ABSTRACT

Understanding of organizational culture is substantial in examining what goes on in organizations, how to run and improve them. Organizational culture is defined as the shared assumptions, beliefs and “normal behaviors” (norms) present in an organization. Most organizational scholars and observers recognize that organizational culture has a powerful effect on the performance and long-term effectiveness of organizations. Cameron and Quinn (1999) propose that what differentiates successful firms from others is their organizational culture.

Projects could be perceived as temporary organizations for the performance of relative unique business processes of large scope. The perception of projects as temporary organizations also makes it possible to view projects as social systems. Social systems establish clear boundaries to differentiate them from their social environments, but are also related to those environments. If projects are perceived as social systems the specific characteristics of social systems, such as their social complexity, their dynamics and self-reference, the social system become management themes in projects as well. This understanding of projects has as a consequence that we should consider about the social system in project management which we called as project culture. Regarding the correlation level toward the Total project performance, project culture could be classified into: Class 1 (Integration and Cooperative culture which correlated very strong to Total project performance), Class 2 (Goal oriented culture which affect quite strong the Total project performance), and Class 3 (Flexible and People Oriented which correlated moderately to the Total project performance).

From 27 numerical project features have been assessed, 19 of them were proved to have correlation to Project Culture or Project Performance. 12 project features were proved to have correlation with Project Culture. 15 project features were defined as having correlation to Project Performance as well.

*Keywords*: project culture, project performance, project characteristic, project strategy, project objective, stakeholders’ influence, owner’s organizational culture.