UKS30916

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IMPACT OF ORGANISATIONAL CULTURE ON PUBLIC SECTOR PROJECT SUCCESS IN THE UK

Executive Summary

The study focuses on the assessment of the impact of the culture of an organisation towards the estimation of the success of a project. The development of aims and objectives accounts for the first crucial step of the study. It also includes the identification of issues and the reason for the occurrence of issues relevant to the topic. Management of public sectors of the UK needs to pay attention towards developing an employee-friendly workplace. An empirical study on different aspects concerning the assessment of the impact of the culture of an organisation on the success of projects has helped in developing a clear knowledge in this regard. The study has reflected on the theoretical perspective as well. The methodology chapter deals with the methods of the research such as philosophy and approach to understand the way of doing the research. The data collection methods for collecting the data are used in the research. In the findings and analysis, the thematic analysis of the research is found regarding organisational culture. A discussion is made regarding the research questions and learning that the researcher got from the research. A proper conclusion with recommendations and future scope regarding the research has been made.

Chapter 1: Introduction

Aims

The study aims to assess the influence of the culture of an organisation in terms of the success of projects in the public sectors of the UK.

Objectives

The objectives of the project are:

- To assess the influence of the culture of an organisation on the success of a project in the public sector
- To evaluate different challenges of projects of the UK public sector for the ineffectiveness of the culture of the organisation
- To identify the positive influence of the culture of the organisation to achieve success in public sector projects of the UK

Research Questions

1. What is the influence of the culture of an organisation in the process of achieving the success of a project?

2. Why does an ineffective culture of an organisation lead to the occurrence of challenges for projects of the public sector?

3. How do positive cultural attributes help in achieving success in projects of public sectors in the UK?
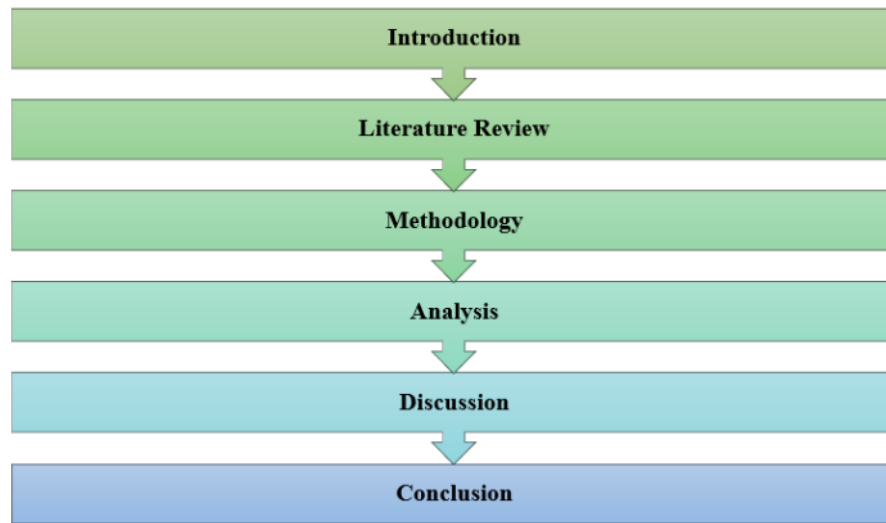
Mapping

Figure 1: Mapping

(Source: Self-generated)

Research Rationale

The culture of an organisation is an important principle in terms of shaping the different employees associated with a workplace. In the opinion of Hughes *et al.* (2020), one of the important aspects of a workplace culture is that it plays an important role in terms of improving the quality of the overall project process.

What is the issue?

The issue with workplace culture is that it directly impacts the overall outcome of business performance. The culture of an organisation mostly refers to the practice or method followed by an organisation in the process of accomplishing a certain task. It also encompasses different values and practices in terms of establishing the policy of the organisation.

Why is the issue?

The impact of the organisational cycle on the workplace is an issue because it influences the work process. Different organisations often place importance on the recruitment of a diverse

workforce. However, the most important aspect in this regard is meeting the expectations of employees coming from diverse backgrounds. As the culture of an organisation impacts profit margin, it thus decides about the success of a project as well.

Why is the issue in the present time?

The impact of the culture of an organisation is an issue in the present time because of increased recruitment of workforce from diverse cultures. Different public sector organisations in the UK need to develop an understanding of the cultural background of different people and thus minimise the occurrence of conflict.

Relation to the research topic

The research topic focuses on assessing the impact of the culture of an organisation in terms of the success of a project. It also includes an assessment of different challenges in this approach. One of the important aspects of workplace culture is that it impacts the values and policies followed as well.

Research Gap

The study only considers secondary information. It only uses existing data and information provided by past researchers. This is one of the important gaps within the research process as it does not shed light on any current trends. Also, it does not use any numerical data or input to conduct the overall study process.

Chapter 2: Literature Review

Definition of Concept 1

[1]

Impact of organisational culture on the Success of public sector projects in the UK

According to Paais and Pattiruhu, (2020), employees feel appreciated in organisations thus making up the policy to be likely to leave. It tends to be one of the reasons that are essential for any organisation to have a good culture. Organisations thus try to maintain in encouraging the employees to be motivated so that the employees adhere to the culture of the organisations. An organization's culture is generally understood as the company's belief that it has values and attitudes that can influence the behaviour of the employees. In any such public sector project success maintaining the clan culture policy is followed to get their work done as teamwork is maintained in the organisation for antsy such strategic changes to foster the environment.

[9]

On the other hand Lam *et al.,* (2021), a proper culture needs to support the organisation that would take upon with the support for the activity that works to improve project management. This would help to take the project to change the attitude towards the focus on the behaviours and actions that can be easily measured. Organisational culture affected the aspects of the business that would be as getting punctuality and tone to contract by the terms and employee benefits. It can be maintained through culture alignment for the growth of the employees that are more likely to be valued, supported and comfortable. In the UK every public sector organisation, including public services, thus needs to change with the culture to be impacted for a whole range of reasons. Culture might change to make necessary improvements that are required for the organisation in influencing employee behaviour and thus provide better service to the customer.

Definition of Concept 2

[1]

The positive influence of Coherent Organisational Culture on the Success of public sector projects in the UK

According to Al-Swidi *et al.,* (2021), the influence of organisational culture thus has a positive impact on the success of public sector projects in the UK. When employees feel appreciated in an organisation, then it makes them more likely to remain in the organisation and give better

performance in the future for the sake of the growth of the organisation. The reason is to make it essential for the organisations to have in maintain a good culture for the organisations to have them recognise the employees to be considered the organisation's greatest assets.

On the contrary Iriarte and Bayona, (2020), a strong and healthy organisational culture thus provides many benefits to the organisation providing increased productivity to improve the employees' betterment regarding their health and wellness. The demand from the employees about any needs is well satisfied thus maintaining a positive culture in the organisation. This might reduce absenteeism and turnover rates of the employee. It might also affect higher levels of innovation of the employee and enhance the engagement and retention rate of both employees and customers. In any company the advantage of being able to encourrage employees is on the positive orgsantional culture in creating advocacy for the company. Employees' feedback regarding the organisation about any change or way to improve the positive work culture of the organisation is maintained. Employees are also interested in working in a positive work culture for the interest of being paid for the work and receiving good benefits.

Relationship between Concepts 1 & 2

The relationship between the two concepts of the impact of the organisational culture on the success of public sector projects in the UK can influence the growth to make a coherent approach in determining the organisational culture. A strong and healthy organisational culture thus provides many benefits to having by proper format in getting the organisational policies understood by increasing productivity and improving employees' health and wellness (Eniola *et al*., 2019). It can also take the organisation to its success level by the better performance of the organisation. It can provide consistency and direction with guidance and actions to fuel the workplace and help to reach the potential. Organisational culture thus provides an integral part of the business that it always needs to have long-term tie-ups with the employees and the organisation.

The influence of the positive organisational culture thus has the feelings for the atmosphere of the people either day to day or more generally. The way an individual understands the facts about their working in the workplace and thus has their behaviour to create an organisational culture that thus requires the employees to attach to the meaning and measuring of the daily

workload (Zheng *et al.*, 2019). This helps to gain experience in any particular type of work for the employee to whom they are assigned. In making the success of any project in the UK, organisational culture thus makes people work together in the pursuit of making and taking common goals. The culture thus supports and actively works to improve and work on the project management process that will likely grow and experience growth and success.

Theoretical Framework

Organisational culture is defined as the underlying beliefs that thus have assumptions with the values and ways of interacting to contribute to a unique psychological and social environment (Mazzucato *et al.*, 2020). This would help the organisation to grow with the attachment of the organisation in identifying the culture properly. *"Organisational culture theory"* is implied in the research for the usage of the collection of values by the expectations and practices to be used and guided by the work to be made from the informed actions of the team members (Pellegrini *et al.*, 2020). The culture theory of an organisation is segregated into three levels *"basic underlying assumptions"*, *"artefacts"* and *"espoused values & beliefs"*. In an organisation there seems proper values and beliefs thus followed to make the organisation strong. *"Conflict theory"* will be implemented in this research to make the impact of organisational culture to make public sector projects in the UK. It seems quite common that any such conflict in the organisation between two employees and among the employees would create a negative impact on the organisation (Tam *et al.*, 2020). Thus the management of the organisation following a hierarchy culture can give suggestions to improve and mitigate the conflict and work as a team to get success in the project.

Chapter 3: Methodology

Research Philosophy and justification

Research philosophy is something about the belief that is all about how the data and other material of the research are collected based on the true analysis to be used. The philosophy of the term epistemology is analysed properly that has been opposed to the other information of the research regarding doxology. This has encompassed the various philosophies of the research to make the research in roaming authentic.

The justification for choosing the positivist research philosophy is due to the secondary data collection methods used in the research. Interpretivism research philosophies have not been used as bases, primary data collection methods are not filled while collecting the data doing the research (González-Rodríguez *et al.*, 2019). Mostly the data that are collected are secondary qualitative and quantitative to use the positivism philosophy to be followed in the research. The research thus has the norms for the fact that can be taken with the purpose that can make the research effective for the way to understand the data that is collected from various sources like journals and online articles.

Justification of methodology and methods

The research methodology is used as the specification for the procedures to identify the techniques in analysing the information of the research. The methodology of the research allows the readers as well as the researcher to crucially evaluate the study approach in getting the validity and reliability of the study.

Justification of using the research methods refers to the overarching strategy and the rationale that is used in the research. Proper research design is followed in the research to follow the methods of explanatory research design due to secondary data collection methods. It thus follows in the development That would make the research vital in progressing with the research by the approach to be followed (Shao, 2019). Explanatory research design is used to give a proper understanding of the topic due to secondary data collection methods and thus gives ascertains the particular phenomenon in predicting and occurring future occurrences. The research approach thus followed is an inductive approach as secondary data collection methods are used in the

research. This thus allows the researcher to form any early hypothesis that would be tentative to be utilised or explored.

Data Collection Methods and Sampling

The data collection methods can be used to describe the process of gathering and analysing the data to find the accurate information to be received from various sources. Sec0o9danry data collection ethos is used in this research about the organisational culture impact on the project success in the UK (Roscoe *et al.*, 2019). The main sources of the data collection process are mainly used to collect data from other researchers that are available on the internet and published regarding the topic of the impact of organisational culture. The main importance is collecting the data through the methods gathered from the research and the data is sampled through cluster sampling methods. The data that is collected is clustered through a qualitative and quantitative approach for the research and thus it is clearly understood by the researcher about the possibility of the research in collecting data about the working culture of the people in the UK (Schönborn *et al.*, 2019). The successful strategy for the organisation is to maintain the need to have a healthy work-life balance and culture to get a successful project in hand and thus get it done by getting pepper information from the hierarchy.

Chapter 4: Findings and Analysis (Thematic)

Findings

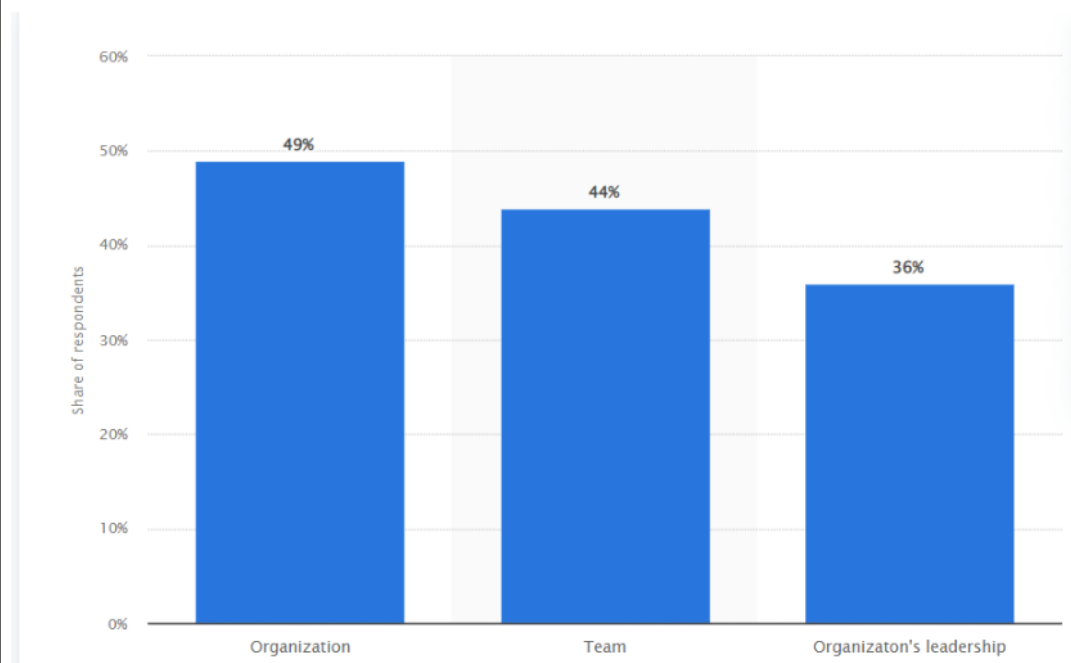**Theme 1: Influence of organisational culture**

Figure 2: Perception of Diversity

(Source: Statista, 2021)

One of the important aspects of the culture of an organisation is that it directly influences the work outcome. A diverse workforce is significantly changing the overall work process. Around 36% of employees associated with different global organisations perceive a diverse leadership style as an effective influence on organisational performance. Culture is a key advantage that helps in attracting different talent to the public sectors of the UK and thus influencing work outcomes. The inclusion of different technological tools are accounting is an important aspect that is responsible for positive transformation within the business. The culture of an organisation helps in building trust between different employees and thus improving outcomes.

Theme 2: Challenges from the Ineffectiveness of organisational culture
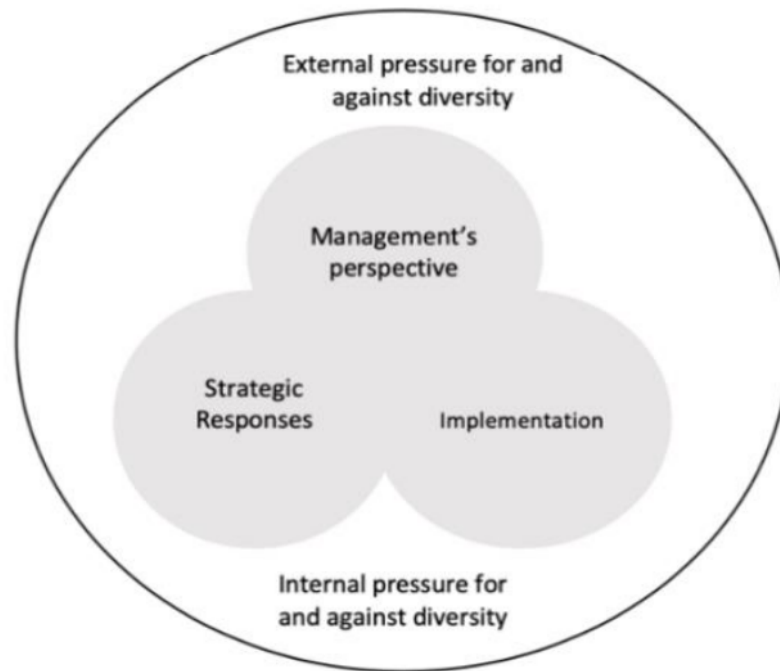

Figure 3: Challenges from the ineffectiveness of organisational culture

(Source: Diva, 2021)

One of the important challenges in terms of organisational culture is the implementation of diversity management practices. Business leaders need to assess multiple situations in business where leaders are in charge of managing the overall workforce of the public sector of the UK. The ineffectiveness of organisational culture results in pressure such as gaps in communication. Lack of innovation is an important challenge resulting from the ineffectiveness of organisational culture. It poses another important challenge which results in poor customer focus and thus hampers the decision-making process. The ineffectiveness of the culture of an organisation poses challenges such as low engagement between employees and thus lack of flexibility.

Theme 3: Positive influence of the culture of organisation and achievement of success
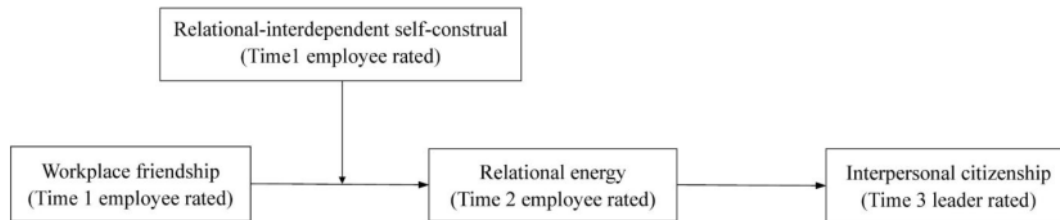
Relational-interdependent self-construal (Time1 employee rated)		
Workplace friendship (Time 1 employee rated)	Relational energy (Time 2 employee rated)	Interpersonal citizenship (Time 3 leader rated)

Figure 4: Influence of culture on workplace

(Source: Xiao *et al*. 2020)

One of the significant benefits of the culture of an organisation is that it helps in making employees feel motivated. It is important for business management to construct a positive culture that ultimately influences the skills as well as abilities of different employees. One of the important conditions in this regard is that it is the workplace culture of the public sectors of the UK which influences the project process. Hence, the public sector of the UK needs to incorporate positive values. One of the important principles in this regard is "workplace friendship" which further influences the outcome of the project.

Analysis

It can be analysed that the culture of an organisation plays an important role in terms of developing the values and beliefs of employees associated with the business. According to the opinion of Ganshina *et al*. (2019), maintaining coordination between different team members can help in supporting the culture of an organisation. The influence of the culture of an organisation plays an important part in deciding the success of a particular project in the public work sector. One of the important ways of management is to recruit talented employees for the business. And

a good work culture is the basic key that helps in drawing the attention of skilled employees toward the business.

The cultural organisation of the public sector plays an important part in deciding work practices. As illustrated in the findings, lack of innovation is an important challenge that emerges as a consequence of poor workplace culture. Hence, to ensure the success of a project, the public sectors of the UK need to pay attention to different aspects such as improving engagement between different employees. According to the opinion of Inegbedion *et al.* (2020), a good working culture is capable of improving the outcome of an organisation. Hence, to ensure the success of a project, the most important condition is to develop a good working culture.

Chapter 5: Discussion

Answering the research questions

Influence of the culture of an organisation in the process of achieving success of any project

People in an organisation are often underestimated with the credibility of performance thus having an impact on the organisational culture to be maintained on the success of the rate of the project. Organisational culture varies from one organisation to another thus maintaining space for the growth of the organisation to have a practice based on the similar culture used for the organisational values (Williams *et al.*, 2019). This can be attributed to different sources based on the span of the project that requires even documentation for the project that requires corporate culture practice. In an organisation, every employee needs to keep a tight bond with fellow employees to get the work done and achieve success in delivering the project in the stipulated time.

Teamwork is very much essential thus to gain better performance for the organisation. The team management in the organisation is associated with the culture to have a strong impact on the decisions that are made for the organisation to have opportunities and threats required for the organisation. Organisations are affected by ethnic cultures to have presentation every employee that exists in the organisation in having an individual attitude stemming from the workplace policy. Employees in an organisation are influenced by the possible controversy regarding the

conflict that occurs among the employees. Thus this needs to be mitigated and influence them for their project to get completed within time to get performance rewards or bonuses.

The ineffective culture of the organisation thus leads to the occurrence of challenges for the projects in the public sector

The ineffectiveness of the organisation thus leads to the occurrence of mitigating any such conflict in the organisation. This can lead to losses of a reputation for the organisation and thus hampers in progressing with the organisational work. Conflict management theory is implied in the organisation that deals with ants such conflicts regarding the organisation whatever may be the issues. There are several other challenges like lack of innovation in the organisation that leads to employee turnover and recruiting of a few unskilled workers who lack the knowledge of recent technology (Stanitsas *et al.*, 2021). This also creates conflict between the organisation and the employees' behaviour regarding the work-life balance the employees get according to the work culture. Organisations thus used conflict theory to understand the workplace dynamic and the challenges faced by the news to relate with the more fair and equitable professional environment.

Due to a lack of innovation with the recent technologies and advancements in progressing few challenges in every organisation would remain there. The challenges are very much common in every organisation as the management of the organisation is lacking the latest innovation and skilled workers. In a few cases, proper team management and coordination among the employees stand a great challenge that includes the avoidance and smoothing of the facts of washing away the difficulties. Structural inequality thus confronted the revolution for the challenges to be granted in paying inequalities among the age group of different employees in the organisation. This would be required to provide the learning system to be introduced by the organisation to skill the new employees with the latest technology and proceed with creating innovations.

Positive cultural attributes that would help in achieving success for the projects in public sectors in the UK

The attributes of positive culture progress from the leaders of the organisation thus maintaining social relationships with the employees. Leadership theory defines that organisational culture can

only be maintained by progressing with the work by getting proper guidance from any leader. This would allow the leaders to influence the social relationship maintained among the people to influence the organisational change that would occur very soon to get success in the project (Lokhande *et al.*, 2021). The attributes for success are getting out of the relatable possible impact in encouraging the discussion that is required by the environment to make the management involved in directing the employees.

The manager of the project acts as a leader to guide the subordinates with proper instructions on how to complete the project as a team by assigning the work to each employee. Competence is a quality for the state of ability that is noted as the possible impact on the organisation's success. It performs with the procedure that is granted as the approach to be made underlying the characteristics of any individual in the organisation. Leaders follow Intellectual Competencies that can work based on the understanding of performing and solving problems under the supervision of the leader to achieve great success in the project competition.

Self-Learning

The project of culture management in taking the organisational cultures as the main priority to make a project successful in the UK. I have learnt that organisational value lies within the organisation from the hierarchy of the organisation. Team management thus plays an important role while managing the team effectively while assigning the task of the project in which one employee has the expertise in doing the particular task. I have also learned the role of the leader to play a vital part in the organisation to promote those that leverage the policies to make the organisation run in a proper working culture. I have learnt the procedure of implementing the conflict management theory and leadership theory that is implemented in the organisational culture value.

Every organisation faces different cultures like clan culture, hierarchy culture, marketing culture and adhocracy culture. It thus considers the performance of handling the business all alone by the leader and monitors the workforce that is working around the organisation. The project's success is granted by the effective work that is done in the organisation to proceed with the norms in getting the organisation to be working overtime as the guidance getting from the leader. The project manager thus sometimes gives performance bonuses and allures the subordinates with

performance appraisals to be working for the organisation with the cumulative traits for the people that the company hires. My instinct about the success of any business in the UK is only preceded by proper term work and guidance. I also understood the approaches that every organisation runs based on the phenomenon of team building and aligning with properly skilled workers in every team. Every employee must be creative and innovative thus considering making the environment of the organisation be leveraging for the assignment and completing it within the stipulated time to get success.

Issues to be solved

The issues that need to be solved regarding the organisation's benefits are all about the purpose of the organisation that is likely to be taken in solving any such conflict in the organisation. Organisational culture arises from certain issues regarding innovation and the lack of technical skills that are required for the organisation arises with certain issues that need to be solved. The organisation thus needs to hire every type of skilled worker, those who know the recent innovation in technology and management. The organisations must work as a team where the guidance must be passed through the leaders only. The assigned task of the organisation needs to follow organisational culture in allocating the task to each prospective employee who is skilled in their work of doing so. This guidance from the leader and proper working culture can help the organisation to gain success in a project in the UK.

Chapter 6: Conclusion

Conclusion

The overall study concludes that the influence of culture on the success of a project is an undeniable attribute. The imposition of a good workplace culture plays a significant part in improving coordination between management and employees. Different public sector organisations in the UK need to incorporate norms and policies which can improve the culture of work. The study concludes that positive cultural attributes play an important role in achieving success for projects undertaken by public sectors of the UK. The incorporation of proper values within an organisation helps in improving the quality of the outcome of a project. It can also be concluded from different discussions and analyses that the impact of cultural values and aspects observed by a public sector workplace plays a significant part in terms of improving the chance of success of a project. The self-learning section elaborates on the personal experience of the researcher.

Future Scope

The impact of the culture of an organisation is immense owing to the process of ensuring the success of a project. Is significant. The management of public sectors of the UK needs to assess values and principles to incorporate them within the organisation. The future scope of the culture of an organisation is significantly huge in terms of making the organisation a better palace. The culture of an organisation can be enhanced in different ways such as through the incorporation of an effective leadership strategy. One of the important aspects in this regard is that the public sector of the UK must focus on increasing the retention of employees.

The future scope of culture in terms of influencing the success of a project is important. One of the effective ways to boost the aspect is the incorporation of employee training programmes. The effectiveness of employee training programmes is that it helps in improving engagement between different employees. This can help public sector organisations in the UK to increase interaction between different employees and thus boost the net outcome of a project. Analysis of different challenges or issues in this regard can help the public sectors of the UK to develop the right and appropriate set of solutions to improve the process.

Recommendations

Recommendations to improve attributes of workplace culture to improve the success rate of projects are:

- Development of strong and meaningful coordination between different employees of the business
- Establishment of connections with different people related to business
- Creation of a positive environment in the workplace
- Developing a transparent work process
- Scheduling time for every activity
- Selection of a high-quality employee training programme

All the recommendations suggested above highlighted different ways to improve the quality of cultural values. The impact of the culture of the public service organisation is quite significant owing to tremendous changes occurring in the project activities. Hence, the management of the organisation needs to encourage an open communication approach and collect feedback from employees. This can help in developing ways to improve the expectations of employees within the business process. Encouraging the participation of employees in the decision-making process is an appropriate recommendation in this regard as well.

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UKS30916

Performance, Green Innovation,
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