questionnaire was applied to the employees personally, as it measures at the individual level. The implementation of the questionnaires started on 20 August 2019 and the collection of the questionnaires was completed as of 30 February 2020. Non-probability convenience sampling method was used as the sampling method.

Considering the voluntary basis of answering the questionnaires, the participants were asked not to write their names and the name of the unit they work in so that the questionnaire could be answered correctly and not cause concern. In this context, the questionnaire applied to public employees consists of 3 main parts and a total of 57 statements.

The first part of the questionnaire consists of 8 open and closed-ended questions to determine descriptive information about the demographic characteristics of the participants (such as gender, age, marital status, education level, working time and position in the institution).

In the second part of the questionnaire, there are 24 statements to measure the importance of the organizational culture of the participants. The Organizational Culture questionnaire was tried to be measured with the organizational culture scale, which was developed by Danışman and Özgen (2003) to measure 9 dimensions with 53 questions, and then rearranged as 6 dimensions and 24 questions by Şeşen (2010). Written permission was obtained for the use of the scale. The importance level of each statement in this section is based on a 5-point Likert scale, such as "I Strongly Disagree-1", "Slightly Agree-2", "Agree Somewhat-3", "Mostly Agree-4", "Strongly Agree-5" It was rated as "" and was evaluated between 1-5.

In his study, Şeşen (2010) determined that some dimensions express tendencies close to each other and arranged the scale as 6 dimensions and 24 question items.

1. Prescriptive Tendency; 1, 2, 18, 23.
2. Hierarchy Tendency; 10, 11, 19, 20.
3. Clan Tendency; 3, 12, 21, 24.
4. Supportive Tendency; 4, 5, 13, 14.
5. Development Tendency; 6, 7, 15, 16.
6. Openness Tendency; 8, 9, 17, 22.

In the study conducted by Şeşen (2010), the reliability values of the dimensions were determined as 70, 77, 79, 83, and 71, respectively.

In the third part of the questionnaire, there are 33 statements to measure the motivation levels of the employees. In this part of the questionnaire, the "Motivation Scale" developed by İnce (2003) and validated by the same researcher was taken from İnceoğlu's (2018) master's thesis and used. For the use of the scale, İnce (2003) and İnceoğlu (2018) could not be reached, and permission was requested from İnceoğlu's thesis advisor, provided that necessary citations were made. The motivation scale was evaluated within the scope of four dimensions.

1. Interest; 2, 8, 11, 14, 16, 19, 21, 23, 26, 27.

2. Communication; 6, 9, 10, 15, 17, 22, 28, 30.

3. Trust; 1, 3, 4, 7, 12, 18, 24, 31, 32.

4. Satisfaction; 5, 13, 20, 25, 29, 33.

Items 3, 7, 12, 15, 19, 22, 26, 29, 31 in the scale have negative expressions and require reverse scoring.

The scales were translated into Persian in accordance with the original and used in this way. Participants were asked to indicate their level of agreement for each statement on a 5-point Likert-type scale. The scale was coded as "Strongly Disagree-1", "Disagree-2", "Undecided-3", "Agree-4", "Strongly Agree-5" and was evaluated between 1-5.

In order to check whether the questionnaire was understood by the subjects, it was pre-tested by applying it to 20 lecturers at public and private universities in Afghanistan's Tahar province. After the necessary corrections were made, the questionnaire was given its final form.

Questionnaires within the scope of the research were carried out by the researcher through face-to-face interviews and e-mail. Questionnaire forms were distributed to 400 public employees who were examined as a sample group, and a total of 310 questionnaires, which were assumed to be answered completely, were evaluated. The return rate of the questionnaires was calculated as 77,5%.

4. FINDINGS

SPSS 25.0, a ready-made statistical package program, was used for the analysis of the data obtained by the survey method. Frequency Analysis on demographic characteristics and Normality test were used to examine whether the data showed a normal distribution. Descriptive Statistical Analysis and Correlation Analysis for organizational culture and its sub-dimensions and Motivation sub-dimensions were used. Regression Analysis was used to determine the effect of organizational culture on motivation and t-Test was used to examine whether there is a difference in organizational culture and motivation perceptions according to the country variable. The findings obtained as a result of the analysis were interpreted in accordance with the purpose of the research.

4.1. Reliability Analysis Findings

The Cronbach's alpha coefficient ranged from 0 to 1, and according to the evaluation criteria, it was stated that "if $0.00 < 0.40$ the scale is unreliable, if $0.40 < 0.60$ the scale has low reliability, if $0.60 < 0.80$ the scale is highly reliable and if $0.80 < 1.00$ the scale is highly reliable". (Tavşancıl, 2005). According to the results of reliability analysis, reliability is high in Organizational Culture and Motivation scales.

Table 1. Results of Organizational Culture Reliability Analysis

Dimensions	Cronbach's Alfa	Item Count
Prescriptive Tendency	0.732	4
Clan Trend	0.668	4
Supporting Tendency	0.796	4
Development Tendency	0.813	4
Openness Tendency	0.716	4
Hierarchy Tendency	0.733	4
Organization culture	0.892	24

As seen in Table 1, reliability analysis was made for the Organizational Culture Scale in this study, and the Cronbach alpha (α) internal consistency coefficient was found to be 0.892 for the organizational culture scale. In this sense, it has been seen that the scale has a high level of reliability. However, in the reliability analysis conducted for the organizational culture scale sub-dimensions, it was determined that the Cronbach alpha (α) internal consistency coefficient was 0.732 for Prescriptive Tendency, 0.668 for Clan Tendency, 0.796 for Supportive Tendency, 0.813 for Development Tendency, 0.716 for Openness Tendency, and 0.733 for Hierarchy Tendency has been done.

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Table 2. Results of Motivation Scale Reliability Analysis

Dimensions	Cronbach's Alfa	Item Count
Interest	0.630	10
Communication	0.739	8
Confidence	0.824	9
Satisfaction	0.793	6
Motivation	0.901	33

As seen in Table 2, the Cronbach alpha reliability coefficients for the Motivation Scale were calculated as 0.630 for the Concern dimension, 0.739 for the Communication dimension, 0.824 for the Confidence dimension, and 0.793 for the Satisfaction dimension. In this study, reliability analyzes were made for the Motivation Scale and the Cronbach's alpha (α) internal consistency coefficient was found to be 0.901 for the motivation scale.

4.2. Demographic Caracteristics of Individuals

The demographic characteristics of the Turkish and Afghan participants (gender, age, marital status, education level, position, work experience and working time in the institution) are given in Table 3.

Table 3. Demographic Characteristics of Individuals

Turkish Participants			Participants from Afghanistan		
Gender	**N**	**%**	**Gender**	**N**	**%**
Man	89	57.6	Man	119	76.7
Woman	65	42.4	Woman	37	23.3
Age	**N**	**%**	**Age**	**N**	**%**
Under 25	2	1.3	Under 25	47	29.7
26-30	15	9.6	26-30	47	29.7
30-35	34	21.8	30-35	32	20.3
36-40	43	27.6	36-40	14	8.9
40-50	46	29.8	40-50	8	5.6
Over 50	14	9.9	Over 50	8	5.6
Marital status	**N**	**%**	**Marital status**	**N**	**%**
Married	113	72.4	Married	95	60.1
Unmarried	27	18.3	Unmarried	56	35.4
Divorced/Widowed	14	9.3	Divorced/Widowed	5	4.5
Education level	**N**	**%**	**Education level**	**N**	**%**
Primary school	1	0.6	Primary school	5	3.2
Middle School	12	7.7	Middle School	2	1.3
High school	16	10.6	High school	7	4.4
Associate degree	21	13.7	Associate degree	10	6.3
Licence	79	50.7	Licence	118	74.7
Postgraduate	26	16.7	Postgraduate	16	10.1
Position	**N**	**%**	**Position**	**N**	**%**
Employee	138	89.4	Employee	128	82.3
Manager	16	10.6	Manager	28	17.7
Experience	**N**	**%**	**Work experience**	**N**	**%**
Under 5 years	18	11.5	Under 5 years	71	44.9
5-10	44	28.2	5-10	54	34.2
11-15	16	10.3	11-15	17	11.8
15-20	13	8.3	15-20	4	2.6
Over 20	63	41.7	Over 20	10	6.5

Turkish Participants			Participants from Afghanistan		
Working period in the institution	**N**	**%**	**Working period in the institution**	**N**	**%**
Under 5 years	37	23.7	Under 5 years	92	58.8
5-10	59	37.8	5-10	54	34.2
11-15	15	9.8	11-15	17	11.8
15-20	19	12.5	15-20	4	2.6
Over 20	24	16.0	Over 20	10	6.5
Total (N)	154		Total (N)	156	
Number of General Participants	310				

As seen in Table 3, 57.6% of Turkish participants are male and 42.4% are female. The results showed that 29.8% of respondents fell in the 40 to 50 age group, 27.2% of respondents were between 36 and 40 years old, 21.8% were between 30 and 35 years old, and 9.9% were between 26 and 40 years old. It shows that he is between 30 years old. Therefore, the results show that most of the Turkish respondents (58.9%) are young and between the ages of 20-39. Considering the marital status of the Turkish participants, 72.4% are married, 18.3% are single and 9.3% are divorced. Overall, 50.7% of the Turks who answered the Questionnaire have a bachelor's degree, 16.7% have a graduate degree, 13.7% have an associate degree, and 10.6% have a high school diploma. Looking at the position status of the Turkish participants, 89.4% are employees and 10.6% are in managerial positions. Looking at their work experience, 41.7% are over 20 years, 28.2% are between 5-10 years and 11.5% are under 5 years.

76.7% of the Afghan respondents are male and 23.3% are female. The results showed that 29.7% of the participants fell into the under 25 age group, 29.7% were between the ages of 26 and 30, 20.3% were between the ages of 30 and 35, and 8.9% were between the ages of 36 and 40. shows that between Thus, the results show that most of the Afghan respondents (88.6%) are young and between the ages of 20 and 40. Considering the marital status of the Afghan respondents, 60.1% are married, 35.4% are single and 4.5% are divorced. Overall, 74.7% of the Afghan respondents who answered the Questionnaire have a bachelor's degree, 10.1% have a postgraduate degree, 6.3% have at least an associate degree, and 4.4% have a high school diploma. Considering the results of the positions of the participants from Afghanistan, 82.3% are employees and 17.7% are in managerial positions. Looking at their work experience, 44.9% are under 5 years, 34.2% are between 5-10 years and 11.8% are in the age group of 11-15 years.

4.3. Normality Results

Normality test was conducted for organizational culture and motivation scales. Skewness and Kurtosis were calculated as the range of -1, +1 to determine normality.

Table 4. Normality Results

Scales	Skewness	Kurtosis
Prescriptive Tendency	-0.03	-0.70
Clan Trend	-0.05	-0.75
Supporting Tendency	-0.05	-0.78
Development Tendency	-0.07	-0.80
Openness Tendency	0.16	-0.79
Hierarchy Tendency	-0.44	-0.42
Organization culture	-0.06	-0.48
Interest	0.03	0.00
Communication	-0.26	-0.32
Confidence	-0.17	-0.50
Satisfaction	-0.57	-0.44
Motivation	-0.03	-0.28

As seen in Table 4, Skewness-Kurtosis coefficients were used to determine the normality of organizational culture and motivation dimensions. coefficients -1; It is in the +1 range. Accordingly, the normal distribution was provided for Organizational Culture and Motivation sub-dimensions.

4.4. Descriptive Statistics Analysis Results

Analyzes were made by taking the arithmetic averages separately and integratedly for a total of 24 items and six dimensions in the organizational culture scale, which is the independent variable of the research. Motivation variable, which is the dependent variable, was analyzed by taking arithmetic averages as 33 items and four dimensions, again integrated separately. While the calculations were made, the lowest score was 5 (Five) and the highest score was 20 (Twenty), scoring was based on these criteria.

Table 5. Descriptive Statistics of Organizational Culture and its Sub-Dimensions

Culture Type	Mean	Standard Deviation	Minimum	Maximum
Prescriptive Tendency	12.37	3.60	5	20
Clan Trend	11.56	3.68	4	20
Supporting Tendency	11.50	3.84	4	20
Development Tendency	11.65	3.99	4	20
Openness Tendency	10.89	3.63	4	20
Hierarchy Tendency	13.38	3.74	4	20
Organization culture	71.35	16.01	33	114

According to Table 5, the averages and standard deviations of 6 organizational culture types were calculated in order to determine the culture type that is generally dominant among the employees in public institutions, and these results are shown in Table 5. It has been understood that there is a widespread Culture "Hierarchy Tendency" (M: 13.38) among the employees of the public institution. The Types of Hierarchy Tendency Culture are followed by "Rule-Oriented Tendency", "Development Tendency", "Clan Tendency", "Supporting Tendency" and "Openness Tendency" types, respectively.

Table 6. Descriptive Statistics of Motivation and its Sub-Dimensions

Types of Motivation	Mean	Standard Deviation	Minimum	Maximum
Interest	32.05	6.30	15	48
Communication	24.22	6.20	8	38
Confidence	27.53	7.31	11	45
Satisfaction	20.15	5.36	7	30
Motivation	175.30	31.71	99	260

According to Table 6, when the averages of the motivation sub-dimensions of the employees of public institutions are examined, it is seen that the "Interest Dimension" (Average: 32.05) is in the first place, followed by the "Trust Dimension", "Communication Dimension" and "Satisfaction" dimensions, respectively.

4.5. Correlation Analysis Results

Pearson correlations were calculated to determine the relationships between the variables. According to Kalaycı (2010), correlation coefficients should be evaluated based on the ranges shown in Table 7.

Table 7. The Relationship between Organizational Culture and Motivation Scale Scores

Dimensions		Interest	Communication	Trust	Satisfaction	Motivation
Prescriptive Tendency	r	0.032	0.048	0.199**	0.025	0.305**
	p	0.581	0.397	0.000	0.656	0.000
Clan Trend	r	0.322**	0.269**	0.417**	0.223**	0.631**
	p	0.000	0.000	0.000	0.000	0.000
Supporting Tendency	r	0.398**	0.361**	0.438**	0.348**	0.731**
	p	0.000	0.000	0.000	0.000	0.000
Development Tendency	r	0.406**	0.341**	0.467**	0.296**	0.719**
	p	0.000	0.000	0.000	0.000	0.000
Openness Tendency	r	0.271**	0.273**	0.352**	0.282**	0.627**
	p	0.000	0.000	0.000	0.000	0.000
Hierarchy Tendency	r	0.123*	0.218**	0.235**	0.130*	0.448**
	p	0.030	0.000	0.000	0.022	0.000
Organization culture	r	0.368**	0.357**	0.497**	0.309**	0.815**
	p	0.000	0.000	0.000	0.000	0.000

**p<0.01, *p<0.05 significant relationship, p>0.05 no significant relationship, Correlation coefficient power levels; $0<r<0.299$ weak, $0.300<r<0.599$ moderate, $0.600<r<0.799$ strong, $0.800<r<0.999$ very strong; Pearson Correlation

As seen in Table 7, as a result of the analysis, a positive and statistically significant relationship was found between the Organizational Culture score and the Motivation score ($p<0.05$).

While there was a positive and statistically significant relationship between the sub-dimension of organizational culture, the score of "Normalism Tendency" and only the Trust score, which is one of the motivation sub-dimensions ($p<0.05$); There was no significant relationship between the "Tenthality of Rulemaking" score and the scores of interest, communication and satisfaction.

There is a positive, statistically significant relationship between the sub-dimension of organizational culture, the "Clan Tendency" score and the motivation sub-dimensions, Interest, Communication, Trust, and Satisfaction scores ($p<0.05$).

There is a positive and statistically significant relationship between the sub-dimension of organizational culture, the "Supporting Tendency" score and the motivation sub-dimensions of Interest, Communication, Trust, and Satisfaction ($p<0.05$).

There is a positive and statistically significant relationship between the scores of the sub-dimension of organizational culture, "Propensity for Development" and the sub-dimensions of motivation, Interest, Communication, Trust, and Satisfaction ($p<0.05$).

There is a positive and statistically significant relationship between the scores of the sub-dimension of organizational culture, "Openness Tendency" and the sub-dimensions of motivation, Interest, Communication, Trust, and Satisfaction ($p<0.05$). It can be said that the H1e hypothesis was accepted within the scope of this finding.

There is a positive, statistically significant relationship between the sub-dimension of organizational culture, the "Hierarchy Tendency" score and the motivation sub-dimensions, Interest, Communication, Trust, and Satisfaction scores ($p<0.05$).

4.6. Regression Analysis Findings

Regression analysis was conducted to measure the effect of organizational culture on motivation. In this context, organizational culture was taken as the independent variable (X) and the motivation variable as the dependent variable (Y). The regression analysis results regarding the motivation of the employees of the organizational culture are given in Table 8 (*$p<0.05$ significant effect, $p>0.05$ no significant effect; Regression test).

Table 8. The Effect of Organizational Culture on Motivation

Dimentions		Coefficient Significance			Model Significance	
Interest	Prescriptive Tendency	-0.051	-0.940	0.348	12.815*	0.202
	Clan Trend	0.111	1.634	0.103		
	Supporting Tendency	0.232	2.830	0.005*		
	Development Tendency	0.269	3.319	0.001*		
	Openness Tendency	-0.103	-1.377	0.170		
	Hierarchy Tendency	-0.042	-0.726	0.468		
Communication	Prescriptive Tendency	-0.062	-1.093	0.275	9.300*	0.156
	Clan Trend	0.043	0.617	0.537		
	Supporting Tendency	0.213	2.528	0.012*		
	Development Tendency	0.137	1.638	0.102		
	Openness Tendency	0.003	0.040	0.968		
	Hierarchy Tendency	0.103	1.725	0.086		
Trust	Prescriptive Tendency	0.093	1.773	0.077	18.799*	0.271
	Clan Trend	0.181	2.791	0.006*		
	Supporting Tendency	0.131	1.675	0.095		
	Development Tendency	0.276	3.567	0.000*		
	Openness Tendency	-0.039	-0.541	0.589		
	Hierarchy Tendency	0.018	0.332	0.740		
Satisfaction	Prescriptive Tendency	-0.059	-1.029	0.304	7.628*	0.131
	Clan Trend	-0.007	-0.103	0.918		
	Supporting Tendency	0.262	3.058	0.002*		
	Development Tendency	0.065	0.765	0.445		
	Openness Tendency	0.077	0.986	0.325		
	Hierarchy Tendency	0.019	0.310	0.756		
Motivation	Organization Culture	0.815	24.682	0.000*	609.183	0.664

The model is statistically significant (p<0.05). Organizational Culture (β=0.815) It affects motivation positively (p<0.05). Organizational Culture explains 66.4% of the variation in motivation.

The model is statistically significant (p<0.05). Supportive Tendency (β=0.232) and Developmental Tendency (β=0,269) dimensions positively affect the Relevance dimension (p<0.05). These variables explain 20.2% of the variation in the dimension of interest.

The model is statistically significant (p<0.05). Supportive Tendency (β=0.213) dimension positively affects the communication dimension (p<0.05). These variables explain 15,6% of the change in the communication dimension.

The model is statistically significant (p<0.05). Clan Tendency (β=0.181) and Growth Tendency (β=0.276) dimensions positively affect the Confidence dimension (p<0.05). These variables explain 27.1% of the change in the confidence dimension.

The model is statistically significant (p<0.05). Supportive Tendency (β=0.262) dimension positively affects the Satisfaction dimension (p<0.05). These variables explain 13.1% of the variation in the satisfaction dimension.

4.7. T-test Results of Organizational Culture and Motivation Scale Scores

T-test was conducted to measure the comparison of organizational culture and motivation scale scores by country. Analysis results are given in Table 9.

Table 9. Comparison of Organizational Culture Scale Scores by Country

	Afghanistan		Turkey			
	Mean	Std. Dev.	Mean	Std. Dev.	T	P
Prescriptive Tendency	12.71	3.93	12.03	3.21	1.679	0.094
Clan Trend	12.32	3.56	10.80	3.67	3.696	0.000*
Supporting Tendency	11.43	4.22	11.57	3.44	-0.339	0.735
Development Tendency	11.89	3.94	11.42	4.04	1.039	0.300
Openness Tendency	11.34	3.89	10.44	3.30	2.204	0.028*
Hierarchy Tendency	12.60	4.26	14.17	2.95	-3.768	0.000*
Organization culture	72.28	18.42	70.43	13.18	1.021	0.308

*p<0.05 significant difference, p>0.05 no significant difference; t test

As seen in Table 9, there is a difference between the employees in Afghanistan and the employees in Turkey in terms of Clan Tendency score (p<0.05). Employees in Afghanistan have a higher Clan Tendency level (12.32).

There is a difference between the employees in Afghanistan and the employees in Turkey in terms of Openness Tendency score (p<0.05). Employees in Afghanistan have a higher Tendency to Openness (11.34).

There is a difference between the employees in Afghanistan and the employees in Turkey in terms of Hierarchy Tendency score (p<0.05). The Hierarchy Tendency level of employees in Turkey is higher (14.17).

There is no difference between the employees in Afghanistan and the employees in Turkey in terms of Rulemaking Tendency scores, Supportive Tendency score, Development Tendency score.

In addition, there is no statistical difference between the employees in Afghanistan and the employees in Turkey in terms of Organizational Culture score.

Table 10. Comparison of Motivation Scale Scores by Country

	Afghanistan		Turkey			
	Mean	Std. Dev.	Mean	Std. Dev.	T	P
Interest	32.65	6.37	31.45	6.20	1.691	0.092
Commuication	23.26	6.67	25.17	5.56	-2.729	0.007*
Trust	28.43	7.19	26.63	7.35	2.187	0.029*
Satisfaction	19.74	5.54	20.57	5.15	-1.380	0.169
Motivation	176.37	35.65	174.24	27.27	0.590	0.555

*p<0.05 significant difference, p>0.05 no significant difference; t test

As seen in Table 10, there is no statistically significant difference between the employees in Afghanistan and those in Turkey in terms of Relevance scores (p>0.05).

There is a difference between the employees in Afghanistan and the employees in Turkey in terms of Communication score (p<0.05). Communication level of employees in Turkey is higher (25.17).

There is a difference in Trust score between employees in Afghanistan and those in Turkey (p<0.05). Trust level of employees in Afghanistan is higher (28.43).

There is no statistical difference between the employees in Afghanistan and the employees in Turkey in terms of satisfaction score (p>0.05).

In addition, there is no statistically significant difference between the employees in Afghanistan and the employees in Turkey in terms of motivation score (p>0.05).

4.8. Hypothesis Results

The results regarding the supported/rejected status of the research hypotheses are given in Table 11.

Table 11. Hypothesis Test Table

H1	There is a positive and significant relationship between organizational culture and personnel motivation.	Supported
• H1a	There is a positive and significant relationship between the normative tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).	Rejected
• H1b	There is a positive and significant relationship between the clan tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).	Supported
• H1c	There is a positive and significant relationship between the supportive tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).	Supported
• H1d	There is a positive and significant relationship between organizational culture's development tendency sub-dimension and motivation sub-dimensions (interest, communication, trust, satisfaction).	Supported
• H1e	There is a positive and significant relationship between the openness tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).	Supported
• HIf	There is a positive and significant relationship between the hierarchy tendency sub-dimension of organizational culture and motivation sub-dimensions (interest, communication, trust, satisfaction).	Supported
H2	Perception of organizational culture has a positive and significant effect on personnel motivation.	Supported
• H2a	The normative tendency sub-dimension of organizational culture affects the motivation level positively and significantly.	Supported
• H2b	The clan tendency sub-dimension of organizational culture affects the motivation level positively and significantly.	Supported
• H2c	The supportive tendency of the organizational culture sub-dimension affects the motivation level positively and significantly.	Supported
• H2d	The sub-dimension of organizational culture's tendency to develop affects the motivation level positively and significantly.	Supported
• H2e	The openness tendency sub-dimension of organizational culture affects the motivation level positively and significantly.	Supported
• H2f	The hierarchy tendency sub-dimension of organizational culture affects the motivation level positively and significantly.	Supported
H3	There is a significant difference in the perception of organizational culture according to the country variable.	Rejected
H4	There is a significant difference in the perception of motivation according to the country variable.	Rejected

5. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

The most distinctive features of organizational culture are the sharing of values and the structuring of intra-organizational experiences. In order for a new employee to be accepted as an individual in the organization, he or she must know the organizational culture. The culture of an organization can be defined rationally and visually by different means. Rational means; the technology used can be exemplified by designs such as organizational structure, planning, and control systems. Visual tools are; organizational jargon, behavior patterns, ceremonies, success stories, clothing can be exemplified.

Undoubtedly, one of the most important features that distinguishes organizations from each other is cultures. Organizational culture can be defined as shared beliefs, values and habitual behavior patterns created within an organization. Organizational culture consists of both symbols, slogans, stories, jargon ceremonies, which are observable from the outside, and abstract components such as values, beliefs, assumptions and norms. A healthy organizational culture can be used as a tool to increase productivity and quality within the organization.

In this section, the findings obtained as a result of the analysis of the research on similar topics are discussed and the findings of the studies on organizational culture and motivation are compared.

When the literature is examined, it is seen that there are studies that support some of the results of this study and some that are inconsistent with others.

In the study conducted by Çakır (2019), as a result of the analysis, it was seen that the average of the questions determining the supportive culture of the employees in an organization where the research was conducted was higher. In addition, it has been seen that understanding the success culture of the employees is equivalent to understanding the support culture and the lowest belongs to the power culture.

When evaluating the relationship level of working mothers' organizational cultures with motivation and intention to leave, it is seen that there is a negative and significant relationship between power culture and success, support, hierarchy culture and motivation, and a positive and significant relationship between intention to leave. Accordingly, it has been argued that the increase in working mothers' perceptions of power culture (such as increased laws, penal systems, management pressure and suicide structure) may negatively affect their perceptions of organizational success, support and hierarchical culture, thus decreasing motivation of working mothers and increasing their intention to leave. In short, increasing mothers' understanding of a power culture decreases their understanding of a culture of support, hierarchy, and achievement and increases their desire to leave. According to the results of this study, it was seen in both studies that there was a significant difference in the dimension of organizational culture in public institutions, and that there was no significant difference in all dimensions in the motivation scale.

In the study conducted by Tan (2019), when the reactions of public employees were evaluated in general, it was seen that their internal and external motivations were very high, and their perceptions of adaptation to organizational culture were very low.

When the linear relations between the sub-dimensions of the research variables were evaluated in general, it was seen that the most prominent relations were between the harmony and insight sub-dimensions of organizational culture of organizational justice and the sub-dimensions of transactional, interaction and distributive justice of organizational justice.

As a result of the researches on causal relationships, it has been understood that the intrinsic motivation of public employees is largely determined by the vision dimension of the organizational culture. Accordingly, strategic management, organizational goals and organizational culture missions, namely the vision dimension, are positive determinants of intrinsic motivation. The findings of this study show that perception, participation and visual culture are positive determinants of extrinsic motivation. In other words, organizational culture, teamwork, personnel training and development, organizational goals and missions increase the external motivation of public employees. When we compare the results obtained from this study, the type of organizational culture they perceive in public institutions in the dimension of organizational culture emerges as vision. In our study, it was determined as a hierarchy type. According to this presentation, it was seen in both studies that there was a significant difference in organizational culture types, and an internal similarly positive difference in the motivation scale.

The application of the research was carried out on administrative personnel working in public institutions in Turkey and Afghanistan, and data were collected through a structured questionnaire in line with the research hypotheses. The questionnaire includes scales (Organizational Culture Scale and Motivation Scale) prepared to measure the variables in the research hypotheses. The reliability and validity of the scales were tested. It has been determined that the scales used in the research have a high level of reliability

The findings obtained according to the results of the research are as follows:

The organizational culture perceptions and motivation level of the sample group do not differ according to gender, job position or marital status. In this context, the organizational culture perceived by the administrative staff in the institutions they work in was determined as the hierarchy tendency through the answers given to the Organizational culture scale. This is followed by the prescriptive tendency, the developmental tendency, the clan tendency, the supportive tendency, and the openness tendency, respectively. It can only be said that the averages of the following culture tendency are quite close to each other.

With the answers given to the motivation scale, the motivation dimensions of the administrative staff were determined. After examining the relationships between them, the following results emerged. It has been determined that the motivation dimension of interest is strong in public institutions. It is seen that this is followed by the dimensions of Trust, Communication and Satisfaction, respectively.

Organizational culture highly affects the motivation level of the sample group, although 66,4% of it is statistically significant, it is seen that organizational culture affects the motivation of employees in public institutions at a high level. When we look at the relationship between the normative tendency and the sub-dimensions of motivation, it is not seen that it has a significant relationship with the dimension of interest and communication at a medium level, with the dimension of trust very weakly and with the dimension of satisfaction at a strong level. When the

relations of clan tendency with the sub-dimensions of motivation are examined, it is seen that it has a low relation with Interest, and its relation with Trust, Communication and Satisfaction is statistically significant.

When the relations of the supportive disposition with the sub-dimensions of motivation are examined, it is seen that it has a moderate relationship with the dimension of Interest, Trust, Communication and Satisfaction. When the relations of development tendency with motivation sub-dimensions are examined, it is seen that it has a moderate relation with the dimensions of Trust, Interest, Communication, and its relation with satisfaction is not statistically significant. When the relationship of openness tendency with motivation sub-dimensions is examined, it is seen that it has a moderate relationship with Interest, Satisfaction, Communication and a low relationship with trust. It is seen that the hierarchy tendency has a significant but very weak relationship with the motivation sub-dimensions Trust, Interest, Satisfaction and Communication. When the perceptions of organizational culture and personnel motivation among employees in public institutions in Turkey and Afghanistan are compared, the results obtained can be summarized as follows.

As a result of the analysis, there is a difference between the employees in Afghanistan and the employees in Turkey in terms of Organizational Culture dimensions. According to the results obtained, the clan tendency, normative tendency, development tendency and openness tendency of the employees in Afghanistan are higher than the employees in Turkey, and there is a difference between the employees in Afghanistan and the employees in Turkey in terms of Organizational Culture score. Supportive Tendency and Hierarchy Tendency level of employees in Turkey are higher than those in Afghanistan. There is no difference between the employees in Afghanistan and the employees in Turkey in terms of Organizational Culture score.

There is a difference between the employees in Afghanistan and those in Turkey in terms of communication and trust scores. The communication level of the employees in Turkey and the level of trust of the employees in Afghanistan are higher. There is no difference between the employees in Afghanistan and the employees in Turkey in terms of Interest and Satisfaction scores. However, the level of Interest and Satisfaction of the employees in Turkey is higher. There is no difference between the employees in Afghanistan and the employees in Turkey in terms of motivation score. As a result, it can be said that there is no statistically significant difference in terms of organizational culture and motivation level of public employees in Afghanistan and public employees in Turkey.

On the other hand, when the analysis of the organizational culture's influence on motivation at a high level is made over the sub-dimensions, it is clearly seen that the normative tendency has a low effect on the motivation of the employees, but clearly separates it from other dimensions and has an effect on the motivation of the employees. Clan, supportive, development and openness tendencies seem to have a high effect on the motivation of the employees.

This study is a research study in which results are reached by conducting a survey on the mentioned employees in order to reveal the relationship between organizational culture and employee motivation of public employees in Turkey and Afghanistan. It is seen that there is a significant and positive interaction between the variables in general of these studies in which close studies were conducted in terms of the variables of the research in other sectors. As a result of the findings reached in the research, suggestions can be made as follows:

- By expanding the research, it can be done on all employees in the public and private sectors.
- Administrative factors of employees' organizational culture perception can be investigated.
- Other factors affecting the motivation of the employees (organizational climate, organizational citizenship, etc.) can be investigated and compared with the organizational culture.
- The same study can be done in different institutions with different questionnaires for different purposes.
- In order to increase the motivation level of the employees, especially the sub-dimensions of the culture should be examined, the corporate management can deepen their research in this direction, and the reasons why the normative and hierarchy dimensions have a low or no effect on motivation can be investigated. By determining the reasons for the low perception of these dimensions by the employees, these sub-dimensions of culture can be made more dominant on the employees.

Based on the findings obtained in this study, the reasons for the lack of a significant difference in organizational culture and motivation perception between public employees in two different countries can be investigated, and new windows can be opened in terms of organizational culture in future research. By making comparisons with

previous studies in this field, different perspectives can be gained to new hypotheses that will be the subject of research through differences. Conducting more extensive research on these two variables, which are directly related to the performance of the employees, can make significant contributions to the literature.

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