



The Impact of Organizational Culture on Organizational Development in Egypt Post

submitted by

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أثر الثقافة التنظيمية على التطوير التنظيمي في البريد المصري

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الناشر

جمعية تكنولوجيا البحث العلمي والفنون

المشهرة برقم ٢٧١١ لسنة ٢٠٢٠، بجمهورية مصر العربية

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ABSTRACT

The study aimed to know the extent of the availability of organizational culture dimensions and the level of organizational development in Egypt Post Offices,

The study sought to test the relationship between organizational culture and organizational development in Egypt Post Offices, and then come up with results and recommendations to be presented to the top management of Egypt Post. A random sample of (317) employees of Cairo Post Offices was acquired to collect the necessary data. And in order to confirm the proposed model of this research empirically, the questionnaire was utilized to gather data several 320 questionnaires were distributed. The study found that there is a statistically significant impact of the organizational culture represented by (involvement, consistency, adaptability, and mission) on organizational development. The results also revealed that Egypt post has a moderate level of overall organizational culture and organizational development.

Keywords: organization culture; organizational change; organization development (OD); Egypt Post.

المستخلص

هدفت الدراسة إلى معرفة مدى توافر أبعاد الثقافة التنظيمية ومستوى التطوير التنظيمي بمكاتب البريد المصري، كما سعت أيضاً الدراسة إلى اختبار العلاقة بين الثقافة التنظيمية والتطوير التنظيمي في مكاتب البريد المصري، ومن ثم الخروج بنتائج وتوصيات تقدم للإدارة العليا للبريد المصري والتي من شأنها دعم الثقافة التنظيمية اللازمة لتحقيق التطوير التنظيمي، وقد أجريت الدراسة على عينة عشوائية بلغت (٣١٧) موظفاً بمكاتب بريد قطاع القاهرة لجمع البيانات اللازمة. ومن أجل تأكيد النموذج المقترح لهذا البحث تجريبياً، تم استخدام الاستبانة لجمع البيانات حيث تم توزيع ٣٢٠ استبانة. وقد توصلت الدراسة إلى أن هناك تأثيراً ذو دلالة إحصائية للثقافة التنظيمية المتمثلة في (المشاركة، الاتساق، القدرة على التكيف، و المهمة) على التطوير التنظيمي. كما أظهرت النتائج أن البريد المصري يتمتع بمستوى متوسط من الثقافة التنظيمية والتطوير التنظيمي.

الكلمات المفتاحية: الثقافة التنظيمية؛ التغيير التنظيمي؛ التطوير المؤسسي (OD)؛ البريد المصري

1. Introduction:

In today's dynamic business environment, organizations must find a competitive edge for their business due to high competition. Staff is also confronted with modern challenges daily. Indeed, change and turmoil within the working environment seem to be the standard rather than the exception. Most people agree that consistently successful firms adapt to change more readily than the unsuccessful ones. Crucially, the key to effectively managing change starts with the organization's individuals. As Lockwood (2007) puts it, a motivated, positive staff may —make or break a company. The Organizational culture is very crucial for people to accept the change and achieving outstanding performance. Organizational culture sets standards that represent the attitudes, convictions, presumptions, and expectations of people working for the same organization. In this respect, organizational culture cannot be disregarded throughout organizational development. The primary barrier to an organization's victory in digital transformation is the organizational culture and its components (Oswald & Kleinemeier, 2017). Members of an organization's common cultural presumptions and beliefs shape how managers and staff see the company, and consequently how best to carry out the process of change. Regardless of whether the change is focused on altering the "hard" or "soft" components of an enterprise, whether they gradual or drastic, extensive or partial, top-down or bottom-up. Organizational culture affects the selection of appropriate organizational development Interventions, The same way it affects the various facets of management. In this respect, the present research will try to examine the organizational culture and organizational development in governmental organizations, especially in Postal sector to investigate in which way organizational culture might influence the Organizational development in Egypt post offices.

2. Theoretical framework and Literature review

2.1 Theoretical framework

2.1.1 Organizational culture

The concept of organizational culture changes as management values change. This is what has been observed in the stages of evolution of the concept, and so far there isn't yet a standard definition for it because it is still in process of evolution. Different definitions of culture have been proposed by numerous scholars and researchers who have researched organizational culture, based on their field of study and specialization. While there are several definitions of corporate culture, almost all definitions include a set of values, assumptions, and ideas about appropriate and correct behavior that employees of each organization find significant (Hofstede, 1991, 2001). They described organizational culture as a set of common beliefs and values that assist workers in comprehending the functioning of an organization and describe the standards of acceptable behavior within the organization (Aljaz, 2011).

Schein (2010) states that —Organizational culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and in-ternal integration, that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Organizational culture is described as "the way things are done around here," which incorporates a formal quality. It implies that company culture is stagnant instead of dynamic and that it isn't responsive to alter. It implies that instead of presenting new concepts and strategies of operations, newly hired individuals will carry on with business as usual (Deal and Kennedy, 2016).

2.1.1.2 Characteristics of organizational culture

Robbins (2000) determined a set of key Characteristics that sum up the organization's culture. They are as follows:

Member identity: The extent to which individuals relate more with the enterprise as a whole than with their job type or field of professional expertise.

Group emphasis: The extent to which tasks are arranged around teams instead of people.

People focus: The extent to which top management consider how outcomes may affect particular individuals within the Enterprise.

Unit integration: the extent to which organizational units are motivated to function in a coordinated or interconnected manner.

Control: the degree to which employee behavior is tracked and managed by the application of laws, guidelines, and close monitoring.

Risk tolerance: is the extent to which people are urged to take calculated risks and be creative and assertive.

Reward criteria: the extent to which compensation such as raises, incentives, bonuses are given based on an individual's performance rather than on seniority, nepotism, or other non-performance variables.

Conflict tolerance: The extent to which individuals are urged to voice their disagreements and critiques widely.

Means-ends orientation: How much top management concentrates on results instead of the methods and procedures utilized to obtain those results.

Open – system focus: The extent to which the business keeps an eye on and reacts to changes in the external environment.

2.1.1.3 Dimensions of organizational culture

A number of management scientists addressed the dimensions of enterprise culture and its values through some tools and models. One of the most significant studies in enterprise culture and its dimensions affecting the functions of management and achieving the desired goals is the study of Van den Berg and Wilderom (2004) which suggested a complete list of variables related to corporate culture, including independence, outward orientation, human resource orientation, cooperation between departments and enhanced orientation. These dimensions are predicated on the actions and behaviors of the company. Additionally, Fisher (2000) distinguished between three dimensions of cultures: contribution, where workers embrace turmoil, excellence, and change; complacency, where workers rely entirely on the organization for their well-being; and comfort, which he labeled as paternalistic toward its members. Testa, Mueller, and Thomas (2003) described organizational culture in several ways that also contain independent dimensions like internal versus outward focus and structural control versus flexibility.

Denison & Neale (1996), Denison & Young (1999), and Fey & Denison (2003) expanded Denison's Model of Culture and Effectiveness's four attributes to include three sub-dimensions for a total of twelve dimensions.

Below are the four most significant cultural attributes and the sub-dimensions that go along with them which adopted in this research in order to describe and measure organizational culture:

Involvement Dimension (Capability development, empowerment, and team orientation);

Consistency Dimension (Core values, coordination and integration, and agreement);

Adaptability Dimension (Creating change, organizational learning, and customer focus);

Mission Dimension (Strategic direction and intent, goals and objectives, and Vision)

Two of these attributes, involvement and adaptability, were highly effective in predicting growth because they indicate elasticity, open-mindedness, and agility.

Consistency and mission, the remaining two traits, were better indicators of profitability as they serve as indicators of integration, guidance, and vision.

Each of the four traits also substantially predicted other effectiveness measurements, such as overall success, staff satisfaction, and quality. Financial performance is correlated with mission and consistency, whereas customer satisfaction and innovation are correlated with involvement and adaptability.

2.1.1.4 Organizational culture in public organizations

According to Rice (2004), bureaucratic culture is a pattern that public organizations typically exhibit. In this pattern, employees adhere to the policies and guidelines placed by the administration of the organization both when it comes to interacting with other employees and providing services.

Claver et al. (1999) determined a number of characteristics which characterize bureaucratic organization culture as follows:

- A high level of control and an authoritarian model of administrative leadership.
- A top-down, one-sided management style with a deficiency in communication.
- Its members have a strong preference for following rules and instructions; they also have a restricted inclination to take initiative. - They desire stability.
- The process of making decisions is repetitive and centralized.
- Reluctance and fear while initiating creative activities.
- High level of subordination.

Finally, we conclude that each organization has its own culture that distinguishes it from others. An organization that develops its own culture through its administrative practice, its own history and characteristics, which makes its culture unique from other organizations and thus constitutes its own identification card, and in line with the study's objectives.

The researcher concentrated on the characteristics, components, and dimensions of organizational culture that are consistent with organizational development and organizational change.

2.1.2. Organizational development

Organizational development (OD) as a combination of theory and practice is a comparatively new field that is still developing and taking shape. The formal history of Organizational development dates only to 1957-1958, around two decades ago. However, the theoretical roots of Organizational development, along with certain

procedural antecedents and terminological can be tracked down to the post-World War ii era. There are many different definitions and descriptions of organizational development (OD), but most of them build on Beckhard's well-known and accepted definition of the term as —an effort which is planned, organization-wide, and managed from the top, to increase the organization's effectiveness and health, through planned interventions in the organization's processes' using behavioral science knowledge. (Beckhard, 1969,p. 9). The field of organizational development has recently expanded to encompass organizations' alignment with the complex and rapidly evolving work environment through information exchange and organizational learning as a continuous, methodical prepare of bringing about successful change process (Kass, 2007). Organization development is a behavioral science-based process or activity that may take place in an organizational environment in the near or far future. (Kapur, 2018).

2.1.2.1 Key Characteristics of Organizational Development

The objective of organization development (OD) is to ensure success for the organization by aligning the tactical, cultural, and structural dimensions of work to satisfy the needs of a dynamic organization environment.

Here are some characteristics of an effective organizational development program, as follow:

- Organization development is a methodical, long-term, planned approach that aims to improve not just the organizational structure but also all of its interconnected components.

- OD is a data-driven methodology for diagnosing and understanding organizational performance. It is overseen by a change agents and line managers, all of whom serve primarily as teachers, coaches, and facilitators. Expertise and abilities in dealing with both individuals and groups are required for the task, which include planned modifications to organizational procedures and structures (McLean, 2005).
- OD works to improve the organization as a whole so that it can adapt to changes efficiently. Conventional training programs, on the other hand, usually concentrate very narrowly on certain jobs or small work groups.
- OD is based on a set of humanistic principles about individuals and groups that seek to improve organizations by creating new avenues for the fuller utilization of human potential. (French and Bell, 1995).
- Top down tactics are used in OD, meaning that changes are implemented progressively from the top down across the whole organization. (French and Bell, 1995)
- OD often takes a cooperative approach to change, that involving the members of an organization who most impacted by the changes.
- The organizational development is primarily characterized by the aforementioned points. This is not to say that organizational development cannot include other features. (French and Bell, 1995)

2.1.2.2 Areas of Organizational development

There are many areas in the organization through which changes can be made for organizational development, such as

Human resources: The human element is considered one of the basic elements in the organization. If we want to make a change in the field of technology, this needs to change the individual's behavior, skills, and attitudes first so that the final outcome is to change the behavioral patterns of all employees in order to create mutual benefit between the individual and the organization, and the behavioral pattern of the individual is changed through training and development programs and the system of motivation and leadership, therefore the human resources development is one of the most important basic approaches to achieve organizational development.

Organizational structure: The organization needs an organizational structure that organizes and clarifies organizational relationships and tasks distribution, responsibilities and powers. This structure includes three dimensions: complexity, formality, and centralization. Also it is necessary to make adjustments in the organizational structure when any change occurs in work conditions in order to comply with the new conditions.

Processes: The tasks and activities performed by an organization in order to achieve the objectives for which it was founded, which can be developed by creating new businesses, terminating existing businesses, or changing the way current activities are carried out.

Technology. Technology includes the equipment, devices, tools, methods, and processes necessary to convert inputs into outputs in the organization. Change in technology has long-term behavioral and structural effects on the organization.

2.1.2.3 Organizational Development and Change Strategies

Chin and Benne (1985) categorized the strategies of change into three groups according to the social and psychological foundations of the planned change techniques. Various assumptions on the reason and the way changes should be achieved are represented by the three types of change strategies.

The Empirical-rational change strategy is based on the assumption that people are rational and would act in their own best interests. As a result, they will adopt suggested changes if it can be shown that doing so will benefit them.

The Normative-re-educative change strategy is founded on the assumption that individuals are a goal-directed being who interacts with the environment to satisfy their urges and needs. It involves collaboration between agents of change and client systems to bring about change in a deliberate way through the clarification and reconstruction of values.

Power-coercive strategy requires those with less power submit to the orders of those with more power. Political, economic, or moral pressures are used to put strategies into action.

Nevertheless Organizational development is a normative- re-educative change strategy. Pioneering thinkers of the normative- re-educative mode provide some of

the theoretical foundations upon which organizational development grows. These fundamental tenets serve as the cornerstones of deliberate change initiatives that aim to make work more satisfying for the individual while also addressing the needs and objectives of the organization.

2.2 Literature review

The topic of organizational development and organizational culture has gotten impressive consideration from scholars, because their great importance in achieving the organizational prosperity and sustainability, as well as the relationship between them. The organization's culture is one of the key elements in making change and organizational development successful, and both cannot be accomplished without it. We will highlight through this section the most important previous studies which related to the subject of the research that we are going to do; some of them are as follows:

Nadilla, N., Sari, D. P., Karlinda, A. E., & Lusiana, L. (2023)

This study intends to assess worker performance at the Bukittinggi Post Office in light of the amount of organizational commitment, culture, and rewards availability. According to the study's findings, staff performance at the Bukittinggi Post Office is significantly and partially influenced by organizational culture. The study's findings also revealed Organizational commitment, culture, and rewards variables together contribute 0.644 or 64.4% to worker performance, with other variables influencing the remaining 35.6%.

Govender, K., & Naidoo, S. (2022)

In a context of an African bank in Eswatini, This study systematically explores the relationship between the culture of organization, organizational commitment and how well the bank performs. A quantitative research method was utilized and an online survey was carried out to gather data from a sample of 256 surveyed employees. The results showed a positive association between corporate culture and emotional, ongoing & standard commitment of the bank employees, as well as with the bank performance. Affective commitment is also significantly positively associated with employee performance, and the organizational performance is strongly positively impacted by staff performance.

Louati, K & Shabani, M & Khaled, R (2021)

This study set out to ascertain the extent to which the corporate culture contributes to the creation of organizational change at Targa Electricity Company in Ain Temouchent. The Targa Electricity Company has an acceptable level of corporate culture, and the organizational culture and its components have a statistically significant influence on bringing about organizational change in the Tarqa Electricity Company, based on the most important findings of the study.

Ayedh, A. M. M., & Al-Awdi, N. A. M. (2019)

This study set out to determine how the culture of organization affected the organizational development in the banks of Yemen. A descriptive study was conducted in 13 banks in Yemen to fulfill the study's objectives. The results of the study indicated that the organizational culture of the Yemeni Banks had a significant

influence on how the organization evolved. The responsiveness and technology variables showed a high impact, whereas the control, human resources, and relations variables showed a low impact. In light of the results, the research advised Yemeni banks to focus more on fostering organizational culture, particularly culture of relationships.

Ahmed, Hossam. Korany (2018)

This research sought to better clarify how the culture of organization affects employees' organizational commitment at the National Postal Authority of Egypt. In order to attain this goal, a survey was created and given to 150 employees who made up the sample and the number of returned questionnaires was 119. The study found that employees gave positive ratings for corporate culture and commitment aspects, and that there was a positive correlation between organizational commitment and culture at significant levels ($\alpha = 0.05$) and less.

Ababneh and Gamil (2016)

This study sought to ascertain how the culture of organization which is characterized by (creativity, learning, cooperation, involvement, and commitment of time) affects organizational development (OD) in the north region universities (Al al-Bayt University, Jordan University of Science & Technology, and Yarmouk University). The study discovered that the organizational culture, which is exemplified by learning, involvement, and respect for time, has a statistically significant impact on organizational development.

Jahmurataj, V. (2015)

The paper demonstrates how the culture of organization may both encourage and impede changes in companies. The paper showed that enterprise culture (mission, adaptability, involvement, and sustainability) positively impacts the performance of businesses in Kosovo. The results also showed that the sustainability aspect of enterprise culture has a higher influence on the efficacy of organizations. According to the research's findings, cultures are dynamic and constantly adapt to both internal and external changes.

Samad, S., Abdullah, M., Ahmed, W. (2013)

The study focused on the most significant elements of Corporate culture that impacted organization performance in Malaysian logistics companies. Additionally, it looked at how organizational culture and performance relate to one another. The findings demonstrated that all aspects of corporate culture were strongly correlated to and significantly impacted the performance of organization. Involvement, followed by consistency, adaptability, and mission, emerged as the element of organizational culture most crucial to improving organizational performance.

3. Research design and methodology

3.1 The Research Problem

It has become increasingly clear that organizational culture is crucial to the process of organizational development which has been involved as strategy of organizational change and as an input to reformulate a new Structure with new circumstances. However there is a lack in literature reviews that dealt with the examination of the relationship between culture of organization and organizational development in governmental organizations, especially in postal sector. This called for testing this relationship in Egypt post. So the researcher will try through this dissertation to inspect the likely relationships between the dimensions of organization culture and organization development, also to investigate in which way organizational culture contributes to organizational development in Egypt Post offices.

3.2 Importance of the Research

- The study of the concept of organization culture is one of the most important areas in the research of organizational activities, the culture of organization is considered among the most distinguished approaches in management of change, as it is difficult to separate individuals from the culture of their organizations.
- Organizational culture gives meaning to employees' working lives and is an important tool that guides organizational performance.
- The results of this study may help officials in Egypt Post to develop strategies and policies that promote the status of organizational culture during the process of organizational development required for organizational change.

3.3 Objective of the Research

- Discuss the concept of organizational culture, its many forms, and how it relates to the organizational development.
- Discuss the concept of organizational development from the context of its scholars, its literature meanings, its evolution, and its critical success factors.
- Explore the culture of Egypt post and analyze its impact on organizational development.

3.4 Proposed framework for the study variables

The research will emphasis on the relationship between Organizational Culture and organizational development drawing from the previously addressed literature, the Study Proposed framework is suggested as shown in the below figure.

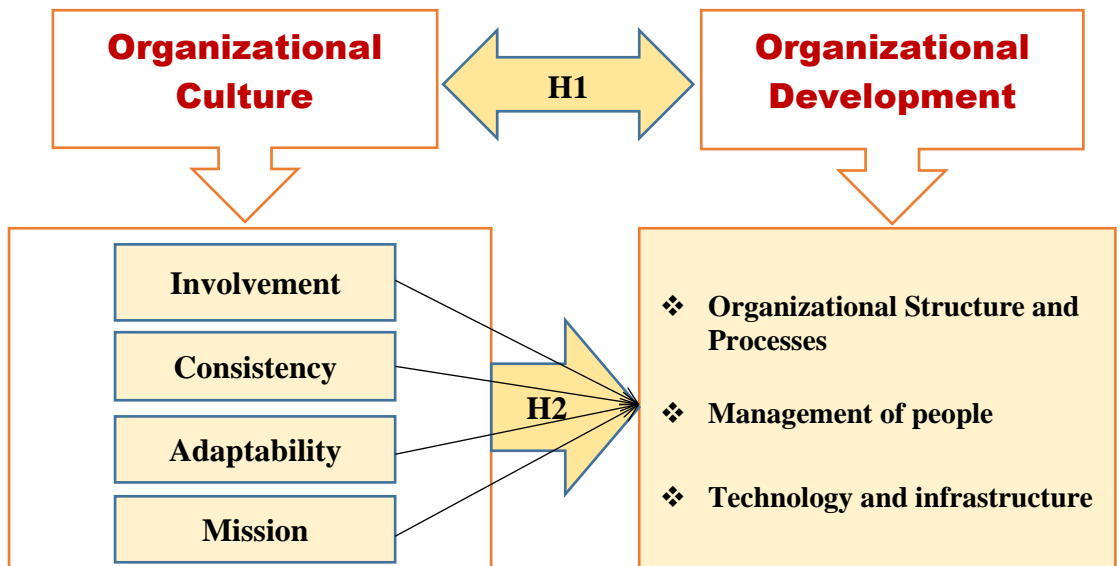


Figure (1): the conceptual model of the study.

Source: Based on the literature review and the researcher's analysis.

3.5 Hypothesis of the Research

H1: There is a significant relationship between the organizational culture and organizational development.

H2: There is a significant statistical impact of the organizational culture on organizational development.

The following Subsidiary -hypotheses emerge from this hypothesis

- There is a significant statistical impact of the involvement on organizational development
- There is a significant statistical impact of the consistency on organizational development
- There is a significant statistical impact of the adaptability on organizational development
- There is a significant statistical impact of the mission on organizational development

3.6 Methodology

Descriptive and analytical methods have been employed in this study; the descriptive approach was adopted to collect the necessary scientific material to identify the theoretical aspects of the topic, while the analytical approach was used to derive the relationship between the culture of organization and organizational development in Egypt Post.

3.7 Research population and sample:

Due to the large population size of Egypt post offices employees, 17315 employees across 8 postal zones divisions, only one postal zone division has been chosen for the study which is Cairo Postal Zones Division; which includes 1799 employees from the population.

As for the sampling method, the sample random sampling techniques were employed for our study due to time limitation and the behavioral pattern of staff in Egypt post. Using the formula below, a sample size was calculated for Post offices employees in Cairo Postal Zones Division, which has a total of 1799 employees. And in order to ensure representativeness, the minimum sample size should be 317 employees, with a 95% confidence level and 5% margin of error being taken into account.

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

N = population size • e = Margin of error (percentage in decimal form) • z = z-score

A pilot study was carried out to preliminarily test the validity and reliability of the data gathering instruments. Based on some criteria provided by the researcher and obtained from the prior literature review that connected to this research, in which 20 questionnaires were randomly distributed by hand. The twenty questionnaires were then returned. After confirming that the instrument (questionnaire) was understood by the pilot group and could fulfill the study objectives, 320 employees were requested to complete the survey For the purpose of this study.

4. Data analysis and results

4.1 Testing the study hypothesis:

The first main hypothesis: There is a significant relationship between organizational culture and organization development

Table (1): Pearson Correlation Matrix between Organization Culture and Organization Development

Variables	Organizational structure and process	Management of people	Technology and infrastructure	Organizational development
Involvement	.782**	.776**	.706**	.839**
Consistency	.777**	.692**	.561**	.749**
Adaptability	.722**	.817**	.647**	.816**
Mission	.755**	.703**	.864**	.864**
Organizational Culture	.834**	.806**	.762**	.891**

**Significant at 0.01 level

The table indicates that there is a strong positive relation between the culture of organization and organization development, as evidenced by the high correlation coefficients. These coefficients are significant at the 0.01 level, further reinforcing the strength of the relationship. Specifically, the correlation coefficients between organization culture and every of the other variables (organizational structure and process, management of people, technology and infrastructure, and organizational development) are consistently high.

The second main hypothesis: There is a significant statistical impact of organizational culture and organization development

Table (2) Simple regression analysis results of testing the impact of organization culture as an independent variable on the organizational development.

Model	R	R squared	Unstandardized Coefficients		Standardized Coefficients	T	sig	F	sig
			B	Std. Error	Beta				
Constant	.891 ^a	.794	2.721	1.608		1.692	.092	1229.216	.000 ^b
organizational Culture			.542	.015	.891	35.060	.000		

**Significant at 0.01 level

For reviewing the share of organizational Culture in predicting organizational development, Simple linear regression is utilized and the results are shown in the below table.

The table indicates that the culture of organization and organizational development are strongly correlated. The R-squared value of .794 suggests that approximately 79.4% of the variation in organization development may be attributed to variations in organizational culture.

The first minor hypothesis: There is a significant statistical impact of the involvement on organization development.

Table (3) Simple Regression Analysis results of the test of the independent variable dimensions (involvement) impact on the organizational development

Model	R	R squared	Unstandardized Coefficients		Standardized Coefficients	T	Sig	F	sig
			B	Std. Error	Beta				
Constant	.839	.704	15.701	1.582		9.922**	.000	757.797**	.000
involvement			1.735	.063	.839	27.528**	.000		

**Significant at 0.01 level

According to the above table, The unstandardized coefficient for involvement is B= 1.735, indicating that for each one-unit rise in involvement, there is a predicted rise of 1.735 units in organizational development.

The standardized coefficient (Beta) is 0.839, indicating that involvement has a strong positive impact on organizational development when controlling for other factors.

The t-value for the coefficient of involvement is 27.528, that's strongly significant ($p < 0.01$). This suggests that the impact of involvement on organizational development is not due to chance and is likely to be a real effect.

The second minor hypothesis: There is a significant statistical impact of consistency on organization development.

Table (4) Simple Regression Analysis results of the test of the independent variable dimensions (consistency) impact on the organizational development

Model	R	R squared	Unstandardized Coefficients		Standardized Coefficients	T	Sig	F	sig
			B	Std. Error	Beta				
Constant	.749 ^a	.561	10.989	2.377		4.622**	.000	406.471**	.000 ^b
Consistency			1.875	.093	.749	20.161**	.000		

**Significant at 0.01 level

According to the above table, the standardized coefficient (Beta) is 0.749, indicating that consistency culture has a strong positive influence on organization development when controlling for other factors.

The t-value for the coefficient of consistency is 20.161, that's strongly significant ($p < 0.01$). This indicates that the impact of consistency on organizational development is unlikely to be due to chance.

The third minor hypothesis: There is a significant statistical impact of adaptability on organization development

Table (5) Simple Regression Analysis results of the test of the independent variable dimensions (adaptability) impact on the organizational development

Model	R	R squared	Unstandardized Coefficients		Standardized Coefficients	T	Sig	F	sig
			B	Std. Error	Beta				
Constant	.816 ^a	.666	16.603	1.694		9.803**	.000	633.139**	.000
Adaptability			1.625	.065	.816	25.162**	.000		

**Significant at 0.01 level

As shown in the above table, the unstandardized coefficient for adaptability is 1.625, indicating that for each one-unit increase in adaptability, there is a predicted rise of 1.625 units in organizational development. The standardized coefficient (Beta) is 0.816, indicating that adaptability has a strong positive impact on organizational development when controlling for other factors. The t-value for the coefficient of adaptability is 25.162, that's strongly significant ($p < 0.01$). This suggests that the impact of adaptability on organizational development is unlikely to be due to chance.

The fourth minor hypothesis: There is a significant statistical impact of the mission on organization development

Table (6) Simple Regression Analysis results of the test of the independent variable dimensions (mission) impact on the organizational development

Model	R	R squared	Unstandardized Coefficients		Standardized Coefficients	T	sig	F	sig
			B	Std. Error	Beta				
Constant	.864	.746	13.913	1.483		9.384**	.000	936.418	.000
mission			1.607	.052	.864	30.601**	.000		

**Significant at 0.01 level

As shown in the above table, the standardized coefficient (Beta) is 0.864, indicating that the mission has a strong positive impact on organizational development when controlling for other factors.

The t-value for the coefficient of the mission is 30.601, that's strongly significant ($p < 0.01$). This suggests that the impact of the mission on organizational development is unlikely to be due to chance.

5. Conclusions

The findings of this study were consistent with the overall trend in the literature on the relationship between organization culture and organizational development, which was generally determined to be positive and significant.

The following conclusions were drawn from the field study data analysis that was previously presented:

- The accuracy of the data used was the most crucial factor in the study's findings. An instrument validity and reliability test was performed. The results of 320 questionnaires that were analyzed have shown that the results are very reliable.
- As indicated by Table (1), the findings confirm that there is a positive and substantial relationship between the dimensions of organizational culture and organizational development in general. Consequently, the main hypothesis which states that organizational culture and organizational development have a significant relationship is accepted at level of significance ($P < 0.01$). This conclusion aligns with studies undertaken by several researchers (Ayedh and Al-Awadi, 2019; Ababneh and Gamil, 2016). The findings also indicated that the mission culture has the most significant relationship. In other words, the organizational development is greatly accomplished when leaders prioritizes strategic planning, which enables them to articulate their goals and incorporate them into their organization culture.
- Results of the simple regression (summed in tables from 2 to 6) showed that organization culture and its dimensions had a statistically significant impact on

the organizational development in Egypt post offices, with various degrees. Hence, the second main hypothesis and its all four minor hypotheses are significant in the level of $P < 0.01$ and, thus, all are accepted. The findings also showed that of all the organization culture dimensions, the beta value of mission was the highest at .864, followed by involvement, adaptability and consistency. This demonstrated that the biggest factor impacting organization development is the mission culture.

6. Recommendations

This study has produced a number of important recommendations and suggested mechanics, including:

- a) Organizational development initiatives must have the full support and commitment of Egypt Post's top management.
- b) Management must avoid perpetuating a culture of tight control, centralization, and disregard for employees in matters that concern them.
- c) Organizational culture practices should support employees, especially those in lower-level positions, to help them perform their tasks more effectively and efficiently.
- d) The results of this study can guide management efforts to create an organizational culture that supports both change process and organizational development.
- e) Management should place a strong emphasis on innovation, encourage and reward staff members' creative ideas.

7. Limitations and Future Research

7.1 Research limitations

- The research was conducted from 2019 to 2023 in the population under research.
- In our study, the internet mediated questionnaire was utilized, which was considered the only one instrument used. This could influence employees' opinions and perception of the questions.
- There are likewise lacking of related research on the relationship between the culture of organization and organization development in Egypt post offices. Therefore the findings of this study may not be applied to similar organizations across Egypt.
- Many employees were reluctant to complete the questionnaire because they were frightened to be honest about their existing working conditions.
- Given that the respondents were from various backgrounds and had no prior knowledge of the term "organizational culture," the researcher thoroughly explained each question on the questionnaire to guarantee that their answers were as complete and accurate as possible.
- Conducting such detailed research in Egypt post was challenging, time-consuming. The target population was quite reluctant to engage in the study, and the researcher had to spend significant amount of time and effort, as respondents are selected at random and often have to be persuaded of the importance and validity of the research to participate in.

7.2 Suggestions for future research

- The model proposed in this study offers the opportunity to conduct additional empirical studies on its applicability in other sectors.
- Future research needs to go deeper into the relationship between the culture of organization and organization development, more dimensions of the study variables beyond those in the current study must be addressed by researchers.
- More scientific research might be conducted on organizational culture and organizational development in other economic and financial organizations using interview techniques.
- Future research should be done to diagnose forward organizational culture changes and help senior management to track how these changes are affecting organizational development.

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