UNDERSTANDING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND PROJECT OUTCOMES

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Abstract

This study examines association between organisational culture, leadership, communication, and project success, specifically emphasising stakeholder satisfaction. A structured survey was used to gather data from 100 participants in various organizational roles using a quantitative methodology. Project performance and stakeholder satisfaction are significantly positively correlated with leadership, open communication, and employee engagement, according to statistical research that included regression and descriptive statistics. Furthermore, teamwork and risk-taking showed favourable, but somewhat modest, correlations with these results. These results highlight how crucial it is to give leadership development a top priority, improve communication procedures, and cultivate a cooperative work atmosphere. Organizations are advised to put in place extensive leadership development programs and efforts to enhance teamwork and communication tactics to maximize project performance. To sum up, successful projects and increased stakeholder satisfaction depend on strong leadership, open communication, and a motivated staff. Businesses that make investments in these areas are probably going to see improved project results and long-term operational success.

Keywords: Organizational culture, leadership, communication, project success, stakeholder satisfaction, employee engagement, risk-taking.

I.   INTRODUCTION

An analysis conducted by "Organisation for Economic Co-operation and Development" (OCED) [1] emphasises possibility of innovation for sustained economic expansion in the aftermath of the greatest worldwide economic downturn in half a century. [2], [3]. Both agree that innovation is essential to national and firm-level competition and that it is a major factor in driving economic progress. There has never been a time when organisations must innovate continuously to succeed in today's complicated and ever-changing market [4]. Previous research suggests that innovation can lead to many desirable performance outcomes. [5], [6].

As per the finding ways to innovation are being better-understood thanks to the ongoing empirical curiosity. Manufacturing enterprises have naturally been the primary focus of this research [7]. In contrast, research on the mechanisms that enable innovation inside service providers of highly "value-added" services is scant. One theory proposes that company culture is the most important factor in encouraging innovation [8], [9]; and this view might hold water, particularly for service industries.

The thought of organizational culture has become popular in domains of cultural anthropology, management, marketing, and organizational behaviour (e.g. Homburg and Pflesser, 2000; Gregory et al., 2009). [12]. [11], market-oriented behaviours, financial performance, and market performance are all significantly impacted by organisational culture. According to the findings of [10], employee attitudes and organizational effectiveness are more significantly impacted by organizational culture. [13]. research while conducting the study realized that how people in an organization think and behave influences knowledge management and organizational performance as compared to what they do in terms of strategies and other structures. Organizational culture is vital, it impacts how behaviours are exhibited in organizations more than rules, regulations, and structure. [14]. Thus, a powerful instrument for achieving your goals in business is company culture.

Fig. 1. Relationships between projects, project teams and parent organization

Knowledge is constantly evolving. Projects and parent organisations continuously exchange both explicit and implicit knowledge [15]. The connections between a parent organization and numerous projects are illustrated in Fig. 1, which also shows how information is passed from one project to another through organizational memory and how knowledge is periodically transferred and reused between the parent organization and projects. Project-based working gives rise to three main types of knowledge: Knowing what is in projects, knowing about projects and knowledge from projects. [15]. "Knowledge in projects" refers to the information that is contained within a project and can be found in meeting logs, paperwork, conversations, and project management software. "Knowledge about projects" refers to the information needed to carry out a project [16]. Project marketing, skills management, planning, organizing, and designing are all included in this knowledge. This also includes information about final goods or materials that meet conflicting needs and limitations. The experiences gathered from carrying out a project are referred to as "knowledge from projects." This can take the kind of after-action reviews, post-project reviews, lessons learnt, or best practices [17]. Sadly, not much time is devoted to the latter since individuals are removed from projects before they are ultimately finished, which causes important project

lessons to be forgotten. Lessons are frequently forgotten or gathered too late when evaluation is done just after a project. Reusing and conserving knowledge both within and between projects should be part of knowledge management (KM) in the construction sector [15]. Three levels of knowledge sharing occur in a project, according to Kamara, Anumba and Carrillo, (2005): The following are the knowledge transfer processes that exist in organization's: (1) Information flow and transfer across a project among various professionals; (2) information sharing and transfer across a project involving various professional. and (3) information is shared and transferred from one project to another and from one firm's organizational knowledge base to another. [19]

It is possible to view leadership and organisational culture as complementary factors, with leadership having an impact on culture and culture having an equal impact on leadership [20]. [21]. discovered that style approaches and influence techniques, two often evaluated leadership behaviours, were linked to corporate culture. In particular, the research examines how these two leadership styles moderate the connection between team, detail, and innovation cultures in the workplace and three employee outcomes: job happiness, organisational commitment, and performance on job [22]. In addition to testing the culture-on-leadership vs. leadership-on-culture reverse mediation relationship, this study adds to literature on leadership and organisational culture by flaking light on problems that have received little attention in the literature. The study combines ideas from social cognition theory with social learning theory to explain how middle managers learn [23]; although leadership styles and influence methods have been studied extensively, there has been a dearth of research that compares the two. A couple of examples of such studies are (e.g. Howell and Higgins, 1990; Charbonneau, 2004) [22]. Consequently, our research sheds light on how senior management may foster organizational culture and leadership development to ensure employee engagement, happiness, and performance

A. Performance Criteria

The definition of performance determines the criteria that will be used to measure organizational performance. This topic works well for both individuals and organizations. Human resources management ought to adopt the "strategic" approach and then counsel higher management on the optimal performance management plan for the entire agency. Starting with the traditional approach, human resources management should set explicit performance goals for both individuals and businesses as a whole.

Table I. Organizational Performance Criteria

No.	Metric	No.	Metric	No.	Metric
1	Flexibility / Adaptation	11	Sharing of participation and authority	21	Social abilities of executives
2	Morale	12	Technical abilities of executives	22	Evaluations by externals
3	Information management and communication	13	Occupational Accidents	23	Internalization of organizational objectives
4	Goal consensus	14	Value of human resources	24	Productivity
5	Preparedness	15	Total effectiveness	25	Job satisfaction
6	The importance	16	Motivation	26	Conflict

	attached to success				
7	Planning and Objective setting	17	Profit	27	Efficiency
8	Growth	18	Control	28	The importance attached to training and development
9	Employee turnover rates	19	Stability / Determination	29	Quality
10	Absenteeism	20	Utilisation of environment	30	Harmony between role and norm

Despite the evident importance of employee engagement, many organizations face challenges in cultivating and sustaining high engagement levels. Factors such as inadequate leadership, poor communication, and lack of recognition can undermine employee morale and hinder engagement. Conversely, organizations that invest in robust engagement strategies—such as clear goal-setting, opportunities for professional development, and inclusive decision-making—tend to witness superior project outcomes and enhanced stakeholder trust. This highlights the need for a systematic examination of how employee engagement strategies can be optimized to drive project success and stakeholder satisfaction.

This study looks at how stakeholder satisfaction and project performance are impacted by staff engagement. It explores how active participation, commitment, and motivation among employees contribute to achieving project objectives, fostering innovation, and enhancing stakeholder relationships, ultimately highlighting the critical role of engaged employees in driving overall project performance and satisfaction.

II.   LITERATURE REVIEW

In this study, Ratnasari, Sutjahjor and Adam (2019) examine, using the lens of work happiness, the connections between leadership style, organisational effectiveness, and employee performance. The 108 participants who filled out the surveys used in this study provided the data. Epson Batam, as well as path analysis for evaluating hypotheses. The results show a substantial correlation between organisational culture and leadership style, which in turn influences how happy employees are at work. According to the second paradigm, leadership style and organisational culture are directly impacted by job satisfaction, and job satisfaction in turn influences performance indirectly. Leadership style variables had less of an impact on employee happiness at work than organisational culture variables. As a performance-enhancing characteristic, job satisfaction is more important than organisational culture and leadership style[26].

In this study, Elsbach and Stigliani, (2018) The term "design thinking" refers to a way of thinking about problems that draw on techniques often used by those who create goods, services, and spaces for profit (such as when creating a new vehicle or an airport layout). Although design thinking was initially proposed as a strategy that would be most effective when integrated into an organization's culture, majority of the initial research on topic was on determining which tools and approaches could be employed to address managerial issues. But until recently, no one had looked

at how design thinking might connect to things like company culture at the level of the organization. This study explores empirical studies that have been done, mostly in the past 10 years, on the subject of design thinking and how it relates to the formation of organizational culture. By doing this research, we were able to determine which design thinking tools contribute to the growth of certain company cultures and which ones do the opposite. Also, we show how design thinking tools make people feel and what they can hold in their hands, which aids in their comprehension of the cultural factors that contribute to the efficient application of these tools. Based on what we've seen in this review, it seems that design thinking cultures and tools complement one another due to their experiential character, which means they both encourage and facilitate hands-on work. Based on this realization, we establish a broad structure for arranging research on design thinking and propose many lines of inquiry that could deepen our knowledge of design thinking in business settings [27].

In this study, Almeida and Soares, (2014) Nowadays, "project-based organizations" (PBOs) are common in nearly every industry. The disjointed and non-standard organizational structures, procedures, practices, and technology of such companies make information and knowledge management a difficult task. One of the most significant challenges that PBO faces is the inefficiency of knowledge exchange over time among project teams. It appears that PBO is underserved by organizational learning, which is significantly impacted by this. As a result, valuable information is stuck in an "informational limbo" where it cannot be accessed or used by the company. This is especially the case at R&D facilities, where individuals' varied backgrounds, cultural norms, and professional experiences can lead to conceptual errors that impede knowledge exchange. This study addresses those concerns in a comprehensive analysis of the use of information and knowledge management practices that will be of help to project teams and, through this, organisational learning. An exploratory research rooted in participant observation is performed in a Portuguese R&I organisation setting to investigate how specific aspects of project information management affect people's learning results from their knowledge sharing across projects. The outcome is a set of recommendations to improve "enterprise information management" or EIM for short. This study also shows that the PBO-wide EIM approach, which involves the codification of information and personalisation tools, can offer sound solutions to knowledge-sharing issues affecting PBO[28].

In this study, (2013) provide a literature review on the topics of organisational climate and culture. Definitions of the concepts and some first notes on their relationships form the article's framework. The meanings people ascribe to interconnected sets of experiences they have on the job constitute the organisational atmosphere. An organization's culture can be described as its underlying worldview and set of core beliefs. Following a short overview of the field's history, this section details the most significant achievements in the field's study of climate change, its main areas of focus, and the results of studies measuring the intensity of this phenomenon. After introducing the topic of organisational culture and providing a quick summary of its recent research, this section provides examples of significant ideas and studies concerning the functions of leadership and national culture in comprehending organisational culture and performance, as well as culture as a moderator variable in studies of organisational behaviour. In its last portion, the article suggests combining climate and culture perspectives and research, and it finishes with some practical

suggestions for how modern organisations might be effectively managed. In every section, suggestions for further study and investigation are offered [29].

III.   METHODOLOGY

The study utilized a quantitative approach and a descriptive and analytical design to investigate how organizational culture aspects affect project results. Structured surveys were used to gather data from stakeholders, team members, and project managers in a variety of industries. With a sample size of 100 responders, a convenience sampling technique was employed. Stakeholder satisfaction and project success rate were the dependent factors, whereas leadership style, communication techniques, creativity and risk-taking, teamwork, and staff engagement were the independent variables. Regression models and descriptive statistics were utilized to quantify influence of the independent variables on project outcomes and find relationships in data. The study's results were solid and trustworthy because statistical methods such as SPSS were used for analysis.
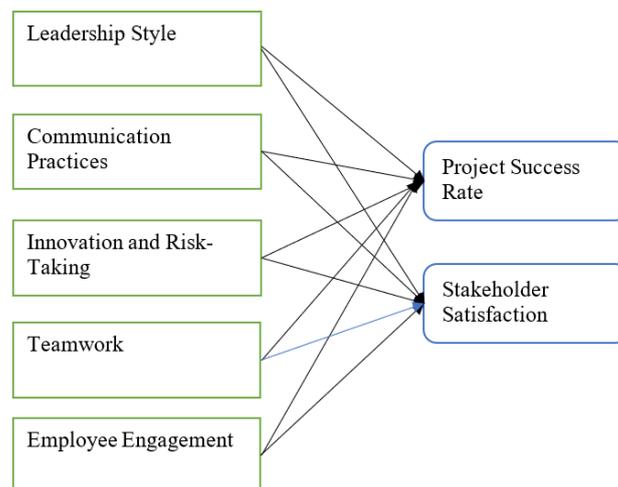

Fig. 2. Research Framework

A. Results

This section includes the findings of this study.

Table II. Demographic Data

		Frequency	Percent
What is your gender	Male	53	53
	Female	47	47
What is your age group	Under 18	5	5
	18-24	16	16
	25-34	44	44
	35-44	20	20
	45-54	10	10
	Above 55	5	5
What is your highest level of education	High School	10	10
	Associate Degree	15	15

	Bachelor's Degree	30	30
	Master's Degree	20	20
	Doctorate	20	20
	Other	5	5
What is your current role in the organization	Project Manager	8	8
	Team Member	17	17
	Stakeholder	25	25
	Senior Management	35	35
	Other	15	15
How long have you been working in the current organisation	Less than 1 year	10	10
	1-3 years	19	19
	4-6 years	22	22
	7-10 years	33	33
	More than 10 year	16	16

The respondents' varied demographics are shown in the frequency table. With 47% of participants being female and 53% being male, the gender distribution is almost equal. The workforce is young, as evidenced by the fact that the bulk of respondents (44%), followed by those aged 35–44 (20%), are between the ages of 25 and 34. The sample is highly educated, with 30% having a bachelor's degree and 20% each holding a master's and doctoral degree. In terms of positions, there is a wide range of organisational participation, with 35% being in senior management, 25% being stakeholders, and 17% being team members. The group appears to be rather seasoned, as the majority of members (33%) have been with their current company for 7–10 years, and 22% for 4-6 years. This demographic profile ensures a varied viewpoint on the study's goals by offering helpful insights into the participants' backgrounds
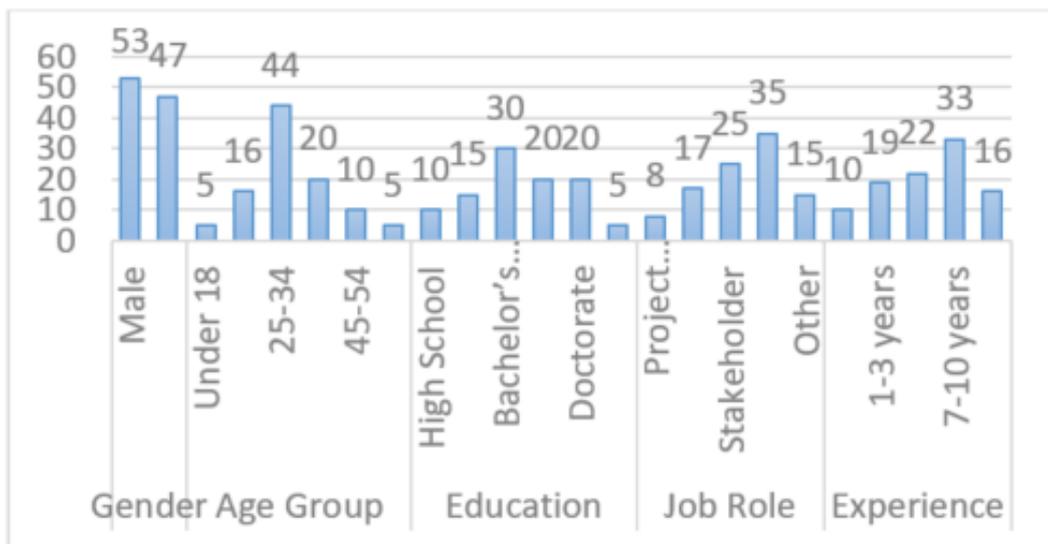

Fig. 3. Demographic Information of Respondents

Table III. Demographic Information Of Respondents

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
The leader inspires and motivates team members to achieve project goals.	100	3.33	.099	.985	.971
Communication within the organization is open and transparent.	100	3.59	.107	1.074	1.153
Risk-taking is supported and seen as a necessary part of achieving success in projects.	100	3.37	.102	1.022	1.044
Team members are open to sharing ideas and opinions during discussions.	100	3.54	.106	1.058	1.120
I am committed to achieving the goals of my organization.	100	3.24	.122	1.224	1.497
The project was completed within the allocated budget.	100	3.49	.099	.990	.980
Communication during the project was timely and clear.	100	3.44	.083	.833	.693

The descriptive statistics shed light on a number of variables affecting project results. Organisational elements like teamwork, communication, and leadership were generally given somewhat positive ratings by respondents. With a standard deviation of 0.985, which indicates some variety in responses, the statement "The leader inspires and motivates team members" had a mean of 3.33, suggesting moderate agreement. With a higher mean of 3.59, "Communication within the organisation is open and transparent" indicated a generally favourable opinion. Additionally, respondents moderately agreed that "Team members share ideas" (mean = 3.54) and "Risk-taking is supported" (mean = 3.37). There was modest satisfaction with the scores of 3.24 and 3.44 for commitment to organisational goals and timely communication during projects, respectively. All metrics show diverse but usually positive responses, according to the variance and standard deviation values.

B. Influence of different organization culture aspects on Project Success

Table IV. Model Fitting Information

Model	-2Log Likelihood		Chi-Square	df	Sig.
Intercept Only	247.240				
Final	184.906		62.334	5	.000

The model fitting information displays the final model's performance in comparison to the intercept-only model. The intercept-only model was found to be 247.240, and the final model was

184.906 for the -2 Log Likelihood value. The Chi-Square score of 62.334 in the final model with five degrees of freedom (df) is statistically significant (p < 0.001). This suggests that, in comparison to the intercept-only model, the final model offers a noticeably better fit to the data. Based on the statistically significant p-value, it appears that the model's independent variables significantly influence the outcome prediction.

Table V. Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	213.737	208	.378
Deviance	171.253	208	.970

The goodness-of-fit numbers indicate that the model does an excellent job of fitting the data. A p-value of 0.378, 208 degrees of freedom, and a Pearson Chi-Square statistic of 213.737, it seems that the expected and actual frequencies do not differ significantly. The Deviance statistic, which has 208 degrees of freedom and a p-value of 0.970, also demonstrates an excellent match with a value of 171.253. Both figures demonstrate how well the model explains the data and fits it, hence confirming its validity.

Table VI. Pseudo R-Square

Cox and Snell	.464
Nagelkerke	.498
McFadden	.232

The pseudo-R-squared values indicate how effectively the model accounts for the information. Cox and Snell's results of 0.464 and Nagelkerke's values of 0.498 indicate a moderate level of model fit. The strong explanatory power is demonstrated by the McFadden value of 0.232, even if it displays a very poor match

Table VII. Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[PSR = 2]	5.010	1.246	16.169	1	.000	2.568	7.453
	[PSR = 3]	7.024	1.330	27.911	1	.000	4.418	9.630
	[PSR = 4]	9.443	1.494	39.972	1	.000	6.516	12.371
Location	LS	.160	.279	.329	1	.566	-.387	.707
	CP	1.015	.213	22.651	1	.000	.597	1.433
	IRT	-.042	.201	.044	1	.834	-.436	.352
	TCC	-.062	.197	.097	1	.755	-.448	.325
	EE	1.045	.242	18.661	1	.000	.571	1.518

The association between predictors and project success rate (PSR) is displayed in the parameter estimates table. PSR is favourably influenced by significant predictors such as employee engagement (EE), which has an estimate of 1.045, and communication practices (CP), which has an estimate of 1.015. The impacts of teamwork (TCC) and leadership style (LS) are not statistically

significant (p > 0.05). At higher levels, there is a noticeable impact on project success, as indicated by the significant threshold estimates for PSR categories [PSR = 2], [PSR = 3], and [PSR = 4]. Confidence intervals provide additional evidence of these estimations' accuracy.

C. Influence of different organization culture aspects on Stakeholder Satisfaction

Table VIII.   Table 8: Model Fitting Information

Model	Log Likelihood	Chi-Square	df	Sig.
Intercept Only	217.926			
Final	164.286	53.640	5	.000

The final model performs significantly better than the intercept-only model, based on the model fitting data. This model's -2 Log Likelihood is 164.286, but the intercept-only model's is 217.926. The final model's Chi-Square statistic, with five degrees of freedom, is 53.640, which is statistically significant (p < 0.001). Given that the final model fits the data a little better, this suggests that the predictors that were included properly described the result.

Table IX. Goodness-of-fit

	Chi-Square	df	Sig.
Pearson	271.027	208	.002
Deviance	149.587	208	.999

The goodness-of-fit statistics indicate mixed results. The Pearson Chi-Square score of 271.027 indicates that there is some difference between the actual and projected values, with 208 degrees of freedom and a significant p-value of 0.002. Nonetheless, a good fit in terms of model prediction is suggested by the Deviance statistic, which is 149.587 with 208 degrees of freedom and a non-significant p-value of 0.999. All of these findings point to the possibility of minor variations in certain regions, even while the model fits well in others.

Table X. Pseudo R-Square

Cox and Snell	.415
Nagelkerke	.457
McFadden	.224

The pseudo-R-squared values indicate how effectively the model accounts for the information. The Cox and Snell values of 0.415 and 0.457 indicate a good fit and show that the model explains a respectable amount of the variation in the result. Despite being lower, the McFadden value of 0.224 still shows some capacity for explanation

Table XI. Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[SS = 2]	1.368	1.188	1.327	1	.249	-.960	3.696
	[SS = 3]	5.426	1.306	17.266	1	.000	2.867	7.986
	[SS = 4]	7.603	1.422	28.597	1	.000	4.817	10.390
Location	LS	.178	.283	.394	1	.530	-.377	.732
	CP	-.011	.200	.003	1	.955	-.403	.381
	IRT	.074	.207	.127	1	.722	-.332	.479
	TCC	-.130	.202	.410	1	.522	-.526	.267
	EE	1.339	.275	23.784	1	.000	.801	1.877

The influence of predictors on stakeholder satisfaction (SS) is shown in the parameter estimates table. With a positive estimate of 1.339, employee engagement (EE) is a significant predictor that has a considerable impact on stakeholder satisfaction. With p-values higher than 0.05, other factors like internal risk-taking (IRT), team cooperation (TCC), communication practices (CP), and leadership style (LS) exhibit non-significant impacts. The substantial threshold estimates for SS categories [SS = 3] and [SS = 4] imply that specific factors have an impact on greater levels of stakeholder satisfaction. Confidence intervals verify that important estimations are accurate.

IV.   CONCLUSION

The research finds out that leadership, communication, and commitment have profound influence on the result of a project and satisfaction of the stakeholders. It shows that effective leadership and excellent communication with people inside the organization in regard of the achievements of project, and motivation of the team to make a success of the project is very important to apply in any organisation. It was also evident that employment and timely conveying of important information within the projects would to a larger extent, work well to foster engaged and collaborative employees. Risk taking and team collaboration are less strong and need more emphasis for being better. These implications have practical significance for organisations wanting to improve project performance. From the findings, it is recommended that leadership, communication, and employee involvement, should be resources that are considered to produce improved project performance. In addition, project managers should attend to making their subordinates more productive as well as encouraging the teams to be open about impediments that may hinder the performance. The study also includes the provision of training programs to leaders to improve their motivational power and communication techniques, and spending on team-building practice to foster teamwork. Also, organisations should promote strategic risk-taking and innovation, as it is always complicated to work in complex organisations. Thus, having considered these factors, organisations can fine-tune their portfolio implementation and, as a result, increase the satisfaction of the portfolio stakeholders and achieve the successful portfolio delivery.

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