Types of Organizational Culture and Their Matched Occupations

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Abstract

***Purpose* –** Organizational individuals can gain profit from any trials and errors concerning the knowledge others have been able to accumulate. The culture also states the organizational behaviors by identifying the principal aims, and the way members handle personal relationships. This study aims that how corporate cultures can be connected with particular occupations.

***Research design, Data, and methodology* –** For the systematic review in prior literature dataset, the present author used the PRISMA which is a set of items that are evidence-based and utilized in reporting systematic reviews. It includes the reporting of meta-analyses.

***Result* –** The present author figured out that corporate culture is one of the most crucial factors that workers consider in deciding whether or not they want to be employed in an organization. Having an excellent corporate culture sets the company apart from the competition and increases the company's status to new positions of recruiting and business success

***Conclusion* –** The current research concluded that possessing an excellent corporate culture positions the company apart from the competition but boosts the company to new recruiting and business success levels. The two traits of an excellent corporate culture include the culture allowing every individual in the organization to succeed, and the culture works for every individual involved.

Keywords: Organizational Culture, Corporate Strategy, Human Resource Management

JEL Classification Code: M14, L10, O15

1. Introduction

Organizational culture is each company's unique identity. In teams of individuals who work together, organizational culture may not be seen but is a powerful energy that initiates the behavior of the participants of the group (Stamarski & Son Hing, 2015). A significant conclusion is that the organizational culture is the shared meaning shared by participants that differentiate the company from other companies. Organizational culture is a way of shared assumptions, values, and beliefs which dictate how individuals act in companies. Organizational culture includes a company's expectations, experiences, philosophy, and values that keep it together and are seen in its self-image, inner workings, interactions with the outside world, and future expectations. This is based on the shared attitudes, beliefs, customs, and the documented and undocumented rules that have been generated over time and are considered valid (Frederiksen & Poulsen, 2016).

The shared values mostly affect the individuals in the company and dictate the mode of dressing and performing their jobs. Every company develops and maintains a unique way of doing things which gives the guidelines and boundaries for the actions of the company's individuals. The organizational culture and corporate culture components include how the companies perform their businesses, treat their workers, customers, and the large community, and the measure to which freedom is allowed in making choices, developing new ideas, and individual expression. The other organizational culture components include the way power and data flow through its hierarchy and the level of how committed workers are toward collective goals. Many scholars have given the meaning of organizational culture. Some of the popular definitions include "organizational culture is how organizations do things," "in large part, organizational culture is a product of compensation," "organizational culture defines a jointly shared description of an organization from within," and "organizational culture is the sum of values and rituals that serve as a glue to integrate the organization's members," "organizational culture is the civilization in the workplace" and "the main culture of the society shapes organizational culture we live in, albeit with greater emphasis on particular parts of it."

Organizational culture impacts the company's productivity and performance and gives guidelines on customer care and service, product safety and quality, attendance and punctuality, and the concern for the surrounding. It also involves production strategies, marketing, advertising actions, and new product creation. Organizational culture is different for each company and is difficult to change. Corporate culture reflects the values, beliefs, and attitudes that permeate a business (Isern, Sánchez, & Moreno, 2011). Corporate culture is mainly referred to as the character of an organization showing the collective actions of individuals utilizing a shared corporate vision, goals, shared values, attitudes, habits, working language, systems, and symbols. Corporate culture is involved with processes, technologies, learning, and important events. It incorporates the values, customs, traditions, and meanings that make an organization unique.

Companies try to rule their surrounding by exercising absolute power to dominate and control. For this reason, some managers may experience the new managerial role of power-sharing as power loss since their authority was from hierarchical positions. The core role of organizational culture is to state the way of doing things to give meaning to the organizational life. Making meaning is the idea of organizational culture since the organizational members have to gain from the lessons of previous individuals. Therefore, organizational individuals can gain profit from any trials and errors concerning the knowledge others have been able to accumulate. The culture also states the organizational behaviors by identifying the principal aims, work methods, and the way members handle personal relationships.

2. Literature Review

2.1. Features of Organizational Structure

Organizational cultures are made up of seven features, and each company has a distinct value of these features. The individuals of a company judge the value of their company, place it on the features, and then change their actions to follow the perceived set of values. Innovation and risk orientation is a feature of organizational structure. Organizations with cultures that highly value innovation encourage their workers to risks taking and innovate in their job performances. Organizations with cultures that position a low value on innovation expect their workers to perform their work the same way they have been trained without finding ways to boost their performance (Ordonez-Ponce & Clarke, 2020). Attention to detail and precision orientation is another feature of the organizational structure that governs how the workers are required to be accurate. A culture that puts a high value on attention to detail requires its workers to engage in their work with precision, and a culture that positions a low value on this feature does not.

Emphasis on the results and the achievement orientation is another feature that organizations focus on the outcomes but not on how the results are achieved, stressing this value of the organizational culture.

An organization that instructs the sales force to engage in whatever it takes to attain sales orders has a culture that places a high value on emphasizing the outcome features. Emphasis on individuals and the fairness orientation is another feature. Organizations that place a high value on this feature place great significance on how their choices will influence the people in their companies. For these organizations, it is critical to treat employees with respect and dignity. Teamwork and collaboration orientation are other features of the organizational culture. Organizations that organize work activities around teams instead of people place a high value on this feature of the organizational culture (Monteiro, Hopkins, & e Melo, 2020). Individuals who work for these organizations tend to possess a positive relationship with their coworkers and managers.

Aggressiveness and competitive orientation is the feature of the organizational culture that dictates whether the group participants are expected to be confident or easy-going when dealing with the organizations they compete within the marketplace. Organizations with an aggressive culture position a high value on competitiveness and outdo the competition at all costs. Stability and rule orientation is another feature of the organizational culture where an organization whose culture positions a high value on stability is rule-oriented and predictable. These organizations provide consistent and predictable output levels and function best in the non-changing market states (Palyvoda, Karpenko, Bondarenko, Bonyar, & Bikfalvi, 2018).

2.2. Roles of Organizational Culture

Culture unites the workers by providing a sense of dignity within the company, facilitating open communication, enabling companies to differentiate themselves from one another, and setting organizations norms, rules and standards, thereby enabling employees to function in a company by teaching them the way to behave. Organizational culture is an informal control mechanism that possesses a shared understanding, and it gets to be significant in a project-based company. (Kuhn, Dölle, Riesener, & Schuh, 2019). In such companies, the hierarchy is flat, and making choices is moved to the project purpose units and departments. Culture provides the guiding light toward the attainment of goals and objectives. Organizational culture boosts mutual trust and cooperation, reduces disagreements and more efficient decision-making steps, a strong identification sense, and assists workers in making sense of their actions by justifying their actions.

2.3. Types of Organizational Culture

A company's practices, principles, laws, and values form its culture. Organizational culture determines the way workers behave amongst themselves and the individuals outside the company (Jaakkola & Hallin, 2018). Normative culture is where the company's norms and procedures are predefined, and the rules and regulations are set according to the existing guidelines. The workers behave in an ideal way and strictly follow the company's laws. No worker dares to break the rules and sticks to the already laid policies (Sengstock, 1969). Pragmatic culture is when more stress is placed on the clients and the external parties. Customer satisfaction is the core motive of the workers in this culture type (Zhu, Liu, & Chen, 2018). Such organizations do not back any set laws, and every worker strives hard to satisfy their clients to obtain maximum business from their side (Heeringa, Mutti, Furukawa, Lechner, Maurer, & Rich, 2020).

Academy culture is where companies follow the culture of schooling and employ skilled personnel. The roles and responsibilities are assigned following the workers' background, academic qualifications, and work experience. Companies following academic culture are specific about training the existing workers (Ordonez-Ponce & Clarke, 2020). They ensure that several training programs are being done to refine the workers' skills. The management makes sincere efforts to uplift the workers' knowledge to upgrade their professional competence. The workers in this culture stick to the company for an extended time and grow within it.

Baseball team culture is a type that considers the workers as the most treasured assets of the company. The workers are the company's actual assets who have a core role in the company's successful functioning. Advertising agencies, event management organizations, and financial institutions follow such a culture—fortress culture in some specific companies where workers are unsure about their career and longevity (Busco, Irma, & John, 2020). The employers are terminated if the company is not performing well. People suffer the most when the company is at a loss. Stockbroking industries follow this culture type.

Tough guy culture is the culture type where the feedbacks are significant. The workers' performance is reviewed from time to time, and their work is thoroughly monitored (Zaripov, Murakaev, Novikov, & Ryapukhin, 2020). Team managers are appointed to discuss the questions with the team personnel and guide them when required. Bet your

company culture is a culture type adopted by the organizations that take choices that entail a tremendous quantity of risk and the consequences that are not seen.

Process culture is the culture type in which the workers follow the processes and procedures of the company. The feedback and the performance data are not of significance, and the workers follow the rules and regulations and work according to the ideologies of the workplace. All government companies follow this culture type (Cai & Wang, 2021). A leading authority on organizational culture stated different types of culture: the power, role, task, and person culture. An organization with a power culture is where some few individuals hold power. Role culture is a company based on the rules, and the workers are highly controlled, with everyone in the company knowing their roles and responsibilities (Yunis, Tarhini, & Kassar, 2018).

Task culture is when teams are formed in a company to address specific problems or progress projects. Person culture is where the individuals perceive themselves as unique and superior to the company. The company exists for the reason of people working. Organizational culture should be customer responsive. A company can deliver good or bad customer service through the occurrences inside the company (Woo & Kang, 2021). The internal culture of any company affects customer service (Feng, Hassan, & Elamer, 2020). The organizational culture is more than just hiring the right individuals and customer service training. The culture is based on setting customer service behavior at the top and channeling it down through all workers towards the customer. This means that leadership should have the ability to set the tone. The top management's actions impact the organization's culture (Kamau & Wanyoike, 2019). The company needs to aid new workers in adapting to the culture through the adaptation process of socialization. The gap that exists is the worker organization culture gap and performance. The managers are not informed that performance improvement is possible when the significance of the organizational culture is recognized. To find solutions to organizational challenges, the exploration of the relationship between employee organization culture gap and performance is needed (Singh & Misra, 2021).

Table 1: The Summary of Prior Literature Content

Culture Types	Resources	Findings
1. Normative culture	Sengstock, 1969	The company's norms and procedures are predefined, and the rules and regulations are set according to the existing guidelines.
2. Pragmatic culture	Heeringa, Mutti, Furukawa, Lechner, Maurer, & Rich, 2020, Zhu, Liu, & Chen, 2018	This culture is when more stress is placed on the clients and the external parties. Customer satisfaction is the core motive of the workers in this culture type.
3. Academy culture	Ordonez-Ponce & Clarke, 2020	The roles and responsibilities are assigned following the workers' background, academic qualifications, and work experience.
4. Baseball team culture	Busco, Irma, & John, 2020	The workers are the company's actual assets who have a core role in the company's successful functioning.
5. Tough guy culture	Zaripov, Murakaev, Novikov, & Ryapukhin, 2020	This culture type where the feedbacks are significant. The workers' performance is reviewed from time to time, and their work is thoroughly monitored.
6. Process culture	Cai & Wang, 2021	The feedback and the performance data are not of significance, and the workers follow the rules and regulations and work according to the ideologies of the workplace.

7. Role culture	Yunis, Tarhini, & Kassar, 2018	Role culture is a company based on the rules, and the workers are highly controlled, with everyone in the company knowing their roles and responsibilities.
8. Task culture	Woo & Kang, 2021	Person culture is where the individuals perceive themselves as unique and superior to the company.
9. The internal culture	Feng, Hassan, & Elamer, 2020, Kamau & Wanyoike, 2019, Singh & Misra, 2021	The gap that exists is the worker organization culture gap and performance. The managers are not informed that performance improvement is possible when the significance of the organizational culture is recognized.

3. PRISMA in Research Design

The PRISMA is a set of items that are evidence-based and utilized in reporting systematic reviews. It also includes the reporting of meta-analyses. Its statement constitutes a flow diagram and a checklist. Its main aim is to guide authors in improving their reporting. It is also useful in critical appraisals of the systematic reviews that have been published though it may not be an instrument for quality analysis. PRISMA addresses the poor reporting of systematic reviews (Page, McKenzie, Bossuyt, Boutron, Hoffmann, Mulrow, & Moher, 2021). The following is a description of how PRISMA should be used in research design.

During the research, the 27-item list of topics that have been recommended helps guide how PRISMA should be used in the research. The checklist of the items includes the following. The first is the title which is useful in the identification of the reports of meta-analysis, and systematic review. The second item is a structured summary which is contained in the abstract (Sarkis-Onofre, Catalá-López, Aromataris, & Lockwood, 2021). In the structured summary, the researchers are required to include the background, the report objectives, the sources of data used, the eligibility criteria of the study, the interventions, and the study participants. More so, the methods used for the synthesis, their results, limitations, conclusions, and implications should also be included.
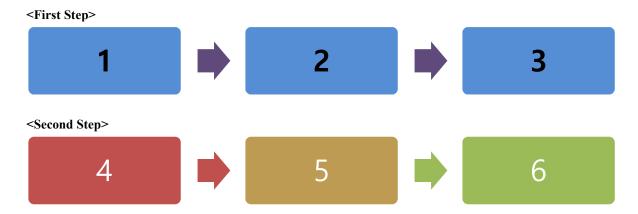
The introduction part is made up of the rationale and the objectives. The third item that the researchers describe is the rationale for the review depending on what is already known. In the fourth item, the objectives, a statement of the addressed questions are provided with a reference to PICOS. The other part included is the methods used which include the following items. The fifth item consists of protocols and registration. Here, an indication of whether any review protocols exists is made and whether it is accessible. In case it is, its registration information is provided. For the sixth item, eligibility criteria, the study characteristics are specified together with the report characteristics which are then utilized as an eligibility criterion for rationale. The seventh item is the description of the information sources while providing the search and date that they were last searched. The next item required is the presentation of a full electronic strategy search for a minimum of one database. The limits used should be provided in case they should be repeated.

Next, the researchers are required to state the process they used to select the study and then describe the methods that they utilized for the data collection process. All data item variables are then listed and defined with the inclusion of the assumptions and any simplifications that might have been made. The means utilized for the assessment of the bias risks of individual studying are outlined and how that information may be used in the synthesis of data. Following that, the principal summary measures are stated such as the risk ratio, the description of the methods used to handle data and combine the results of the study are made. Specifications on any assessment of the bias risks affecting the overall evidence are made and any additional analyses are described with an indication of the ones that were prespecified (Nguyen, Nantharath, & Kang, 2022).

In the results part, the following items are included. The researcher gives the number of the screened studies which undergo assessment for eligibility and are then considered for inclusion in the review. For every study, the extracted data characteristics are then extracted with a provision of their citations. Data on bias risk for every study is presented then the results for all individual studies in a summary are provided (Nguyen et al., 2022). The researchers present the synthesis of the results and any risk of bias assessment across all the studies. Any additional analyses that might have been made are described.

For the discussion part, the researchers are required to include the following items. They summarize their main findings, the outcomes, and any relevance that they may have to the key study groups. The researchers also discuss

the limitations that the study may have encountered while providing a general results interpretation for the conclusion. The checklist is used to guide the process of reporting and not the conduction of the research. The sources of funding are then out listed and the funders' role in the systematic review is given.

<First Step>

<Second Step>

1. Records Identified from Databases (Google Scholar and ProQuest (N=51)
2. Duplicated Records Excluded (N=19)
3. Full-Text Studies Identified (N=32)
4. Full-text Studies Retrieved (N=7)
5. Reports Assessed for Eligibility (N=25)
6. Reports Excluded (N=6)
* Final Studied Included in Review (N=19)

Figure 1: The Process of Systemetic Review

4. Results

4.1. How corporate cultures can be connected with particular occupations (job positions)

Corporate cultures refer to the beliefs and actions that determine the way the workers of an organization and management interact and handle outside business transactions. Mostly, corporate culture is implied, not expressly defined, and grows over time from the behaviors of the individual the organization hires (Diamantidis & Chatzoglou, 2018). Corporate culture guides the way company workers act, feel, and think. It is the social and psychological surrounding of a company. The culture symbolizes an organization's unique identity and expresses a company's core values, actions, and beliefs. A strong corporate culture is crucial to the success of every company (Stamolampros, Korfiatis, Chalvatzis, & Buhalis, 2019).

A good corporate culture can attract more people to the organization and boost the performance of the existing workers since a positive environment boosts job performance by motivating the workers. This will help me attain both the individual and the organization's goals. In building a great corporate culture, the organization should emphasize different job positions (Shen & Tang 2018). Corporate culture is one of the most crucial factors that workers consider in deciding whether or not they want to be employed in an organization. Having an excellent corporate culture sets the company apart from the competition and increases the company's status to new positions of recruiting and business success (Lee & Liu, 2021).

4.1.1. Employer Brand

The employer brand realizes a company's mission, values, and culture. It is the individuality of an organization, the picture it has to the world. The worker brand impacts the retention and involvement of current workers and the recruitment of new workers. Significantly, the employer brand is the core part of the organization's workers' value proposition (Dutton, 2018). It depicts why individuals like to work for any organization. It is crucial to possess an

employee brand strategy. The company's employer brand is crucial to differentiating the organization from the competitors and fulfilling the long-term recruiting wants. To have a clear employer branding plan, the organization should evaluate the current brand awareness in the field, determine its strengths and utilize social media to show the positive reasons for working for the brand (Bhatnagar & Srivastava, 2008).

4.1.2. Employee Engagement

An employee's engagement measure shows their emotional commitment to the company. Engaged worker cares about their work and the organization. There exists a direct correlation between productivity and the worker's happiness. Research shows that happy workers are 12 percent more productive at their jobs while unhappy workers are 10 percent less productive. The goal for every company is to invest in workers' engagement initiatives to boost productivity, increase profits and remain competitive (Rodionova, Rodionov, & Lubysheva, 2019). More engaged workers yield more service standards, greater customer satisfaction rates, and higher profits for the organization.

4.1.3. Professional Development

The company must aid its workers to grow in their specific fields and build paths for future promotions and career promotion opportunities. Professional development comprises specialized training, formal education, and informal learning opportunities. A company that invests time and finances into training and career development can obtain better-trained workers with specific job performance goals and achievements (Kwan, 2021).

4.1.4. Corporate social responsibility

In the current climate, organizations must be informed of their actions in society. An organization should aim at the welfare and the value to the world, not on profit maximization only (Bakhov, Bartosova, Vankovych, Filyppova, & Merkulov, 2020). Place the well-being and interest of society first, and the organization will be primarily respected for its integrity and empathy. A broadly respected organization tends to attract many and better candidates.

4.1.5. Volunteerism

When a company values volunteerism, it boosts a surrounding of goodwill. Volunteering an individual's time and talent to charitable companies, providing educational opportunities, and other community service tasks can be a gratifying experience for workers. Employers can form group volunteering actions during the work period or give workers time off to volunteer. A group volunteer task will encourage teamwork among the workers (Kang & Hwang, 2017).

4.2. Benefits of the Corporate Culture

4.2.1. Employee retention

Employee retention is one of the gains of the corporate culture. Organizations that value their workers and position high significance on building corporate culture experience more immense office morale. Workers who judge favorably of their work mainly surrounding stay loyal to the company, which mostly mitigates the employee turnover. This mitigates the human resources costs while less hiring and training are required (Kulapov, Odegov, Sidorova, Sidorov, & Zotova, 2019).

4.2.2. Reputation

Healthy corporate cultures create a positive reputation among workers and the general public. It attracts like-minded and talented expertise. A high-quality reputation allows organizations to place higher prices for goods and services, which boosts the organization's overall value. Even with the higher prices, customers prefer to work with a more reputable company (Kang, 2020).

4.2.3. Employee Unity

Workers emulate the management behavior, and new employees take their hints from the current individuals as they choose the workplace corporate culture. When all parties adopt the actions, a culture grows, and stronger bonds between employees. The unification makes the workers feel they are valued members of a group. Corporate culture primarily encourages workers to feel more invested in the organization's success rather than aiming at their accomplishments (Richard & Kang, 2018).

4.2.4. Better Decision Making

A stated company culture with a shared mission, vision, and values encourages workers to make better choices. The workers are left with an apparent show of who the business is and what it stands for and is a guiding power in their decision-making (Busco, Irma, & John, 2020).

4.2.5. How Does Corporate Culture Affect Employee Performance?

A solid corporate culture encourages better communication among workers, which guarantees the organization a competitive advantage. The workers feel valued and empowered within a strong culture as they have more control over their work. Even the remote employees feel more valued and attain higher performance levels (Rashid, Sambasivan, & Johari, 2003). Strong culture also rewards workers with the opportunity and encouragement to grow within their responsibilities. Promotions and training encourage workers and add to the broad corporate culture. In a comfortable surrounding that challenges workers to be better, the company as a whole attains and exceeds its goals (Kang, 2021).

4.3. Types of the Corporate Culture

4.3.1. Hierarchical/ Seniority-Based Culture

In this culture type, individuals may have titles or have labels that show years of experience at the company. Governmental departments, like public institutions, follow this culture (Kono, 1990). The pay and the gains are linked to seniority. The advantage is that new workers know what they should expect, while the disadvantage is difficulty enacting.

4.3.2. Mercenary Culture

This culture type has no patience for seniority. The individuals who sell the most or have the most revenue are rewarded better. Every individual in this culture type is informed of the scoreboard keeping track. The investment banks and the corporate law firms function with this culture type (Ling, 2011).

4.3.3. Egalitarian Culture

Some startups and nonprofits succeed with this culture type. From the top to the frontline workers, every individual feels empowered to have a voice and implement changes and improvements (Scholz, 1987). The involved feel like their inputs has equal value to anyone else. The disadvantage of the culture type is slow decision-making when a consensus is not promptly achieved.

4.3.4. Clan Culture

At these companies, the sense of mission, loyalty, and collaboration is ambiguous to create and keep a sense of belonging. These organizations can be so prompt with specific behaviors that only those inside and private can understand. The individuals on the inside view this as comforting and welcoming, while the individuals who advocate for change will feel so alienating (Kerr & Slocum, 2005; Woo & Kang, 2021).

4.3.5. Elite Culture

This is a culture type in which the workers take the most pride in the difficulty of having a position at the organization. Companies with such a culture include the management and the consulting firms. The prestige of

membership is a reliable way of fulfillment. This type of workplace sometimes builds a culture with less patience for or appreciation of differences and those who don't belong (Klein, 2011).

4.3.6. Experimental Culture

This is a culture type defined by rapid iteration and lack of structure. The engineers and product development experts call this rapid culture prototyping. These organizations start new paths to innovations and achievements where other individuals have failed. These culture types can stress out groups and individuals by changing the definitions of success and moving the goalposts (Yunis et al., 2018).

4.3.7. Cause-based Culture

Some companies are stated by the cause or the roles that show the entity itself. There is a passion for a subject that moves all decision-making and prioritization. Depending on the outcome, the individuals discuss and agree that their purpose is clear and essential (Feng et al., 2020).

4.3.8. Innovation or Creative Culture

Music labels, film studios, and advertising agencies are some companies that are mostly innovation or creative oriented. The creation and discovery is the accomplishment and is the most outstanding achievement in the organization of this culture type (Woo & Kang, 2021).

5. Discussions

Organizational culture is the values, beliefs, attitudes, and behavioral patterns shared by the company individuals in the interest of organizational goals, which gives the company a distinctive character. The organizational culture can be kept active in different companies: selection, top management, socialization, and organizational culture. Selection involves the careful selection of candidates. Standardized ways should be utilized to hire the right individuals who have the correct values that fit the organization's culture. The culture aids in sustaining the culture to a more considerable extent. The actions of the top management have a significant effect on the culture of the company. They establish the norms and practices that work in the company.

Socialization is a way of keeping the organizational culture active by aiding the new employees in adapting to the culture. The success of any company is dependent on the organizational culture. With the correct leadership, a positive organizational culture can spread all over the workplace. The leaders need to be able to encourage a positive organizational culture to keep workers motivated and engaged. Corporate culture is one of the critical factors that workers consider when deciding on desiring to work in the organization. Possessing an excellent corporate culture positions the company apart from the competition but boosts the company to new recruiting and business success levels. The two traits of an excellent corporate culture include the culture allowing every individual in the organization to succeed, and the culture works for every individual involved. Corporate culture is the extension of other awareness at a company level. At the same time, these frameworks aid individuals in understanding themselves and those around them, and a consistent framework within an organization aids in promoting the emergence of shared values and connected culture. Company culture is a significant determinant of the success of the workers.

As the owner of a business, it is critical to understand the implications of the organizational culture on the project structure, which can aid an individual figure out the projects worth pursuing. Different managers reach the supervision of their workers and team members in different ways. Some managers utilize the autocratic method, which implies that the organization's culture has a clear hierarchy and is dependent on the resource and competencies control. Different managers possess a democratic leadership style and strongly affect the project structures (Dani et al., 2006). Democratic managers empower team individuals to develop solutions and innovate their problem-solving approaches.

Along with the management, style arises the potential of the project teams to reach compromises. The organizational culture encourages making choices and can leave meaningful choices to the project leaders. Possessing several management layers further complicates if the managers do not utilize the open-door policies (Dowty & Wallace, 2010). Companies with a strict hierarchy tend to be more bureaucratic, which adds challenges to accomplishing projects. However, horizontal aimed companies influence a culture of teamwork and stakeholder building in their structures (Thorne, Kazanjian, & MacEntee, 2001). Engaging stakeholders in project design and

planning, their timelines, and goals primarily aids in making the actual task of the project. Individuals like to feel as though they have a voice in the way things are managed.

Organizational culture can also impact the time management of projects. Some business settings and management styles prefer tradition and perform things in a prescribed way. However, innovative organizational cultures encourage creativity and trial by force (Sun, 2008). The tradeoff is that an innovative organization often has no efficiency with traditional organizations able to produce more in a shorter period because of the strict scheduling practices. The individuals in charge of a business in a project group may view planning as their responsibility. They show the plans, and the workers carry them out. Top-down management and planning are more common than the bottom-up option (Upadhyaya, 2014). Many companies, especially the large ones, have a good hierarchy in which the power is in the pyramid apex. The drawback of top management is that it leaves the workers feeling that their opinions are not being considered. In the bottom planning, the team leaders use the feedback and the insight from the individuals under them to develop a plan.

The emphasis on the organizational and the corporate culture is a valuable contribution to the management since it provides a valuable way of understanding what constitutes an organization. However, both cultures have specific weaknesses. There may be ethical dilemmas since cultural leadership may be viewed as imposing culture by leaders on other company individuals. The look for monoculture may imply subordinating the values and processes of the ideological control, and hence there can be an occurrence of manipulation. The cultural model may be unduly mechanistic; viewing that leader can know the company's culture.

While having some impact on the cultural evolution by showing the desired values hence cannot encourage the introduction of monoculture. The cultural show aims at the symbols such as the rituals and ceremonies that may show that the other features of the companies are underestimated. The symbols may show false representations of the reality of the organization. The limitations of the corporate culture include poor communication, micromanagement, too much competition, and the emulation of bad habits. In the corporate culture, an unhealthy focus may arise on profit, low engagement in the office, and poor leadership and management. Development of a strong company culture starts with the hiring and training and continues with the regular employee evaluations to ensure that workers continue to believe in the organization's values. The management must understand the value of the organization and have the ability to instill the values into the workforce.

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