

Performance Management Practices and Its Impact on Organizational Performance in Afghanistan

¹Mohammad Salim Aslami, ²Rinku Sanjeev

¹Symbiosis International (Deemed University) (SIU) Pune, India Lecturer - Kateb University, Kabul, Afghanistan
saleem.aslami@yahoo.com

²Symbiosis Centre for Management Studies (SCMS), Noida Symbiosis International (Deemed University) (SIU)
Pune, , India
rinku.sanjeev@scmsnoida.ac.in

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ABSTRACT:

Background – Performance management is a systematic approach that seeks to enhance the overall performance of an organisation. This methodology can improve the effectiveness of individuals and groups. Effective performance management methodologies can enhance the operational performance of organisations in Afghanistan. Effective implementation of practises is crucial for organisations. Alignment of practises with organisational culture and context, coupled with provision of sufficient training and resources to employees, is imperative for enhancing their performance.

Purpose – The objective of the current research is to evaluate the effectiveness of various performance management strategies that have been put into practice in Afghan organizations. The objective is to ascertain the obstacles and constraints that have arisen in the course of executing the implementation plan and to investigate the association between employee job satisfaction, motivation, and commitment and their influence on organizational performance.

Design/Methodology/Approach – In this study, the SMART paradigm approach has been implemented. The research design employed is descriptive, following established norms and recommendations. The primary data collection method involved using a questionnaire. The gathered data was then analyzed using various techniques, including T-test, regression analysis, and ANOVA, to derive meaningful insights and draw conclusions from the research findings.

Findings – The regression analysis found a minor positive association between variables. R-Square = 0.427 indicates that the model accounts for 42.7% of response variable variability. Modified co-determination is 0.388. The coefficient estimate's standard error is 0.116, showing correctness. Regression model fails ANOVA ($p = 0.171$). Thus, predictor-response may not be significant. The coefficient table shows predictor factors of statistical significance ($p < 0.05$). Model limitations and significance thresholds make these coefficients unreliable.

Keywords: Performance, Management, Organizations, Impact, Practices.

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1. Introduction

Performance management is a methodical and structured approach that seeks to improve the overall performance of an organization. This approach can be leveraged to improve the performance of both individual employees and teams (Andrews, 2014). Performance assessment and management involve evaluating and enhancing performance based on predetermined objectives, benchmarks, and competency requirements, with the aim of improving the consequences for the organization, teams, and individuals. Performance management serves as a primary and supportive mechanism that facilitates employees to operate with optimal effectiveness and efficiency, aligned with the requirements of the organization (Armstrong 2000). The concept of Performance Management is intricately linked to geographical location and exhibits variation across nations and enterprises. The cross-application of Western Performance Management practices to Asian countries may not yield optimal results due to potential incongruities with the cultural and political systems in place (M. Armstrong, 2006).

In the realm of relationships, performance management within the public sector exhibits numerous connections to its private sector counterpart, and the two are inherently intertwined. The successful implementation of Performance Management is dependent on various cultural and political factors, and its efficacy may be suboptimal when applied to diverse geographical regions (Rashid, 2021). Effective management of human resources can enhance the efficiency of the public sector through the implementation of performance management. There exists a close relationship between human resource management and performance management (Azizi, 2023). If the human resources department recruits highly qualified personnel, they are likely to perform effectively in the public sector. One of the objectives of human resource management is to aid in achieving elevated levels of organizational performance (Al-Matari-2017). The enhancement of individual performance and adaptability is a critical aspect of achieving

performance objectives in the public sector, and effective human resource management is instrumental in facilitating this outcome. The attainment of optimal performance is contingent upon the selection of a suitable candidate at the opportune moment (Botswana, 2003).

The effectiveness of performance is contingent upon the capability of the human resource. Enhancing the capabilities of human resources can be achieved through various means such as providing access to training, and workshops, and encouraging them to voice their demands (Gul, 2020). The concept of performance management holds substantial sway over the functioning of the public sector, encompassing a wide range of factors that impact performance. However, the specific factors that contribute to this impact may differ across various regions. The primary objective of this research is to examine the influence of various factors, including the recruitment of inexperienced individuals with unrelated educational backgrounds for senior management roles, a high volume of operational activities, and inadequate human resources, as well as the existence of favoritism and conflicts of interest, on the organizational performance of public sectors in Afghanistan (Hashemi, 2022).

An extensive study of performance management practices and their impact on organizational performance has been conducted across various contexts. In the context of Afghanistan, where the commercial landscape presents difficulties, comprehending the influence of performance management methodologies on organizational performance can facilitate the enhancement of competitiveness and performance of organizations (Kearney, 2018). Organizations in Afghanistan can implement various performance management practices, including establishing goals and objectives, offering feedback and coaching, administering performance evaluations, and incentivizing employees based on their performance (MacAvoy, 2012). The aforementioned practices have been formulated with the aim of enhancing employee motivation, engagement, and productivity, thereby resulting in better organizational performance. The introduction of performance management

practices in Afghanistan may encounter obstacles, including insufficiently trained personnel, limited resources, and cultural disparities (Mohammad, 2020). Hence, it is imperative for organizations operating in Afghanistan to devise performance management strategies that are congruent with their organizational culture and contextual factors (Nwakoby, 2019).

Quality Achievement

Quality management refers to the systematic supervision of all activities and tasks necessary to maintain a specific standard of excellence. The realization of a quality policy involves the establishment and implementation of quality assurance and planning, as well as quality control and enhancement measures. Total Quality Management (TQM) is an alternative nomenclature for the aforementioned concept. Quality management typically places emphasis on achieving long-term goals while simultaneously executing short-term tasks (Barone, 2022).

Performance as Sustainable Result

The notion of sustainability is demonstrated through the moral duty to participate in and advocate for socially responsible investments that prioritise social awareness. Every organization endeavours to fulfil intricate performance standards, including non-monetary obligations for environmental management and addressing societal concerns. To enhance stakeholder service and accurately depict sustainability performance reporting, organizations are placing greater emphasis on the impact of environmental, social, and economic factors by prioritizing sustainable activities (Stanciu, 2014).

Performance Measurement

A performance metric refers to a quantifiable depiction of the activities and results of an organisation. Performance measurements that are driven by data offer valuable insights into the effectiveness of a programme or action in achieving its objectives and advancing organizational or policy goals. From a technical standpoint, a performance metric refers to a declaration of the numerical value, expenditure,

or outcome of activities that measures the quantity, quality, and degree of provision of commodities or amenities to clients within a designated duration (Van Dooren, 2015).

Target Setting

The establishment of goals is a fundamental aspect of an effective performance management approach. When establishing goals, it is essential to consider two fundamental components. The **SMART** paradigm is widely recognized as an effective approach for formulating objectives that are likely to achieve success (Helmold, 2019).

SPECIFIC: Determine the necessary tasks, their respective deadlines, assignees, and level of required exertion.

MEASURABLE: It is advisable to employ diverse metrics, including quantity, caliber, punctuality, and expenditure, whenever feasible.

ATTAINABLE: It is imperative to establish a viable path towards attaining success and ensure that the predetermined goals are realistically achievable.

RELEVANT: The objectives ought to embody the all-encompassing aim or the comprehensive strategy of the organization. The focus should be on analysing outcomes rather than actions.

TIME BASED: It is imperative to establish a well-defined deadline for the successful attainment of goals and objectives. Objectives are generally required to be achieved by the end of the assessment period (Performance Management Process, 1907).

Conclusively, the adoption of proficient performance management methodologies can yield a noteworthy favourable influence on the operational performance of entities in Afghanistan. It is imperative for organizations to prioritize the effective implementation of these practices, ensuring that they are aligned with their organizational culture and context, and that their employees receive sufficient training and resources to enhance their performance (Saad, 2018).

Research Aims and Objectives

- The aim of this study is to evaluate the efficacy of diverse performance management tactics that have been implemented in Afghan businesses.
- The objective is to ascertain the obstacles and constraints faced during the execution phase, and investigate the correlation between employee job satisfaction, motivation, and commitment, and their influence on organisational performance.
- Furthermore, the study aims to ascertain the impact of performance management on the comprehensive performance of an organisation through the identification of factors that augment or diminish its effectiveness.
- The presence and execution of a comprehensive industry-specific policy is a crucial aspect in assessing the efficacy of performance management.

Research Hypothesis

Null Hypothesis (H₀): There is no significant relationship between Performance Management and organizational performance.

Alternate Hypothesis (H₁): There exists a relationship between Performance Management and organizational performance.

2. Literature Review

2.1 Organizational Culture

The term "organizational culture" encompasses multiple interpretations and conceptualizations. Each researcher and scholar has their own interpretation of this concept. Scholars across multiple fields, including Sociology, Anthropology, Organisational Behaviour, Business Communication, and Management Sciences, have provided definitions for the concept of organizational culture. According to the definition provided by the Cambridge dictionary, culture refers to the way of life, encompassing customary practises and beliefs, that is characteristic of a particular group of people during a particular time period. According to (Robbins n.d.), organizational culture is characterised as a framework of shared significance that is comprehended by workers

and serves to distinguish one enterprise from another. According to (Needle n.d.), the term refers to the conduct or cooperative efforts of individuals within an organisation.

Titiev, 1959 posited that the acquisition of knowledge from structured forms of ownership gave rise to the concept of culture. According to **Pettigrew's, 1979** work in Administrative Science Quarterly, organizational culture can be defined as a collection of beliefs, philosophies, attitudes, approaches, expectations, opinions, standards, and values. According to **Schein, 1995**, organizational culture is derived from the assumptions that employees acquire through the process of problem-solving and management. Organizations establish benchmarks and subsequently evaluate the job performance of their personnel based on those standards.

Penrose, 1995 posits that the core and network paradigms are two pivotal organizational frameworks. The author asserts that it is imperative for both corporations and researchers to prioritise these factors, as they shape the conduct and behaviour of markets, in conjunction with the influence of free-market competition. Hence, organizations that are capable of adapting to their fundamental principles and are also able to obtain the necessary connections are likely to thrive in the current market. The argument emphasises the importance of creating a corporate culture founded on fundamental principles and theoretical underpinnings. It posits a connection between the organisational culture and its constituents and the company's overall performance.

Wallach, 1983 conducted a study that identified the primary characteristics of organizational culture. Additionally, the study provided an explanation and clarification of **Hofstede's (1980)** cultural findings.

2.2 Employee Performance Management:

According to **Kenney, 1992**, the performance can be deemed satisfactory if the assigned task is executed in compliance with established standards. Performance refers to the act of an employee exerting effort and successfully

attaining organizational objectives within the workplace (**Cascio, 2006**).

Rashid et al, 2021. The objective of the article is to examine the implementation and results of the Performance Management System within the public sector of Brunei. The study employs an interpretive approach and adopts a case study methodology that centers on a particular governmental ministry. The principal methodology entails conducting face-to-face interviews with personnel representing diverse tiers of the organisational structure, complemented by scrutinizing pertinent documents. The research emphasises the significance of discretionary engagement in facilitating the performance management process. This involves the flexible alignment of directives and strategic responses with overarching objectives. This study investigates the causal factors that contribute to the aforementioned phenomenon and examines its unintended repercussions, which have had a detrimental impact on the initial objectives of the performance management framework. Through an analysis of an unexplored social context, the present study addresses a research lacuna in the domain of performance management in the public sector. This study makes a noteworthy contribution to the theoretical comprehension of the decoupling phenomenon within the Performance Management System. It does so by utilizing the New Institutional Theory of Sociology. The findings obtained from this study can offer significant direction for governmental ministries in developing countries when executing Performance Management Systems.

2.3 Relation between Organizational Culture and Employee Performance:

According to **Salehipour, 2018**, there exists a significant and positive correlation between organizational culture and employee performance. The study titled "Culture and Employee Performance" has revealed that organizational culture has a significant impact on employee personality and commitment. However, the study did not find any statistically significant influence of organizational culture on

worker performance (**Sahertian, 2020**). In addition, it has been observed that the performance of managers and knowledge management within different organizations is impacted by the organizational culture (**M. & Rashid, 2020**).

The relationship between culture and high financial performance is notably robust and significant (**Peter, 1982**). According to Kotter, 1982, an individual's actions within a cultural setting reflect the pattern of their acquired cognitive processes throughout their lifetime, leading to differences among performers. The relationship between the culture of an organisation and its performance is a crucial factor in determining the socioeconomic value of the organisation. According to Schein, 1985 analysis, a crucial element that enables a company to surmount obstacles, adapt managerial practises, and attain efficacy is a suitable and robust corporate culture. There exists a significant correlation between organizational culture and employee performance (**Sheridan, 1992**).

The correlation between organizational culture and job performance is widely acknowledged, however, a number of scholars (**Ogbonna, 1993; Willmott, 1993; Legge, 1994**) have raised apprehensions regarding these connections. This study examines the relationship solely within a contextual framework and under particular circumstances or scenarios. Furthermore, as posited by the aforementioned scholars, it is suggested that the influence of culture on performance is contingent upon its alignment with the diverse environmental factors within the given context.

According to recent scientific research, it has been suggested that cultural traits are not inclined towards imitation, and therefore may serve as a fundamental basis for the sustainability of an organisation. **Barney, 1996** posits that the concept of sustainability is contingent upon ethical considerations, scarcity, and the durability of the culture in question. According to Marttin, 2003, there exists a significant correlation

between the culture of a company and the shared beliefs and values of its employees.

According to recent research, firms function as the primary hub of social groups. Therefore, it can be inferred that the cultural competencies and fundamental consistencies have the potential to influence both the developmental trajectory and operational effectiveness of a business. **Hofstede, 1980** conducted a comparative analysis between organizational culture and the software of the intellect in one of his prominent early works. Hence, the role of organizational culture is pivotal in shaping the strategy, behaviour, and performance of the workforce. The examination of organizational culture can serve as a central aspect in the pursuit of research within a business entity.

3. Materials and Methods

This study has utilized a descriptive research design that adheres to established norms and recommendations. Primary data collection was conducted through the use of a questionnaire. Different Methods for Data Analysis are applied in this study.

4. Results and Discussion

Table 1 denotes the correlation coefficient, a statistical measure that quantifies the magnitude

and orientation of the linear association between the independent variables and the dependent variable. The obtained value of 0.654 in this instance denotes a moderate positive correlation. The R-Square, also referred to as the coefficient of determination, denotes the fraction of the variability observed in the response variable that can be accounted for by the predictor variables. The coefficient of determination, denoted by 0.427, signifies that approximately 42.7% of the variability in the dependent variable can be explained by the independent variables. Adjusted The R-Square metric has been adapted to account for the number of predictor variables and the sample size. The model is penalized for the inclusion of superfluous variables. The obtained adjusted R-Square value of 0.388 indicates that the model accounts for approximately 38.8% of the variability observed in the response variable. The standard error of the estimate denotes the degree of variability of the estimated coefficients. The metric evaluates the accuracy of the estimated coefficients within the regression model. A decreased numerical value denotes an increased level of precision, which implies that the coefficient estimates are more dependable. The standard error in this instance is 0.116.

Table 1: Model Summary

Model	R	R-Square	Adjusted R-Square	Estimate's Standard Error
1	0.654	0.427	0.388	0.116

The tabular representation (table 2) delineates the dispersion in the dependent variable into two distinct constituents, namely Regression and Residual. The Total of Squares refers to the complete variability observed in the response variable. Degrees of freedom (D.f) refer to the quantity of autonomous observations that are accessible for examination. The Square of Mean is a statistical measure that represents the mean square value. It is obtained by dividing the total sum of squares by the corresponding degrees of freedom. The F-value is a statistical measure that

evaluates the ratio of the explained variability by the regression model to the unexplained variability represented by the residual. The calculation involves the division of the mean square of the Regression by the mean square of the Residual. The Significance can be described as the p-value, which is commonly represented as the significance value, serves as an indicator of the likelihood of chance observation of the F-value. A reduced p-value indicates a heightened level of statistical significance in rejecting the null

hypothesis that posits no correlation between the variables under investigation.

Table 2: Results of ANOVA

ANOVA	Total of Squares	D.f	Square of Mean	F-value	Significance
Regression	2.215	6	0.369	1.674	0.171
Residual	9.945	42	0.236		
Total	12.16	48			

The below mentioned table 3 presents data pertaining to the estimated coefficients of the predictor variables in the regression model. Unstandardized coefficients denote the unprocessed coefficients in the initial units of the predictor variables. The standardized coefficients denote the coefficients that have been standardized to a uniform scale, which is usually the standard deviation of the predictor variables. The utilization of such predictors facilitates a comparative analysis of their respective

significance within the model. T-test: The t-value corresponds to each coefficient and serves to evaluate the null hypothesis that the coefficient equals zero. The p-value, also known as the significance value, is a statistical measure that represents the likelihood of observing a t-value purely by chance. This aids in ascertaining whether a specific predictor variable exerts a statistically significant influence on the response variable.

Table 3: Coefficient Approximations

Coefficients	Unstandardized Coefficients	Standardized Coefficients	t-test	Significance
Constants	0.492	0.370	4.241	0.000
Achievement in Quality Performance as a Long-Term Goal	0.223	0.112	1.919	0.063
Measurement of Performance	-0.067	-0.054	-0.578	0.566
Setting Targets	0.194	0.158	1.647	0.106

The tables presented herein offer a concise overview of the regression model, encompassing the goodness-of-fit metrics, analysis of variance, and coefficient approximations. Regression analysis is utilized to evaluate the potency of the association between the predictor variables and the response variable. It also aids in comprehending the importance and influence of each predictor on the response.

5. Conclusion

Performance management is a systematic methodology aimed at improving the overall

performance of an organisation. The adoption of effective performance management methodologies has the capacity to significantly enhance operational efficacy in the Afghan setting. The current investigation utilizes a descriptive research design and a data collection approach based on questionnaires to evaluate the effectiveness of performance management strategies in institutions situated in Afghanistan.

The findings of the regression analysis demonstrate a moderate positive association between the variables, as indicated by the

correlation coefficient (R) of 0.654. Moreover, the statistical model takes into consideration 42.7% of the variance observed in the dependent variable, as denoted by the R-Square value of 0.427. The adjusted coefficient of determination, which takes into account both the number of predictors and the sample size, has been determined to be 0.388. The precision of the coefficient estimates can be indicated by the standard error of the estimate, which in this case is 0.116. The results of the ANOVA suggest that the regression model does not possess statistical significance, as evidenced by a p-value of 0.171. This suggests that the correlation between the independent variables and the dependent variable may not be statistically significant. The coefficient table displays information regarding the predictor variables, with some variables demonstrating statistical significance ($p < 0.05$), while others do not. It is recommended to exercise prudence when interpreting the aforementioned coefficients, while considering the constraints of the model and the degrees of significance.

The study's limitations are duly recognized, including the restricted focus solely on Afghanistan, reliance on self-reported data, and omission of extraneous factors. The study provides valuable insights for organisations operating in Afghanistan, enabling the creation of tailored performance management systems and contributing to the body of knowledge on performance management in developing countries. The present research endeavours to examine the association between performance management practises and organisational performance within the context of Afghanistan. The study will explore diverse facets of performance management, encompassing goal establishment, performance assessment, feedback mechanisms, and incentive structures. The analysis of unique challenges and opportunities in Afghanistan enhances understanding of performance management approaches in the context of developing countries.

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