

The influence of organizational culture on stakeholder management: the case of information systems companies

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This work does not include the comments and suggestions proposed by the Jury.

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Resumo

Esta dissertação acadêmica, resultado do mestrado em Gestão de Projetos, intitulada "A Influência da Cultura Organizacional na Gestão de Stakeholders em Empresas de Sistemas de Informação", explicita a investigação sobre a relação entre a cultura organizacional e a gestão de stakeholders em empresas desse setor. A pesquisa utilizou um questionário que permitiu a recolha de dados provenientes de 52 respostas, de pessoas com experiência profissional em projetos de empresas de sistemas de informação.

Os resultados da pesquisa revelam que a cultura organizacional desempenha um papel significativo na gestão de stakeholders. A análise dos dados demonstra que a percepção da cultura organizacional varia entre colaborativa e inovadora, mas também hierárquica. Isso reflete a complexidade da cultura organizacional, influenciada por fatores como liderança, valores e práticas da organização.

A análise dos dados também destaca a importância de fatores específicos na cultura organizacional, como transparência, comunicação eficaz, inovação e desenvolvimento de funcionários. A cultura organizacional afeta diretamente a satisfação dos stakeholders, incluindo funcionários, clientes, investidores e parceiros de negócios. Uma cultura que valoriza o reconhecimento e a recompensa impacta positivamente a percepção dos stakeholders sobre a organização.

Os resultados indicam que uma cultura organizacional forte pode levar a uma maior satisfação dos stakeholders e ao sucesso em projetos. Além disso, a maioria dos respondentes acredita que uma cultura organizacional fraca pode influenciar negativamente o sucesso dos projetos da organização.

Em resumo, esta dissertação destaca a importância da cultura organizacional na gestão de stakeholders em empresas de sistemas de informação. Ela fornece insights valiosos para líderes e gestores sobre como desenvolver e promover uma cultura organizacional que promova relacionamentos saudáveis e bem-sucedidos com os stakeholders, contribuindo para o sucesso dos projetos e para o desempenho geral da organização.

Palavras-chave: Liderança. Cultura organizacional. Gestão das partes interessadas. Sistema de informação. Valores.

Abstract

This master's dissertation in Project Management, entitled "The influence of organizational culture on stakeholder management in information systems companies", examined the association between organizational culture and stakeholder management in this industry. Data was collected from 52 respondents with professional experience in information systems projects through a questionnaire survey.

The survey results indicate that organizational culture is a vital aspect of stakeholder management. The data analysis demonstrates that perceptions of organizational culture range from collaborative and innovative to hierarchical, indicating the complexity of the subject. This complexity is influenced by factors such as leadership, values, and the practices of the organization.

The data analysis reveals the significance of certain factors in organizational culture, such as transparency, effective communication, innovation, and employee development. The satisfaction of stakeholders, comprising employees, customers, investors, and business partners, is directly influenced by organizational culture. Moreover, a culture that prizes recognition and reward has a positive impact on stakeholder perception.

The findings suggest that a robust organizational culture can enhance stakeholder satisfaction and promote project success. Furthermore, a significant number of participants pronounced that a frail organizational culture may impede the success of the organization's projects.

To summarize, this dissertation highlights the significance of organizational culture in managing stakeholders in information systems organizations. It provides valuable guidance for leaders and managers regarding developing and promoting an organizational culture that cultivates healthy and productive relationships with stakeholders. Such an approach contributes significantly to project success and overall organizational performance.

Keywords: Leadership. Organizational culture. Stakeholder management. System information. Values.

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Acronyms

IT - Information Technology

IS - Information Systems

UNESCO - United Nations Educational, Scientific and Cultural Organization

PMI - Project Management Institute

TSC - Technological Specialization Course (or CET)

MIS - Management Information System

LAN - Local Area Network

EDI - Electronic Data Interchange

EFT - Electronic Funds Transfer

ATM - Automated Teller Machine

WAN - Wide Area Network

DOCS - Denison Organizational Culture Survey

HR - Human Resources

Introduction

Effective project management is now crucial for organizational success, particularly in the Information Technology (IT) and Information Systems (IS) sectors. Information system companies are instrumental in driving innovation, providing advanced technological solutions, and responding to the constantly changing demands of our society. However, organizations striving to achieve their objectives and satisfy stakeholders must consider organizational culture, an often-underestimated factor.

Organizational culture is an intangible yet deeply ingrained element determining employee interaction, decision-making, and contribution to company objectives. It is defined by the values, norms, behaviors, and beliefs shaping the work environment and directly impacting the effectiveness of project management and organizational success.

Effective stakeholder management is vital to achieving successful project outcomes, and Information Systems companies frequently engage with diverse stakeholders, such as customers, suppliers, employees, and investors. Therefore, comprehending how organizational culture affects stakeholder management within IT and IS companies is crucial.

The objective of this study is to analyze the impact of cultural elements, including values, leadership, and organizational practices, on companies' management and interaction with their stakeholders. Technical abbreviations will be explained when first used, and the language used will be clear, value-neutral, and precise. The study will follow conventional academic structure and maintain formal register throughout, using consistent citation and footnote style. The text will also be free from grammatical errors, spelling mistakes, and punctuation errors. Additionally, successful practices and challenges faced by these organizations in relation to stakeholder management will be identified. The primary goal of this dissertation is to examine the impact of organizational culture on stakeholder management within information systems companies. Specifically, it aims to determine whether such organizations view organizational culture as a pertinent factor for the effective management of their stakeholders. To achieve this objective, the following specific aims will be pursued:

- Identify the importance of organizational culture in the management of information systems projects management.
- Analyze the relevance of good stakeholder management for project success and organizational culture improvement.

- Identify the relationship between the intrinsic culture of an organization and the management of the project stakeholders.

A comprehensive approach will be employed to accomplish these objectives, including literature review and quantitative data analysis. The perspective of Information Systems sector professionals and experts, as well as established theories and concepts in project management, will be drawn upon. By comprehending the impact of organizational culture on stakeholder management, this dissertation aims to offer valuable insights for leaders and managers of information systems companies. By acknowledging this connection's significance, organizations can implement more effective approaches to project management, establish robust relationships with their stakeholders, and ultimately attain a higher level of success in their endeavors.

1. Literature Review

1.1. Organizational culture

1.1.1. The culture

In the literature of organizational theory, there exist multiple interpretations of the culture concept. Recently, cultural matters have garnered increased attention in numerous fields, including academia, politics, everyday life, and economics, underscoring their significance in the modern world, according to Neto (2004). The term "culture" originates from the Latin word "*colere*" and is linked to activities such as agriculture, cultivation, and harvesting. It denotes human efforts to transform and differentiate from nature (Alves, 2014). As time passed, the term gained broader meaning and became used metaphorically to signify the enhancement of human skills, societies, knowledge, and values.

Precisely defining the concept of culture is a complex task. Cultural dimensions have sparked interest from multiple disciplines, leading to research in sociology, anthropology, history, communication, administration, and economics. Culture is challenging to define precisely and clearly due to the diverse philosophical perspectives, personal meanings assigned, and complex factors involved. Various fields apply different methodologies and approaches to understand culture.

In anthropological literature, culture is generally defined as a component of the social system that is expressed through way of life, artifacts, and a comprehensive whole (Neves, 2000). This extensive concept encompasses knowledge, beliefs, art, morals, laws, customs, habits, and other elements acquired by members of a society. For several decades between 1900 and 1950, anthropological thought was marked by pluralistic and sociocultural perspectives, with two main currents dividing views on culture as either a set of cultural patterns or a social structure (Neves, 2000). The first theory posits that culture is molded by the interactions between individuals and highlights the structured framework of culture, which varies in terms of accessibility, awareness, complexity, and nature. The most basic cultural patterns are clear and explicit, reflected in artifacts and behaviors, while the more intricate ones underpin economic, political, and social organizations, as well as systems of religion, language, philosophy, law, science, and art. Despite alterations in cultural artifacts, these patterns tend to endure as coherent sets.

The second approach views culture as a network or system of social relationships, in which each structural system functions as a single unit, with all components working together seamlessly

for its continuity and survival. This structure of social relationships is not observable directly but is rather an abstraction of the patterns in which social relationships are organized and can be observed. Culture is located within the social structure, consisting of implicit or understood norms that regulate behavior and thoughts. These two approaches were prevalent until anthropological thought advanced in its understanding of culture. The author says:

"This evolution has resulted in the replacement of the functionalist perspective by the structuralist perspective and has led to an emphasis on the symbolic and cognitive component of culture. Culture is seen either as a system of learned cognitive patterns that help people in the processes of perceiving, feeling, and acting and, as such, is in people's minds, or as a shared system of symbols and meanings, evident in the thoughts and meanings shared by the people of a society". (Neves, 2000, pp. 66).

Various anthropological studies have attempted to establish a shared definition of culture. According to Kluckhohn (cited by Hofstede et al., 1990), culture is comprised of standardized thinking, feeling, and acting mainly conveyed through symbols. Kroeber and Parsons (cited by Hofstede, 1980) proposed an interdisciplinary definition of culture as content that is transmitted and created, along with patterns of values, ideas, and other systems that carry symbolic meaning for human behavior and artifact production.

Amélia Hanze posits that culture encompasses various elements, including the historical context of meanings, the languages used for significant symbols and techniques, and the values, beliefs, and preferences tied to them, along with the collective history built by communities (Hamze, 2004).

Considering the continuous interactions within society, each culture operates in a distinctive manner, leading to the conclusion that culture within a group is dynamic, not static. It's an ever-evolving entity influenced by society, its innovations, and the dynamics of social groups. Throughout different historical epochs, society has had a significant impact on culture.

Considering the diverse interpretations of culture by various authors across distinct historical periods, it becomes apparent that culture's nature is in constant flux. It encompasses not only tangible products serving human needs but also symbols, norms, values, behaviors, existence, and perspectives. Culture is constructed, reimagined, molded, modified, externalized, and, above all, universal.

In that perspective culture is the life force of a vibrant society, expressed through the diverse means by which we share our stories, remember our past, and envision our future.

1.1.2. The organizations

It is legitimate to suggest that a unique trait, which emerged as a result of the Industrial Revolution, is the increased focus on investigating organizations. Analyzing organizations leads us to examine a phenomenon that is essential in our daily lives and existence. Organizations have surpassed being solely functional entities and have become a social phenomenon, arising from the requirement of day-to-day interpersonal interactions. Consequently, researching and comprehending organizations has gained significant relevance.

Before defining organizations, it is essential to comprehend their purpose. According to Coelho (2004), organizations exist to produce goods and services to sustain our livelihoods, and they bear the responsibility for their production. As such, organizations exist to fulfill the needs and wants of society and the markets they serve.

In the past, it was not essential to unite individuals and resources to fulfill societal demands for goods and services. The ultimate purpose of enterprises is to satisfy society's needs and wants by offering various services. Nevertheless, modern organizations have evolved into more intricate and expansive entities. These companies persistently expand and refine themselves due to intense competition and societal pressures.

These entities are meticulously designed, structured, guided, and managed by administrators, through the practice of administration, while the organizational context serves as the origin and growth site of the administrator.

Examining the influence and development of culture within organizations and its sub-groups, it becomes clear that culture is formed, assimilated, transformed, and even manipulated to provide framework and significance for group members (E. H. Schein & Schein, 2004). This is considering that the topic of organization ultimately directs attention to a phenomenon that is integral to our daily lives and existence. Organizations have become important social entities due to the need for daily interactions among individuals, emphasizing their value for study. Anthropological views suggest that organizations are akin to cultures, comparable to national cultures, which reveal societal customs shaped by group parameters and normative criteria such as the distribution of power, authority, punishment, and reward (Tomei, 2008).

In their conceptual analysis, Bastos et al. (2004) note that the study of organizations is characterized by varying definitions, highlighting the existence of multiple theoretical and methodological models for analyzing and researching them. Following this, Srour (1998) significant contribution lies in their detailed examination of the inherent meaning of the concept

of organization. For the author in question, organizations can be interpreted as social microsystems that represent a collection of interrelated collective actions.

From the viewpoint of culturalist scholars, organizations are akin to microsocieties that shape their individual cultural forms and subcultures. Srour (1998) specifies that these models of shared beliefs or meanings, dispersed or integrated, are upheld by a network of norms and rituals, which can decidedly influence an organization's overall capability to address challenges in its sphere of activity. In organizational reality, multiple value systems compete and converge, leading to a multifaceted mosaic, as argued by Bastos et al. (2004). The cultural perspective of organizations entails an inherent interest in exploring the mechanisms that result in the development of frames of reference or paradigms.

As stated by G. Morgan (1996) in his various identified metaphors, organizations are viewed as locations where ideals, values, norms, rituals, and beliefs are present, which uphold them as socially constructed perceptions. Essentially, organizations embody processes that create shared meanings (G. Morgan, 1996, pp. 135). The author contends that conceptualizing organizations as cultural systems provides a strong foundation for revealing the essential principles that govern their identification and operations, often exerting an unseen and involuntary influence on the performance, structure, and configuration of organizational dynamics.

The author contends that conceptualizing organizations as cultural systems provides a strong foundation for revealing the essential principles that govern their identification and operations, often exerting an unseen and involuntary influence on the performance, structure, and configuration of organizational dynamics. Recognizing organizations as cultural systems holds pivotal significance for comprehending organizations, as well as guiding research and intervention methodologies. G. Morgan (1996) suggests that by adopting the concept of social representation, the organization can be perceived as a process of generating a system of shared meanings.

A relevant approach to establishing a connection between culture and organization, as investigated by researchers, is based on the understanding that the organization itself generates culture. Organizations are seen as social instruments designed to produce goods and services, and, as a result of this process, they produce unique cultural components, including rituals, narratives, and ceremonies (Smircich, 1983). The confluence of culture and organization serves as a unifying force that expresses the shared beliefs, values, and social ideas of its members.

These ideals are externalized through symbolic devices. Culture, as a set of core values and beliefs, performs key functions. Firstly, an organization's culture promotes a sense of identity for its members. Secondly, it fosters commitment to goals that surpass individual aims. Thirdly, culture reinforces social stability. Finally, culture is a tool for creating meaning to guide behavior (Smircich, 1983).

1.1.3. The organization's environment

The organization can exert control over its operating environment, but they are also susceptible to environmental influences. This context generates contemplation on the assumptions governing the organization's mission or primary function in relation to its environment, whether implicit or manifest. When an organization is completely disconnected from its environment, its survival is inevitably endangered. Therefore, it is crucial for the organization's strategy to center on verifying the initial assumptions about the environment before identifying the objectives and means to be used (E. Schein, 2010).

E. Schein (1987) contends that the interplay between an organization, its environment, and nature is pivotal in shaping and evolving its culture. This relationship can shift among dominance, submission, or harmony, and a leader's active involvement is indispensable in molding it.

As Morgan (1996) suggests, organizations should analyze their commitment to proactively adapt to their context, with the goal of exerting control over the situation, including risks, opportunities, threats, and trends. Alternatively, organizations may choose to orient towards harmonization by focusing on meeting expectations and satisfying the needs of their environment. Alternatively, the organization may choose to adopt a passive approach, which is seen as a goal in and of itself within a self-contained and mechanized framework featuring an obscure outlook on surrounding interactions. In general, organizations are established with the goal of attaining economic profitability. E. H. Schein (1997) has noted that to achieve this objective, it is crucial to strike a balance between the organization's desire for profitability and the expectations of shareholders, suppliers, employees, the community, and government authorities. The leader of an organization displays dedication to maintaining a strategic equilibrium, which is vital in guaranteeing that the team conveys significant information on the mission, strategy, activities, organizational focus, objectives, and means to achieve the mission. Factors such as the organizational structure, compensation system, and energy sources are also subject to meticulous consideration.

Furthermore, implementing methods to assess the advancement towards goals and collecting relevant information on correctional systems are supplementary tactics that facilitate adjustments when the present approach does not facilitate the attainment of objectives. If a leader's proposals regarding the mission, goals, measurement, and correctional systems fail to lead to the organization's economic success, they run the risk of being sidelined. This lack of harmony between the organization and its external environment could prompt the group to search for a new leader capable of redefining the mission and achieving the desired balance. According to E. H. Schein (2000) organizational culture arises from the specific decisions made by a group over time. Additionally, he suggests that organizational culture goes beyond values and can include rituals, the organizational environment, and procedures.

The organization's relationship with the environment is based on how its members interact with their surroundings, the role it plays in society through the services it provides, its perspective on relevant environmental issues, and whether it occupies a dominant or subordinate position within the environment.

1.1.4. Organization culture

Within this theoretical framework, the various methods for operationalizing the concept of culture in organizations are analyzed objectively in the literature.

Research on organizational culture commenced at the end of the 1970s and continued to develop extensively through the following decade. The term "organizational culture" made its debut in academic literature in 1979 in an article by Pettigrew (1979), marking the genesis of diverse ideas aimed at justifying the significance of organizational culture in organizational studies. This discussion led to the inception of the concept of organizational culture (Tomei, 2008).

This increased attention stems from the recognition by theorists and professionals of the crucial role that cultural factors play in management practices. It is widely believed that organizational culture plays a pivotal role in distinguishing successful organizations from less successful ones. Different conceptions of organizational culture demonstrate the significance and impact of culture on employees who comprise organizations.

Guilford and Barnouw (cited by Hofstede, 1980) argue that culture is tied to the human collective, while personality relates to the individual. The authors define culture as an interactive combination of qualities within a group of humans. Similarly, personality shapes an individual's identity. Triandis (cited by Hofstede, 1980, pp. 26) asserts that culture enables individuals within

a group to distinguish themselves from outsiders. While culture typically refers to ethnic or regional groups, it also pertains to other collective categories including families, professions, and organizations. According to the author, culture plays a vital role in distinguishing between group members and non-members. The fundamental function of culture in distinguishing between diverse groups is emphasized by the author.

Smircich (1983) conducted one of the initial studies on organizational culture, which distinguished it into two primary theoretical aspects: culture as an inherent characteristic of the organization and culture as an acquired entity. Thus, the advent of organizational behavioral methods, which aim to study individuals' social manifestations and their intervention in the organizational environment, brought about the consideration and application of organizational culture to the business world.

From the perspective of Laraia (1986), culture functions as a lens through which people perceive the world. This perspective allows them to retain aspects of their own culture and adopt other cultural practices, regardless of their nationality. For his part, Matta (1986) understands that a single culture can manifest itself in different ways, and its constant updating seems to be an essential tool for understanding the differences between people and societies. This cultural updating is the result of different configurations or relationships that societies have established throughout their history.

The definition of organizational culture according to Pettigrew (1979) involves the collection of standards, beliefs, principles, and behavioral patterns that differentiate one organization from another. This description recognizes it as a fundamental element of organizational identity. According to Robbins (1990), culture refers to a set of attitudes, beliefs, and values that typify a given society. This includes individual psychological differences, such as personality traits, and the various systems that influence the social, political, and educational structures of that society. Martin (1992) defines culture as a method of conducting and managing activities within an organization. It is noted that a robust and universally embraced organizational culture is deemed as a factor that has a favorable impact on the prosperity of the organization. For followers of another approach, defined by Bateman and Snell as scientific rationalism, organizational culture is something that can be measured, manipulated, and modified by variables, and is an aspect that makes up one of the parts of the organization (Bateman, 1998).

Barbosa (1999) posits that the notion of organizational culture resides at the intersection of two domains of knowledge: anthropology and administration. The concept of culture represents the realm of anthropology, while organizations symbolize administration.

E. H. Schein (2001) proposes that organizational culture is a framework of fundamental assumptions that a specific group creates, discovers, or shapes while addressing issues of external adjustment and internal cohesion. These assumptions have been successful enough to be deemed valid and conveyed to new members as a reliable means of understanding, reasoning, and responding to these problems. The United Nations specialized agency, UNESCO (2002) maintains that culture encompasses a society or social group's distinct spiritual, material, intellectual, and emotional characteristics. Such traits include features like art, literature, lifestyles, ways of coexisting, value systems, and traditions and beliefs. Luz (2003) asserts that a company's culture reinforces member behavior and stipulates what to follow or reject. In addition to its symbolic meaning, it has political and controlling significance.

Griswold (2003) posits that culture encompasses the expressive aspect of human life, such as behavior, objects, and ideas that may be interpreted as expressions or representations of something deeper. These preliminary studies formed the foundation for the formation of other cultural concepts in different domains of the social sciences and human thought. Additionally, Shavitt e Johnson (2008) propose that culture contains collective elements that establish benchmarks for perceiving, believing, evaluating, communicating, and acting among individuals who share a language, a historical period, and a geographical location.

Furthermore, Kuo e Lai (2006) argues that culture embodies an individual's unique way of experiencing daily existence, based on distinct customs and values. Culture is defined by the author as a distinct way of experiencing and perceiving the world, which encompasses a fusion of established customs, traditions, and values. Thompson (1995) highlights that the utilization of symbols is a unique characteristic of human existence. These symbols create systems or codes of significance which, as stated by Hall (cited in Godoy & Santos, 2014), lend meaning to our deeds, permit us to construe the deeds of others and, altogether, fabricate our culture. This perspective guarantees that all actions are cultural and that noteworthy social practices are innately affiliated with meaning. Kasinitz (2009) argues that culture is shaped not only by family inheritance but also by societal inheritance. The author further explains that culture defines fundamental behavioral norms, which are regulated by an extensive array of rules. This set of

rules influences how we categorize the world. As such, culture plays a vital role in shaping our understanding of the world around us.

Rosenbloom e Kravchuk (2005) emphasize that organizational culture comprises shared values and beliefs relating to effective and ineffective practices in specific contexts. Over time, these values and beliefs shape organizational practices and the underlying assumptions that steer individuals' behavior within the organization. Robbins (2005) highlights that an organization's culture comprises shared values among its members, which distinguish it from others. He underscores the significance of founders in shaping culture as their unique values and visions determine the organization's distinct culture. Therefore, each organization develops its exclusive culture, influenced by their founder's distinctive qualities. The sharing of values within the organization provides a potent tool for guiding and shaping behavior, enhancing the organization's culture.

E. H. Schein (2009) posited that organizational culture comprises basic assumptions that a group formulates, uncovers, or develops as it learns to effectively address challenges related to adapting externally and integrating internally. These assumptions are considered effective and are therefore transmitted to new members as the appropriate framework for perceiving, thinking, and feeling in response to said challenges.

This interpretation characterizes culture as a dynamic framework for acquiring, disseminating, and evolving knowledge. The author asserts that this conceptualization has enough complexity to comprehend the dynamics of small groups, like work teams, and large entities, such as nations or societies. This definitional framework will be the foundation for the present dissertation.

Throughout history, society has influenced the construction of culture. However, it is essential to consider the discourse context as it is impossible to find a universal definition that applies to all scenarios.

Considering the diverse definitions of culture that have been presented and comprehending their reappraisal by various authors across different historical periods, this phenomenon demonstrates the innate dynamism of culture throughout history. Culture extends beyond the mere fabrication of works or material goods designed to fulfil human necessities and embraces symbols, norms, values, behaviors, existence, and outlooks on the world. Culture is a universal and dynamic force that is created, remade, molded, transformed, and externalized. It is considered the lifeblood of a lively society and is manifested in the different ways in which stories are recounted, the past is commemorated, and the future is envisaged.

A stable and well-established culture provides a clear understanding of operational practices. This structured culture significantly influences behavior and plays a vital role in all stages of an organization's trajectory (Joseph & Kibera, 2019). Cultures evolve within an interacting society, and each culture operates in its unique way. It is evident from the assumptions presented that the culture within a group is dynamic rather than static. Society undergoes constant evolution and improvement, shaped by its own creations and the impact of external social groups (R. E. E. Freeman & McVea, 2001).

1.2. Stakeholders

Stakeholder management has provided a vital link between ethics and management since R. E. Freeman, 1984, broadened its scope beyond the confines of the company's shareholders. Since then, there has been a notable increase in the use of the stakeholder concept, as highlighted by Fassin (2009). Moreover, there is still considerable debate about the precise definition of the term, as noted by Eskerod e Huemann (2013), Littau et al. (2009), Mainardes et al. (2011) and Miles (2012). Unfortunately, this ongoing debate has yet to be conclusively resolved. Resolution of this debate would obviate the need for subsequent scholarly efforts to define it, and could potentially lead to greater clarity of usage, which would be beneficial to practitioners.

According to the Project Management Institute (2008), a stakeholder is an individual, group, or organization that possesses the capacity to influence, be influenced by, or perceive itself as influenced by the decisions, activities, or outcomes associated with a project. Stakeholders may assume an active role in the project, or they may harbor interests that stand to be impacted, either positively or negatively, by the execution or culmination of the project. Diverse stakeholders may harbor conflicting expectations, which can potentially engender conflicts within the project. Stakeholders also possess the ability to exert influence over the project, its deliverables, and the project team to attain a set of outcomes aligned with strategic business objectives or other requisites. The practice of project governance, encompassing the harmonization of the project with stakeholders' needs and objectives, constitutes a pivotal component of effective stakeholder management and the attainment of organizational goals. Project governance empowers organizations to consistently oversee projects, optimize the value derived from project outcomes, and synchronize projects with the overarching business strategy. It furnishes a framework within which project managers and sponsors can render decisions that simultaneously address the needs and expectations of stakeholders and the

organization's strategic objectives or adapt to scenarios where such alignment is not readily achievable.

1.2.1. Stakeholder theory

The stakeholder theory of the organization has been expounded within a tripartite taxonomy, as delineated by Donaldson and Preston (1995). From a descriptive vantage point, stakeholder theory delineates the identification of an organization's stakeholders, elucidates organizational behavior, and provides insights into the management of organizations. An instrumental perspective, as elucidated by Jones (1995), prognosticates potential outcomes, such as profitability and growth, contingent upon the adoption of a stakeholder-centric approach in decision-making processes.

Conversely, from a normative standpoint, stakeholder theory furnishes guidance on how an organization ought to engage with its stakeholders. Within the normative purview, the interests of stakeholders are intrinsically valued, and their interests are advocated from a moral standpoint. As articulated by Jones et al. (2007): "*a moral justification for firm/stakeholder relationships is the central tenet of stakeholder theory*" (pp. 141). Additionally, Rowley (1998) posits that the normative facet of stakeholder theory is analogous to an organization's obligations in terms of social responsibility. While social responsibility conveys a broader concept denoting an organization's moral responsibility to society at large, stakeholder theory pertains to the moral obligations directed towards more specific stakeholder groups.

1.2.2. Theory of the common good

Argandoña (1998) posits that stakeholder theory finds its underpinning in the concept of the common good. Within the framework of a society, individuals naturally form social bonds that serve to satisfy their individual needs and aspirations while facilitating their development as human beings. The common good encompasses the societal conditions that enable all members to fulfill their respective needs and aspirations equitably, without undue favoritism towards any one group. When examined from an organizational perspective, internal stakeholders can be perceived as members of an organizational society, bound by a shared commitment to further the common good of the enterprise, even as they pursue their individual interests and objectives.

For instance, employees discharge their job responsibilities in exchange for remuneration, job security, and intrinsic job satisfaction. Customers, in turn, offer their business and goodwill in exchange for safe and reliable products and services. Suppliers engage in transactions, providing goods and raw materials in return for revenue and the potential for ongoing trade relationships. Investors allocate their capital with the expectation of future profitability. However, it is essential to recognize that the organization exists as an integral part of a broader societal context and, thus, bears responsibilities towards the common good of secondary stakeholders, such as local communities, trade associations, political entities, and even competitors. Argandoña (1998) further contends that, while the theory of the common good may not prescribe a specific set of duties that organizations owe to their stakeholders, or vice versa, it serves as a moral foundation that justifies the existence of such obligations.

1.2.3. Stakeholder management

Stakeholder management is defined as the process by which the project team manages the needs of stakeholders, identifies them, gathers their expectations, enters into agreements with them, and ensures that their objectives are met (Rajablu et al., 2014).

The project management literature recognizes that project stakeholders are important to project success for at least four reasons. First, projects require contributions, financial and nonfinancial resources, from stakeholders; second, stakeholders often set the criteria for evaluating project success; third, (potential) stakeholders' resistance can create various risks and negatively affect project success; and fourth, projects can affect stakeholders in both negative and positive ways (Sallinen et al., 2011). The literature also identifies typical project stakeholders such as investors, suppliers, customers, users, government, neighbors, and the media (Turner & Zolin, 2012). Stakeholder analysis plays an important role in obtaining resources for the project as well as satisfying project stakeholders (Eskerod & Lund Jepsen, 2016). The goal of conducting a project stakeholder analysis is to increase the project team's ability to anticipate opportunities and problems for the project at a time when the project team still has time and maneuverability (Jepsen & Eskerod, 2009). Conducting a stakeholder analysis serves two purposes:

1. to help project representatives complete the project by identifying ways to obtain the necessary financial and non-financial resources, including avoiding countermeasures;
2. to help project representatives understand the interests and concerns of project stakeholders. Each of the two purposes refers to both an instrumental approach to

stakeholder management, or management for stakeholders' approach, in which stakeholders do what is necessary for the project to succeed, and a normative or ethical approach or management for stakeholders' approach, in which the project does what is necessary for stakeholders (Eskerod & Lund Jepsen, 2016).

The first purpose concerns how project representatives find ways to make stakeholders both willing and able to contribute the necessary resources to achieve the benefits they seek to satisfy their needs. The second approach concerns how project representatives find ways for the project to satisfy stakeholder needs while at the same time finding ways to increase project success in the form of stakeholder satisfaction. The stakeholder influence base is not static, which justifies the need to update the stakeholder knowledge base at different stages of the project (Olander & Landin, 2005).

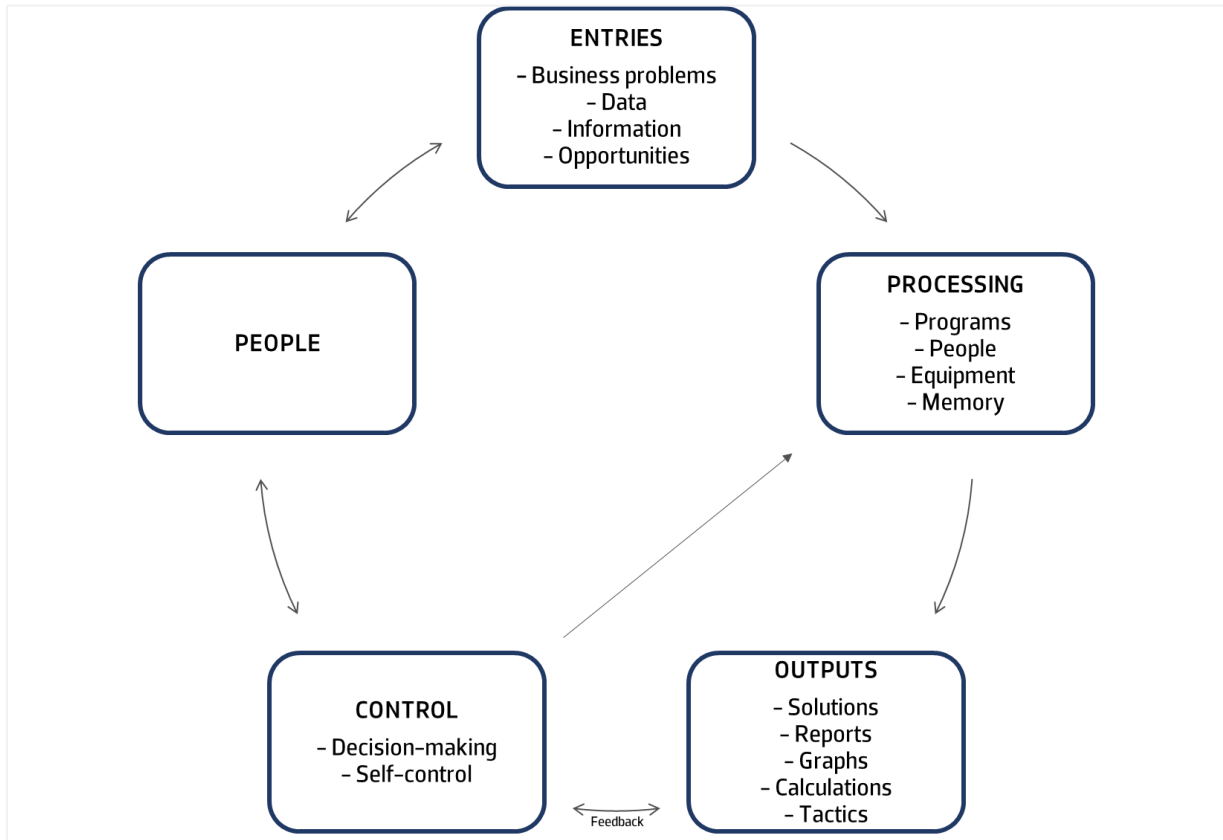
The achievement of effective stakeholder involvement in project decision-making and execution requires the use of stakeholder management strategies and actions. Stakeholder Management, as defined by the PMI (2022), is founded on four core principles: aligning stakeholder interests with predetermined objectives, regulating stakeholder perceptions and engagement through appropriate frequency and granularity of communication, managing expectations and sensitivities of stakeholders with diverse interests, and outlining roles and responsibilities to ensure active involvement and commitment of all parties involved.

1.3. Stakeholders in information system companies

Different approaches are connected to the concept of information systems (IS), with some concentrating more on technology and others on social systems. Buckingham et al. (1986) describe IS as a system that organizes information by collecting, processing, storing, and distributing it within an organization to those who require it, with or without the use of computers. Soares (1998) states that the concept of information systems of a particular organization is a set of information relationships that exist between them. Alter (1999) defined information systems as a combination of procedures, information, people, and technologies aimed at achieving organizational objectives objectively. Although information systems can operate without relying on computers, most information systems in modern organizations are computer-based. A feedback mechanism can be integrated into the information system,

facilitating the control of its operation (Turban et al., 2006). A schematic representation of an information system is shown in Figure 1.

Figure 1 - Schematic representation of an Information System



Source: Adapted from Turban et al., 2006

Turban et al. (2006) assert that each information system serves a specific purpose and operates within a particular social context. According to O'Brien and Marakas (2008), in practical terms, IS can be classified into multiple categories. Certain IS, including operations and management information systems (MIS), can be conceptually categorized. Additionally, the number of individuals using an IS can serve as a basis for classification. With respect to typology, Nickerson (1998) introduces the five most utilized types of information systems: Individual information systems, Workgroup information systems, Organizational information systems, Inter-organizational Information System, and Global information systems.

Therefore, if we categorize information systems according to the number of people in the organization whose work is affected by the system, we can distinguish some basic types of information systems (Nickerson, 1998):

a) Individual information system

Individual or personal information systems are those that only affect the work of a single person. Generally, these systems operate on personal computers used by one individual at a time. An instance of an individual information system is software used for the preparation of legal documents in a law office. A legal secretary, under the direction of a lawyer, would use word processing software on a personal computer to create a legal document. Another example of an individual system is a financial analysis system that utilizes spreadsheet software on a personal computer to conduct financial projections. A database stores related data in a computer. Another example of an information system is a graphs program that prepares images for documents or presentations.

b) Workgroup information systems

Information systems often impact groups of individuals working together. Workgroup information systems frequently operate on nearby personal computers that are connected in a local area network (LAN), enabling individuals on different computers to collaborate with each other. An example of a group work information system is one that facilitates electronic communication among group members through email. By using email, letters and memos that would typically be sent on paper are transmitted electronically from one computer to another. This type of system enables group members to easily communicate with each other. Another example of a group work information system is a sharing system in the sales department of an organization. This system enables employees to share information about the projects they are working on together.

c) Organizational information systems

A system that impacts multiple individuals throughout a business organization, rather than a single individual or group, is referred to as an organizational or enterprise information system. Common examples of organizational information systems include a payroll system, which tracks when employees work and periodically prepares their paychecks. Another example of an organizational information system is an automated teller machine (ATM) used by banks.

d) Inter-organizational information systems

Inter-organizational information systems operate on computer networks spread across various organizations. They facilitate inter-organizational business transactions by allowing the use of computers. One such system is an electronic data interchange (EDI), which enables the electronic exchange of data such as purchase information and invoices between businesses. Financial institutions implement inter-organizational electronic funds transfer (EFT) systems to enable the electronic transfer of funds between different banking entities. For instance, when we use an ATM that is not affiliated with our bank to withdraw funds, our bank facilitates the transfer of funds from our account to the bank providing the cash.

e) Global information systems

Many multinational corporations operate in multiple countries, requiring information systems that transcend national borders. These systems are referred to as global or international information systems and are often connected via global WAN. In addition, inter-organizational information can also be global. To transmit orders to foreign suppliers, an international EDI system can be utilized. An ATM located at a bank in one country may allow for cash withdrawal within the local country while deducting the necessary amount from an account at a bank located in another country.

Information systems contain information about important people, places, and things within the organization or its environment. Most modern organizations rely heavily on these systems to manage their operations and make decisions, from email to database management and websites (Hasan et al., 2014). Human resources are the support of the organization, they are the means used by the organization to fulfill its mission. They enable the planning, development, operation, and management of the project and must be properly planned, acquired, maintained, used, and made available to ensure the best information system support for the organization (Wintermantel & Mattimore, 1997). Information management of financial resources is fundamental to the growth of the organization. Information systems are unlikely to be able to develop and ensure the quality of the project with a budget that is small in relation to the needs. Therefore, top management must recognize the importance of this resource for the success of the information system function and the organization in general, and make the necessary capital available for planning, development, operations, and project management activities.

1.4. Organizational culture and leadership in the information system implementation

In the realm of organizational culture, multiple concepts demonstrate the significance and extent of cultural impact on individuals working within organizations. Organizational culture is typically defined in terms of how people think, directly influencing their behavior. E. H. Schein e Schein (2004) recognizing that culture manifests itself in terms of behaviors and espoused values, suggest that the essence of culture lies in the set of underlying assumptions. Similarly, Deshpande e Webster (1989) define organizational culture as a set of shared assumptions and understanding about organization functioning. The theoretical argument about culture is that it's a complex system of norms and values that is formed over time. It is generally understood as the social glue that holds organizational members together and expresses the values, social ideals, and beliefs that members share. Based on these definitions, it is easy to see that an organization's culture influences how its employees perceive events and how they behave. Organizational culture provides employees with a common frame of reference for change in an organization. When organizations have different cultures, people have different perceptions and interpretations of organizational change, which affects employees' acceptance of the change (Chatterjee et al., 2018). Therefore, organizational culture is known to be important for the success of any organizational change project. Indeed, there is strong support for the importance of organizational culture in innovation adoption in the existing information systems literature. Without a match between the culture of an organization and the cultural assumptions embedded in an information system, costly implementation failure is likely (Romm et al., 1991). For instance, Tennakoon (2011) notes that "*even good technology can be sabotaged if it is perceived as disruptive to the established social network*". Their finding is supported by Cooper (1994) who suggests that when information technology conflicts with an organization's culture, implementation will be resisted in one of two ways: either the system will be rejected, or it will be modified to fit the existing culture. The literature suggests that leadership is critical to the effectiveness of information technology adoption and organizational culture change.

In particular, the information system literature suggests that leaders' vision, attitudes, and behaviors are critical to employees' perceptions of information technology innovations and thus to their adoption outcomes (Ali et al., 2022). A review of the management literature indicates that the effect of leadership on the organization is mediated by organizational culture and that this culture can be consciously designed and manipulated. The nature, direction, and impact of such

manipulation depend on leadership. Bass and Avolio, 1994 demonstrates the relationship between leadership and culture by examining the impact of different leadership styles on culture. In particular, he argues that it is transformational leaders who work towards changing the organizational culture in line with their vision. Also, Hennessey (1998) concludes that leadership plays an important role in fostering the appropriate organizational culture that helps to improve the implementation of specific reforms. Therefore, it can be concluded that leadership can proactively promote an organizational culture conducive to the implementation of the information system, allowing the project to succeed. With its own specific culture, each organization has its own unique practices. If the organizational culture built into the information systems is at odds with the actual culture of the adopting organization, the implementation will probably be unsuccessful (Jackson, 2011). In addition, the implementation of an information system is likely to result in widespread organizational changes, such as the redesign of business processes and workflow patterns. The existing culture of the organization has a profound effect on these changes. Thus, organizational culture exerts a powerful influence on how the company implements the information system, which provides the company with windows of opportunity for strategic change (Ford & Chan, 2003). Organizational culture can be characterized as the types of behaviors that are valued and encouraged in the organization. Following Hurley e Hult (1998), we characterize organizational culture along five dimensions: learning and development, participative decision-making, support and cooperation, power sharing, and tolerance for conflict and risk. Learning and development refer to an emphasis on individual learning and development; participative decision-making culture encourages employees to participate in the organization's decision-making process; collegial support and collaboration culture help employees cooperate with each other and make them willing to offer needed help; power sharing reduces the focus on turf, politics, and status; communication refers to the organization's internal and external information exchange and interaction; tolerance for conflict and risk-taking measures the degree to which the organization accepts conflict and risk. These characteristics are needed in the implementation of information systems.

2. Methodology

2.1. Survey

When conducting a survey, it is crucial to differentiate between two distinct stages: constructing the questionnaire and then collecting the information. It is important to adhere to standard protocol, utilize objective language, and maintain precision throughout the entire process. Beginning with the initial phase, a questionnaire can be simply defined as a collection of inquiries aimed at gathering data necessary to fulfill a specific query or study. Consequently, it can be posited that a questionnaire involves arranging the questions in a structured and organized manner, for subsequent application to the intended audience. The second stage occurs when survey respondents provide their answers, which generates the necessary database for applying statistical methods.

A survey may be conducted through email, online, in-person, or by telephone. The benefits of conducting surveys are the ability to reach a vast number of participants, regardless of their location, the convenience for respondents to provide answers, the anonymity of their responses, and the avoidance of exposing them to the researcher's influence. However, this method is also linked to certain drawbacks, such as the unavoidable exclusion of individuals without access to electronic or telephone means. Additionally, the circumstances under which the survey responses were provided are unknown. Moreover, if there is any uncertain answer to a question, it is impossible to clarify. The survey in this instance was conducted via email.

Methodology, as a fundamental component of any scientific research, plays a key role in the completion of a master's dissertation. This section serves as a theoretical and practical foundation, providing guidance and underpinning the conduct of the research. The methodology outlines the procedures and strategies for collecting, analyzing, and interpreting data to obtain answers to the research questions previously formulated. The methodology is responsible for providing rigor and credibility to the results and enabling their evaluation, comparison, and contextualization according to scientific standards. This section outlines and discusses the methodological decisions that guided the study's development.

This not only establishes a clear framework for the research process but also justifies the decisions made throughout. The purpose of this section is to showcase that the selected methodology is appropriate for answering the proposed research questions with the necessary rigor to yield dependable outcomes.

Furthermore, it is essential to emphasize the significance of a meticulously planned and executed methodology that adheres to the best practices of scientific research and adds to the progress of the field under investigation.

It is essential to establish the significance of the Methodology chapter in a master's dissertation. This section outlines the foundation for conducting the research and validating the obtained results. It emphasizes the importance of sound methodological choices, justifications of decisions, and rigorous research conduct. Following this, the subsequent information in the Methodology chapter can be comprehended and assessed.

Selecting a survey as the research methodology for a master's thesis is essential, as it provides significant benefits in academic and research settings. This article will demonstrate the academic validity of selecting a survey, emphasizing its versatility, features, and adaptability in diverse fields of study. The word "survey" derives from the Anglo-French term "*surveer*", which means to closely observe, according to the Merriam Webster Dictionary (Mathiyazhagan & Nandan, 2010).

Survey has various definitions:

- a. to appraise and examine the state, circumstance, or value of something;
- b. to gather data by asking questions for analysis of a group or area;
- c. to ascertain the shape, size, and position of a piece of land using linear and angular measurements as well as principles of geometry and trigonometry;
- d. to view or consider something thoroughly;
- e. to inspect and scrutinize.

McClosky (1969) defined a survey as any process for systematically gathering data from a population or a sample via direct solicitation, including face-to-face or telephone interviews, and mail questionnaires. The preferred style is passive and impersonal, and first-person perspectives should be avoided whenever possible. Survey research involves gathering primary data by communicating verbally or in writing with a representative sample of individuals or respondents from the target population. Data reliability is a vital consideration in any academic research.

Surveys are structured and standardized to minimize subjectivity in data collection, resulting in consistent recording of participants' responses. This enhances the reliability of the results and increases the possibility of replication in future studies. Furthermore, survey data's quantifiable nature permits the use of strong statistical methods to analyze variable relationships and evaluate hypotheses, improving the validity of conclusions drawn.

Additionally, the versatility of surveys makes them applicable to a broad range of research subjects. Surveys can be tailored to explore targeted issues within various fields of knowledge, including health, social sciences, education, and economics.

Researchers have the flexibility to choose the types of questions, sample size, collection methods (such as online, face-to-face, or by telephone), and survey length that best meet the requirements of their respective studies. This demonstrates that surveys can be tailored to fulfill the objectives and unique characteristics of every master's research.

Another pertinent reason for selecting a survey as a research technique is its effectiveness in gathering data from a sizable sample. Surveys have the ability to reach a large number of participants within a short period, making them especially useful in master's research projects, which often have strict deadlines. Additionally, survey-based data collection is cost-effective, reducing expenses associated with more resource-intensive techniques like individual interviews or direct observation.

The choice of a survey as a research method in a master's dissertation can also contribute to building a solid knowledge base in the chosen field of study. The findings acquired can function as a foundation for additional exploration, further enhancing the comprehension of the given subject matter and expanding the current knowledge pool. Using surveys as a research method is a valuable way to develop research skills in questionnaire design, statistical data analysis, and result interpretation, which are highly valued in academia and the job market.

The employment of surveys as a research method in a master's dissertation can be rationalized for its dependable data collection, adaptability, sampling efficiency, and contribution to the progression of knowledge in the particular field of study. By choosing this methodology, researchers are offered a versatile means that can be molded to explore an array of issues, hence, a reliable and well-founded preference for conducting top-notch academic research.

In order to give purpose to the research to be carried out, the following research question was formulated: "What is the influence of organizational culture on stakeholder management?", in relation to the case of information systems companies. The research question formulated gives the necessary direction to the research by concretely defining its scope, what it is intended to study. However, to make the research more concrete and cohesive, objectives were also defined. The primary objective of this dissertation is to investigate the influence of organizational culture on stakeholder management in information systems companies. More specifically, the purpose is to ascertain whether these companies perceive organizational culture as a crucial factor in

effectively managing their stakeholders. To accomplish this aim, the research will pursue the following specific objectives.

- a. The importance of organizational culture in information systems management projects, in order to identify the importance of organizational culture in the management of information systems management projects.
- b. It analyzes the relevance of effective stakeholder management for both project success and the improvement of organizational culture.
- c. Furthermore, it investigates the relationship between an organization's intrinsic culture and the management of project stakeholders.

2.1.1. Structuring the survey

To organize the research questionnaire systematically, we categorized it into separate sections, each representing a specific focus of the study. The survey was then divided into three main sections. The merging of the questions in these sections allowed for the necessary data collection and cross-referencing to identify the essential information relevant to the study.

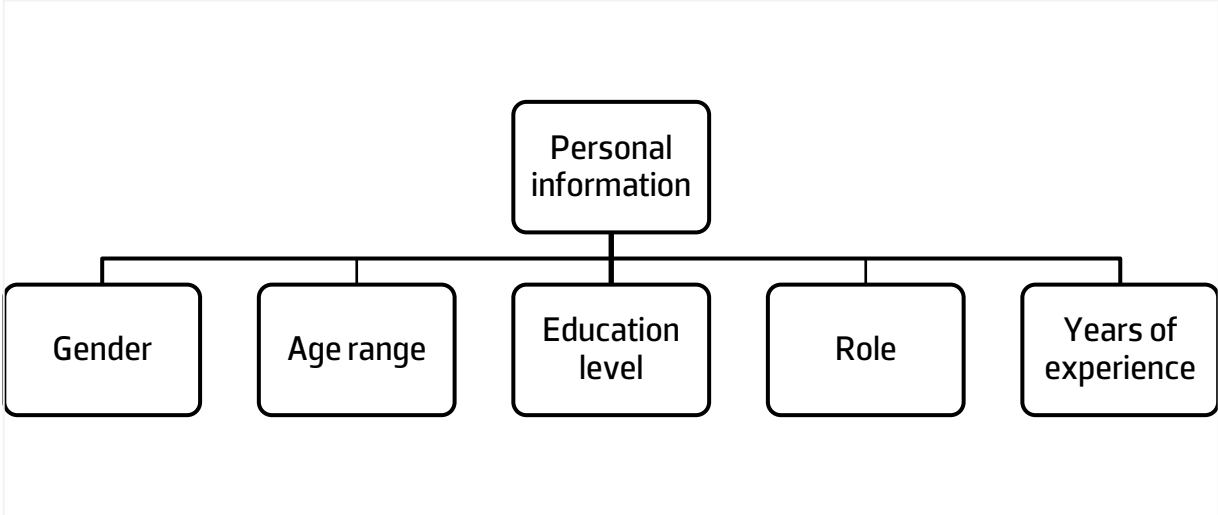
As previously stated, the survey is comprised of three distinct segments: personal data, the function of organizational culture in stakeholder management, and a section devoted to individual perspectives. This stratification was deliberate, as it facilitates later analysis by collating the data from each of the survey's varied sections. The combination of these variables enables comprehension of the different forms of organizational culture within respondents' organizations, as well as the aspects relating to stakeholder management. Furthermore, age, gender, and sector can be integrated with these variables to gain a more comprehensive understanding. Please refer to the explanations below for a concise overview of each section of the questionnaire and its intended objective.

- Section 1: Personal information

The initial section of the survey intends to gather personal information from the selected audience to obtain an insight into their overall traits. This part is crucial to establish the features of the participants and attain a more logical comprehension of their profile. The survey gathered data regarding participants' gender, age, level of education, experience with information systems, the sector in which their organization operates, their duration of employment within the

organization, as well as their job title. The survey questions are grouped into three subsections, as explained in the following section. An examination of the section on personal data indicates that some questions intend to acquire information that portrays the participant as an individual. Meanwhile, other questions seek to profile the respondent in the professional context, evident from inquiries on their job title and tenure in their current organization, among others. The combination of these two headings makes it possible to give a general characterization of the target audience in question. In the area of personal data, the focus was only on points that were effectively essential to the scope of the study and did not extend to facts that would be unnecessary and would not benefit the study, which in turn would have the disadvantage of making the questionnaire even longer.

Figure 2 - Structure of the personal data section



Source: own elaboration

- Section 2: Organizational culture in stakeholder management

The second section of the developed questionnaire aims to contextualize organizational culture in stakeholder management, as it plays a critical role in organizational management. For companies to thrive, fostering harmonious and strategic interactions with a diverse array of stakeholders such as employees, customers, shareholders, communities, and others is essential to ensure sustainability and prosperity. Organizational culture, comprising the shared values, beliefs, norms, practices, and behaviors of an organization's members, serves as the foundation for the development, execution, and assessment of stakeholder engagement strategies.

Consequently, organizational culture assumes a criticality in the study and exertion of stakeholder management. A thorough comprehension of this intricate correlation is crucial as it provides significant guidance for companies striving to improve their efficiency and sustainability by acknowledging and accepting the impact of organizational culture on stakeholder management. Thus, it is apparent that a practical strategy for analyzing and comprehending the organizational culture of the surveyed organizations is necessary. Therefore, acquiring insight from members of information systems companies was crucial.

Investigating organizational culture can be challenging due to its intrinsically abstract nature. In essence, individuals are often subconsciously aware of the existence of organizational culture within the company they work for. However, characterizing and expressing it can be an intricate task. The personal nature of organizational culture inherently possesses a complexity and ambiguity that presents challenges in academic analysis. In this circumstance, it was crucial to determine a strategy for implementing the questionnaire that would simplify the identification of the organizational culture within the respondents' organizations.

In this manner, and following a literature review, the classification of organizational culture was simplified to avoid confusion or uncertainty for the respondents. The organizational culture was thus classified into four types: Hierarchical, Innovative, Collaborative, and Conservative, in order to distinguish the different types of cultures that can exist in organizations. In each of the topic areas, four propositions are formulated to describe various cultural expressions. Therefore, considering each individual's unique work context, it is preferable to assign a higher rating to the proposition that best represents this facet. It is important to note that none of the proposals put forward are inherently superior or inferior. Rather, they reflect cultural diversity.

A Likert scale was employed to ascertain the degree of agreement among respondents. This rating instrument is commonly implemented in surveys to evaluate positions and opinions with more nuance. The scale consisted of 6 levels: 1- Strongly disagree; 2- Disagree; 3- Neither agree nor disagree; 4- Partly agree; 5- Agree and 6- Strongly agree. In addition to this scale, a tool called the "Performance/Management Relevance Evaluation Scale" was utilized, which consisted of a 6-level performance/management evaluation scale ranging from "Irrelevant" to "Extremely Relevant". The 6-level "Relevance Performance/Management Assessment Scale" aims to appraise the performance or management of individuals, teams, or processes within an organizational context, with an emphasis on the relevance of the particular criteria or competencies evaluated. Each level of this scale is associated with a degree of relevance,

ranging from "Irrelevant" to "Extremely Relevant", attributed to these criteria. This terminology is suitable for organizations that consider relevance a critical factor in performance or management evaluation. Respondents are required to rate the relevance of each criterion to the effectiveness of performance or management. The use of the 6-level scale facilitates informed decision-making in the development and improvement of performance or management, providing a more detailed and accurate assessment of the significance of each criterion.

In this measurement tool, participants can categorize an item, concept, or element into one of six levels of significance. These range from "Irrelevant" (signifying unimportance) to "Extremely Relevant" (signifying utmost importance). This scale is frequently implemented in research and assessments to gauge the perceived significance of diverse factors.

The use of a six-level scale is an attempt to overcome the tendency of humans to focus on the central point when using odd-numbered scales. A four-level scale unduly restricts the capacity of individuals to respond, particularly when evaluating intricate matters. Therefore, for the intended purpose, a six-level scale appears most suitable. This is due to the complexity and occasional uncertainty that individuals experience when answering questions, which is to some extent covered by this scale. It enables respondents to have more options when selecting their position in relation to the statements provided, facilitating an accurate expression of their position.

- Section 3: Personal opinions

This part of the study seeks to elicit participants' viewpoints on stakeholder management and organizational culture. Given that the section aims to obtain subjective opinions, open-ended questions were implemented. Such questions are a crucial data-gathering tool for research, particularly in eliciting qualitative information. Open-ended questions permit the respondents to provide answers in their own words. Unlike closed-ended questions that offer a range of options to choose from, open-ended questions allow for more diverse responses, encompassing a variety of ideas, opinions, and details.

When crafting open-ended questions for a questionnaire, it is important to consider several key factors: exploring various perspectives, gathering qualitative data, flexibility, and diversity of responses, conducting content analysis, ensuring clarity and objectivity, using codes or categories, selecting a representative sample, combining with closed-ended questions, and maintaining privacy and ethical standards.

Overall, open-ended questions provide a valuable means of obtaining in-depth qualitative insights from participants. Their flexibility enables their application in diverse contexts. However, meticulous formulation and analysis are necessary to ensure their results are dependable and beneficial.

Only two questions were deliberately structured to elicit open-ended responses. The primary question aims to gain deeper insights into respondents' perspectives regarding the perceived strength of organizational culture in Information Technology and Systems sector companies in comparison to those in other sectors. By employing an open-ended question of this nature, participants are afforded the liberty to articulate their personal viewpoints and observations concerning organizational cultures.

The second question inherently assumes the respondent's individual stance, thereby appealing to their critical thinking and creative faculties. This subsequent inquiry not only enables participants to articulate their perceptions of organizational culture within the Information Technology and Systems sector but also encourages them to proffer suggestions for enhancement. Such contributions serve to augment the research, bestowing invaluable insights into the collective sentiment regarding organizational culture within enterprises in this sector in contrast to counterparts in other industries.

2.1.2. Analysis and comparison with other surveys

Many authors who study organizational culture use questionnaire surveys as a common data collection technique in their research. These surveys are designed to measure employees' perceptions of the culture of their organizations.

The research approach by Daniel R. Denison, the creator of the Denison Organizational Culture Model, employs surveys to evaluate various facets of organizational culture including employee engagement, adaptability, mission, and cultural coherence (Denison & Neale, 2000). The Denison Organizational Culture Survey (DOCS), or Denison Survey, is a widely utilized assessment and diagnostic tool for gauging organizational culture in companies and organizations. Daniel R. Denison and his team developed it as part of the Denison Organizational Culture Model.

The Denison model was created based on the Schein approach to organizational culture (E. H. Schein, 1985), with its core consisting of underlying beliefs and assumptions. At a more surface level, there exist values, artifacts (symbols, heroes), and behaviors. The model facilitates comparison between organizations through surface-level values and their corresponding

practices. The Denison classification is founded on four traits that delineate the primary features of organizational culture. This classification permits us to evaluate numerous factors that dictate where enterprises presently stand. Denison states that there are four organizational culture traits (Denison & Neale, 2000).

The mission, establishing a significant and enduring direction for the organization. Defines the organization's purpose and meaning by outlining its social role and external goals. It offers clear direction and goal setting to determine the most appropriate course of action for the organization and its members. The Mission trait comprises Strategic direction and intent, Goals and objectives, and Vision indices.

Involvement is also a critical component and focused on building human capacity, ownership, and responsibility. Organizational cultures classified as "highly involved" strongly promote employee involvement and establish a sense of ownership and responsibility. The organization utilizes informal, voluntary, and implied controls in place of formal, explicit, and bureaucratic controls. Consulting with members of the organization raises the standard of decision making and enhances execution. The Involvement trait comprises Empowerment, Team orientation, and Capability development indices.

Consulting with members of the organization raises the standard of decision making and enhances execution. To create a robust culture, consistency is key through defining appropriate values and systems. Consistency is a central source of integration, coordination, and control. Consistent organizations foster a mindset and establish organizational systems that create an internal governance structure through consensual support. The indices of the Consistency attribute are Coordination and Integration, Agreement, and Core Values.

In terms of Adaptability, this involves translating business environment demands into actionable strategies. Organizations have a set of norms and beliefs that enhance their ability to interpret and respond to signals from the environment. This leads to internal behavioral changes that increase their chances for survival, growth, and development. The Adaptability trait is measured by three indices: Creating change, Customer focus, and Organizational learning.

The Denison Survey employs a set of statements and questions that employees rate on a Likert scale to evaluate the four dimensions of culture in an organization. The results are subsequently analyzed to offer a thorough understanding of the organizational culture. Based on the questionnaire responses, organizations are provided with tailored feedback and reports that accentuate their cultural competencies and areas where improvement is needed. This facilitates

the identification and implementation of strategies that can enhance organizational performance and effectiveness.

This model is utilized by a diverse range of organizations, including private companies, non-profit institutions, and government agencies of all sizes. It has the potential to be applied across various sectors and company scales. The Denison Organizational Culture Survey presents an evidence-based method for comprehending an organization's culture. The survey enables organizations to harmonize their culture with their strategic objectives, enhance employee engagement and adaptability, and cultivate a more efficient and wholesome culture (Introduction to the Denison Model, n.d.).

In summary, the Denison Organizational Culture Survey is an invaluable tool for evaluating organizational culture. It offers a thorough analysis of an organization's cultural traits and assists in making data-driven decisions for improving culture and aligning it with organizational objectives. The survey utilized in this dissertation is founded on the principles of the DOCS.

The survey titled "Examining the Impact of Organizational Culture on Stakeholder Management within Information Systems Companies" is designed for an academic research initiative that seeks to explore the correlation between organizational culture and effectiveness in managing stakeholders within information systems companies. While not directly linked to the Denison Organizational Culture Survey (DOCS), several questions in this dissertation's questionnaire are relevant in evaluating organizational culture according to the Denison model, which is considered one of the most important academic models of organizational culture. The questionnaire touches on key concepts and factors pertinent to the Denison model.

A more detailed analysis of certain survey questions can be linked to DOCS dimensions.

The questions concerning stakeholder involvement, satisfaction, motivation, and appreciation can be compared to the "Involvement" dimension in DOCS, which assesses the level of employee dedication and participation in the organizational culture.

Additionally, the "Consistency" dimension can be considered. Questions regarding leadership, communication, recognition, coherence, and consistency align with the "Consistency" dimension in DOCS, which prioritizes clear and cohesive organizational values and practices.

This dimension's influence on project results is significant. Questions regarding project management success, production rates, and stakeholder involvement may be linked to the performance and results dimensions within the context of DOCS, given that organizational culture can have a direct impact on project and company performance.

Leadership and communication questions can pertain to different DOCS dimensions because effective leadership and transparent communication are considered essential components of organizational culture.

The role of organizational culture in influencing performance and stakeholder satisfaction is a commonly studied topic in academic research. It is widely accepted that an organization's culture plays a critical role in its functioning and results. Accordingly, examining the impact of organizational culture on these outcomes is of great importance.

Focusing on the relationship between organizational culture and stakeholder management in information systems companies, it is important to note the connections with the DOCS. These connections are divided into subsections within Section 2, which has already been identified. The questionnaire's first section delves into the organizational culture of the information systems company and serves as a basis for the survey. Participants are tasked with providing an objective overview of the organizational culture.

The second section, Factors of a Strong Organizational Culture, explores participants' perceptions of the key components that contribute to building a robust organizational culture. Topics related to shared values, exemplary leadership, effective communication, recognition, and reward, trusting environments, coherence and consistency, selection and integration of talent, culture of improvement, and stakeholder involvement in decision-making are relevant to the dimensions of the Denison Organizational Culture Survey (DOCS).

Organizational culture has a notable impact, as evidenced by the queries on "Relevance of factors in a robust organizational culture" and "Influence of organizational culture on performance and stakeholder satisfaction". This heading enables us to delve into the subjects' perspectives on how culture affects the organization's outcomes. Our focus is aligned with established academic methodologies that analyze the impact of organizational culture on performance metrics.

Important characteristics to consider include: the questions regarding valuable characteristics in a company with a robust corporate culture – such as a relaxed environment, innovation, focus on learning and development, feedback culture, transparency of results, multidisciplinary collaboration, work-life balance, open communication, and effective risk management – may be employed to identify the traits that are esteemed in a strong organizational culture. Such a culture is relevant to this academic research on how culture impacts both stakeholder satisfaction and organizational performance.

Recognition and reward practices are integral to comprehending how organizational culture can impact stakeholder motivation and satisfaction within the Information Technology and Systems sector.

Such practices are critical to the effective management of stakeholders and organizational culture. The section exploring organizational culture within the information technology field enables a comparison of cultural perceptions between information systems companies and other industries. This can provide valuable insights into the unique aspects of IT company culture. The academic survey concentrates on analyzing organizational culture in information systems companies and how it affects stakeholder management.

The academic survey aims to analyze the impact of organizational culture on stakeholder management in information systems companies. It objectively explores perceptions of cultural determinants, identifies valued characteristics, and investigates how culture affects organizational efficiency. This research intends to contribute to the academic understanding of the relationship between organizational culture and stakeholder management.

2.2. Data collection

Data collection is essential in any master's dissertation as it forms the foundation for analyzing and validating proposed hypotheses. In the study titled "The influence of organizational culture on stakeholder management: the case of information systems companies", data collection was a vital step in comprehending and evaluating the correlation between organizational culture and stakeholder management in information systems companies. This section will outline the methodology employed for data collection, including details on the online survey used and subsequent Excel analysis.

The decision to collect data via online survey was motivated by its ability to efficiently and comprehensively capture a significant number of responses. A request was sent out to various information systems businesses and professionals in the sector who could provide valuable insights into the organizational culture and stakeholder management of these companies. Additionally, it was shared on two social media platforms: LinkedIn and Facebook. Online distribution was chosen for its ease of use and reach to a diverse audience.

Participants were invited to complete an online survey, securely hosted on a platform. The invitation provided details about the study's purpose, explained the significance of participation,

and ensured anonymity and confidentiality of data. Participants were advised to answer questions truthfully and comprehensively.

The survey aimed to gather pertinent data on the organizational culture and stakeholder management in information systems companies. It featured structured questions and rating scales, which measured crucial factors such as the company's cultural values, perception of stakeholder management, current practices, and challenges encountered. Moreover, participants were given open-ended questions to provide a more comprehensive and qualitative perspective. A total of 52 survey responses were gathered from managers, employees, and other professionals with experience in information systems companies. In order to achieve a broad representation of perceptions and practices within these organizations, the participants were diverse.

After data collection, the quantitative analysis of the data was carried out using Microsoft Excel software. Statistical methods were used to evaluate the connections between the primary variables. Furthermore, relevant qualitative insights were extracted through content analysis of answers to open-ended questions.

The study relied heavily on data collection to conduct a comprehensive evaluation of the impact of organizational culture on stakeholder management in businesses that specialize in information systems. The survey's comprehensive and rigorous approach to addressing the research question resulted from the combination of both quantitative and qualitative methods, as well as the utilization of Microsoft Excel as an analysis tool.

3. Analysis and discussion of results

The analysis and discussion of results is a vital aspect of academic research, providing a platform for the critical evaluation and interpretation of empirical study data. It is essential to maintain objective and value-neutral language, use precise subject-specific vocabulary, adhere to conventional structure, and avoid biased language to ensure quality academic writing. In this section's context, we will be analyzing and discussing the research titled "The influence of organizational culture on stakeholder management: the case of information systems companies". This study seeks to enhance comprehension of the intricate dynamics of stakeholder management in businesses operating in the Information Systems industry by examining the influence of organizational culture on this process.

Stakeholder management, which is becoming increasingly significant in business settings, concentrates on the associations and dealings between an entity and its stakeholders, both internal and external. Organizational culture is a critical aspect of a company's identity, influencing its values, norms, practices, and employee perceptions and connections to the organization. An in-depth analysis is warranted for the relationship between organizational culture and stakeholder management, as culture can greatly impact how a company meets the needs and expectations of its stakeholders.

This module aims to analyze the intricate relationship between organizational culture and stakeholder management strategies in the Information Systems sector through an empirical approach. The results obtained from our research will be thoroughly discussed, highlighting the impacts perceived by all parties involved. Furthermore, this study will analyze the potential consequences of the findings on stakeholder management theory and practice, along with proposing recommendations for enhancing organizational practices.

Therefore, the research presented and discussed in this module offers significant insight into contemporary organizational dynamics and improves the capability of stakeholder management in companies within this sector.

3.1. Personal information

Analyzing demographic data is crucial for any research that aims to comprehend how organizational culture affects stakeholder management in companies specializing in information systems. The data collected includes various details about respondents, such as their age,

gender, experience level, job title, and other factors that offer important context for understanding the connections between organizational culture and stakeholder management. This information is crucial for identifying potential variations, trends, and associations that can affect the manner in which information systems companies engage with their stakeholders.

This dissertation aims to analyze demographic data to determine whether organizational culture and stakeholder management practices differ based on specific demographic characteristics of the participants. For instance, it could be explored if the age or hierarchical status of survey participants impacts their perception of stakeholder significance, or the approach taken by companies in dealing with them. Furthermore, demographic analysis may uncover substantial disparities in stakeholder management among respondent groups based on their professional backgrounds. Understanding demographic nuances in this context is crucial to constructing a comprehensive understanding of how organizational culture impacts stakeholder management in information systems companies. The findings of this analysis can be used to develop practical and strategic insights that enable organizations to optimize their stakeholder management approaches, ultimately improving the performance and sustainability of these companies.

A total of fifty-two responses were received for the survey. According to an analysis of the personal characteristics of respondents, the majority have professional experience in creating, planning, developing, supporting, or participating in projects for information systems companies. Additionally, males were more represented than females and the highest represented age group was under thirty. A master's degree is the most common academic qualification in this sample, followed by a bachelor's degree. Additionally, there were 36 individuals with post-graduate education, 6 with PhDs, and 3 with secondary school diplomas.

"Other" was selected three times to denote Level 5 education, which pertains to post-secondary non-tertiary qualifications that have credits for subsequent study at a higher level. The specific category considered here is Technological Specialization Courses.

Regarding the query "Do you have professional experience in creating, planning, developing, supporting, or taking part in projects that were/are being executed in information systems companies?", I received three matching responses upon selecting the "Other" alternative, each with distinct descriptions: "CET", "Level 5", and "Level V". As a result, I accepted both answers as "CET".

Table 1 - Breakdown of respondents' answers regarding personal aspects - Experience of information systems

Experience in Information Systems	Data	
	Frequency	Percentage
No	13	25,00%
Yes	39	75,00%
Total	52	100%

Table 2 - Breakdown of respondents' answers regarding personal aspects - Gender

Gender	Data	
	Frequency	Percentage
Female	25	48%
Male	27	52%
Total	52	100%

Table 3 - Breakdown of respondents' answers regarding personal aspects - Age

Age	Data	
	Frequency	Percentage
Between 31 and 40	16	30,77%
Between 41 and 50	6	11,54%
Over 51	1	1,92%
Under 30	29	55,77%
Total	52	100%

Table 4 - Breakdown of respondents' answers regarding personal aspects - Level of education

Level of education	Data	
	Frequency	Percentage
Secondary Education	8	15,38%
Bachelor's degree	18	34,62%
Master's / Postgraduate	23	44,23%
CET	3	5,77%
Total	52	100%

According to tables 5 and 6, the data indicates that functional consultants and members of the development team are the two roles with the highest number of responses regarding activity in the Projects. In terms of years of experience, the range between 2 and 4 years has the most responses.

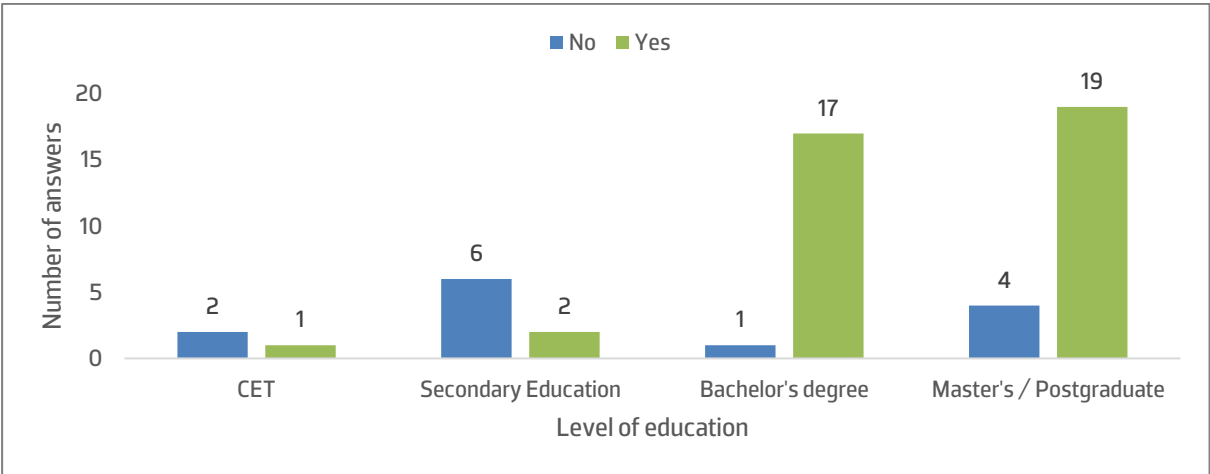
Table 5 - Breakdown of respondents' answers regarding personal aspects - Level of education - Role

Role	Data	
	Frequency	Percentage
Functional consultant	20	38,46%
Director	2	3,85%
Project Manager	8	15,38%
Development team member	20	38,46%
Total	52	100%

Table 6 - Breakdown of respondents' answers regarding personal aspects - Level of education - Years of experience

Years experience	Data	
	Frequency	Percentage
Between 2 and 4 years	20	38,46%
Between 4 and 6 years	6	11,54%
Between 6 and 8 years	2	3,85%
More than 8 years	12	23,08%
Total	52	100%

❖ Analysis 1



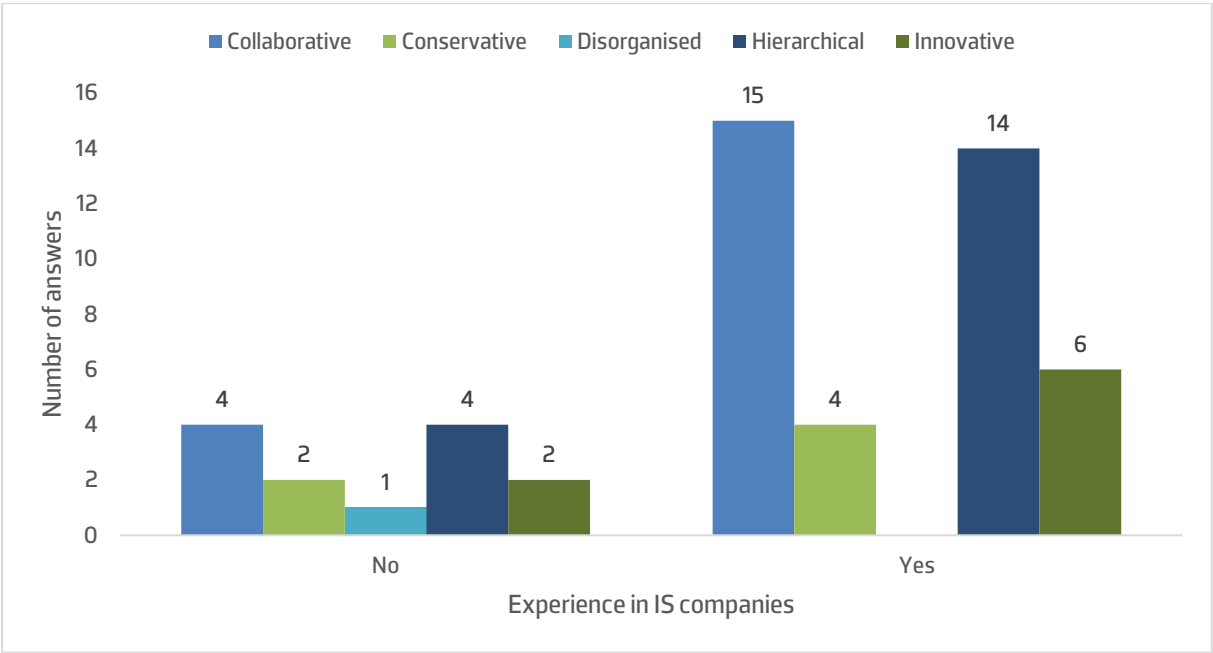
Graph 1 - Comparison of the variables of professional experience in information systems companies and level of education

Graph 1 illustrates that a larger proportion of individuals holding Master's or Postgraduate degrees possess professional experience in information systems. Conversely, individuals with secondary education comprise the majority of those without any experience in information systems.

Conversely, individuals with secondary education comprise the majority of those without any experience in information systems. There is a significant correlation between one's educational level and their professional experience in this field.

It may be deduced that obtaining advanced degrees, such as a Master's or Postgraduate Degree, is linked to a higher probability of having professional experience in information systems.

❖ Analysis 2



Graph 2 - Comparison of the variables professional experience in IS and rate the company's organizational culture

Based on the data provided, the study analyzed 52 respondents in terms of their experience in IS companies and their assessment of the organizational culture of such companies. The survey was conducted with a two-category representation of respondents, divided into "No" and "Yes" regarding experience in IS companies. Responses were collected in five categories of organizational culture assessment: Collaborative, Conservative, Disorganized, Hierarchical, and Innovative.

Graph 2 shows how respondents rated organizational culture based on their experience in IS companies. A more detailed analysis of the data follows.

Consider the following classification for organizational culture: Collaborative – 5, Conservative – 4, Disorganized – 3, Hierarchical – 2, and Innovative – 1.

For those respondents who had not worked in an IS company, the total number of responses amounted to 13, with a median of 1 and 4 as the mode (the most frequent response). In contrast, for respondents with experience in IS companies, the total number of responses was 39, with a median of 1 and a mode of 1. This indicates that individuals who have experience in IS companies tend to view organizational culture more positively than those without such experience.

The median and mode for both categories suggest a similar central tendency, with a prevailing rating of 1 for organizational culture in both situations. A collaborative organizational culture, found in information systems companies, values open communication, inter-team cooperation, and active participation of all members in decision-making. Workers in such an environment are encouraged to share ideas, knowledge, and resources to achieve shared goals. A collaborative organizational culture in information system companies typically boosts innovation, creativity, and collective problem-solving. For the agile development of innovative technological solutions in IT and information systems companies, a collaborative organizational culture is essential. The efficient and timely delivery of high-quality products and services requires constant collaboration between development, operations, and management teams, given the dynamic nature of the sector. Despite its value in various sectors, a collaborative organizational culture's implementation and sustainability can vary depending on each sector's specific needs and operational demands. It is important to consider these nuances when comparing information system companies with other industries.

It is noteworthy that the majority of respondents classified the organizational culture as "*Collaborative*" and "*Hierarchical*" in both categories. However, those who answered "*Yes*" also showed a significant number of classifications for the "*Innovative*" category, indicating a more diverse perception of organizational culture among individuals with IS company experience. An information technology company with an innovative culture values experimentation, creativity, and original thinking in the pursuit of inventive solutions. Employees are encouraged to propose novel ideas, approaches, and technologies that foster ongoing evolution and leadership in the field. An innovative organizational culture in information technology companies promotes the research and development of new technologies and facilitates agile adaptation to technological advancements. For IT and IS companies, an innovative organizational culture is an essential aspect of staying ahead in a constantly evolving field. Companies in this industry frequently

allocate resources towards researching and developing new software solutions, applications, and cutting-edge systems that satisfy emerging market needs and technological obstacles. Although innovation-centric organizational cultures may be appreciated in several industries, it is imperative to acknowledge that the emphasis and implementation of innovative strategies can diverge based on the specific demands and challenges encountered by individual industries.

According to the literature on organizational culture, the positive perception of a "*Collaborative*" and "*Innovative*" culture may be associated with a more open working environment that promotes creativity and collaboration among employees. Those with experience in the information systems industry tend to reflect a positive perception of the culture in their workplace, possibly due to their exposure to innovative and collaborative organizational practices within this sector.

However, significant scores found in the "*Hierarchical*" categories may suggest the persistence of traditional power structures in IS companies, which can impact the dynamics of organizational culture.

It is important to note that the analysis was based on a specific sample and may not fully represent the variety of IS companies. A larger and more diverse survey could provide a more comprehensive understanding of how experience in IS companies relates to perceptions of organizational culture, without subjective evaluations or biased language.

3.2. Organizational culture and stakeholder management

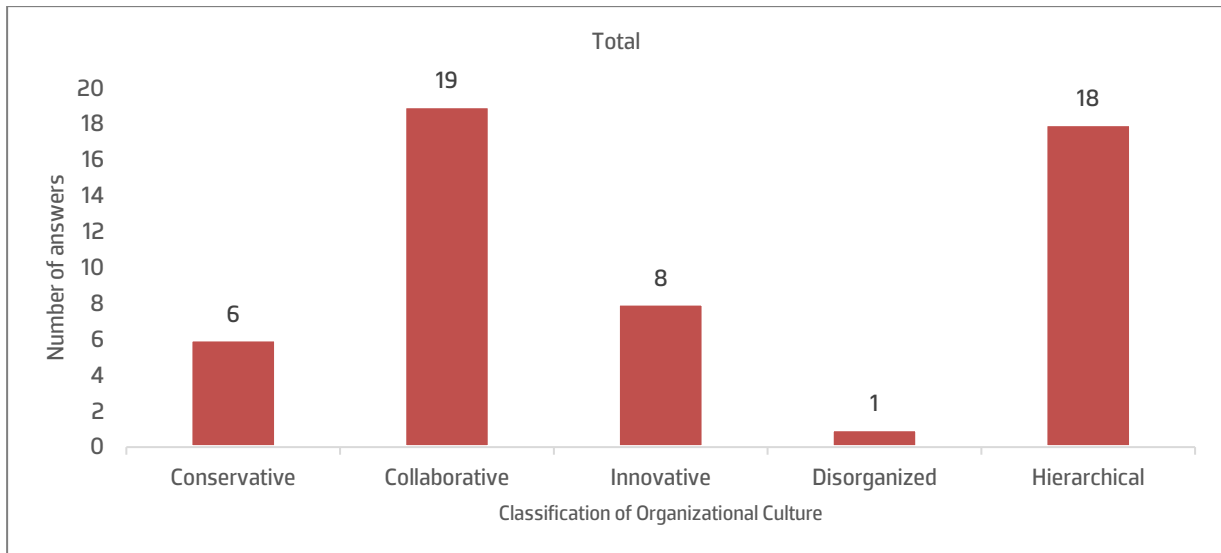
❖ Analysis 3

A company's organizational culture is a fundamental aspect that significantly influences the way the organization operates and develops. The analysis of the data provided, which consists of ratings of the company's organizational culture based on different categories, offers valuable visions into the respondents' perception of the current organizational culture (graph 3). The data collected indicates the following:

- A total of 19 respondents rated the company's organizational culture as "*Collaborative*". This suggests that a considerable part of the workforce perceives the company as having a culture that values collaboration, cooperation, and synergy between team members. This is a positive indication, as collaboration generally fosters a productive working environment and encourages the exchange of knowledge and ideas;

- Only 6 respondents rated the culture as "*Conservative*". This implies that a minority perceive the company as being more traditional and cautious about change and innovation. Having a relatively low number of responses in this category suggests that the organization is probably open to more modern and innovative approaches;
- Only 1 respondent classified the culture as "*Disorganized*". This indicates that the majority of respondents do not see the company's organizational culture as disorganized. However, it is important to consider the perception of a single person, as there may be specific reasons for this classification;
- 18 respondents rated the culture as "*Hierarchical*". This rating suggests that a substantial portion of employees perceive the organization as having a hierarchical culture, where decision-making and authority are centralized at higher levels. This can have implications for organizational agility and communication between different levels;
- Innovative: 8 respondents rated the organization's culture as "*innovative*", suggesting a commitment to promoting creativity and developing new solutions. The substantial number of responses in this category is a positive indication that the company values adaptability and exploration of new ideas.

The statistics analysis demonstrates a range of perceptions regarding the organizational culture. While there is a significant portion of respondents who perceive the culture to be collaborative and innovative, there is also another portion that views it as hierarchical. This diversity may reflect the complexity of the organizational culture, which is generally influenced by several factors, such as leadership, values, and organizational practices. This analysis provides a launchpad to evaluate the prevailing organizational culture and discern regions that necessitate enhancement or alignment with the company's strategic aims.



Graph 3 – Distribution of respondents' answers – Classification of Organizational Culture

❖ Analysis 4

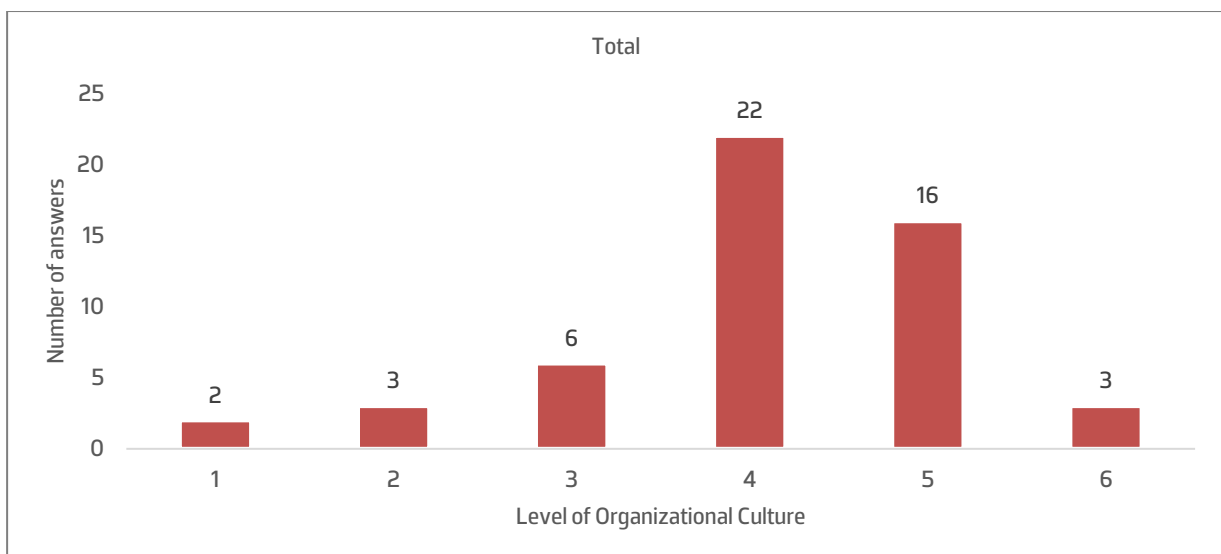
Assessing participant or respondent satisfaction is a vital element in comprehending their involvement or perception of a product, service, or experience. The data illustrates response distribution on a 6-level satisfaction scale, along with response counts for each level (graph 4).

Analysis of the data shows that:

- Level 1 (Very Unsatisfactory) has only 2 responses. This group of respondents exhibited an extreme level of dissatisfaction, although it represents a minority. Investigation and comprehension of the underlying causes are critical before taking any corrective measures;
- Level 2 (Dissatisfied): There were only 3 responses in this group, which indicates dissatisfaction but not as severe as in level 1. Analyzing the reasons for discontent and taking appropriate actions to enhance the respondents' experiences is essential;
- Level 3 (Neutral): Of the respondents, 6 indicated a neutral state of satisfaction at level 3. This suggests that they may not have a strong positive or negative inclination towards the object of evaluation. Of the respondents, 6 indicated a neutral state of satisfaction at level 3;
- On the other hand, the majority of respondents, 22 in total, rated their satisfaction at level 4. Although this is a positive indication, there is still room for improvement to further enhance respondent satisfaction;

- Level 5 (Satisfied): Sixteen respondents provided a rating of 5, indicating a significant level of satisfaction. This suggests that a large portion of the target population had a positive experience;
- Level 6 (Exceptional): Three respondents provided the maximum rating on the scale, indicating an exceptionally high degree of contentment. These responses demonstrate an outstanding level of satisfaction.

Overall, the satisfaction data analysis displays a diverse distribution of responses, with a majority falling into the "Satisfied" and "Very Satisfied" categories. Nonetheless, it is crucial to take note of respondents who expressed discontent (Levels 1 and 2) and address their concerns through further investigation. Additionally, it would be prudent to utilize the observations derived from "Very Satisfied" and "Excellent" feedback to discern the factors that are enhancing such a positive encounter, and to explore strategies for integrating these aspects across various segments of the enterprise. This evaluation can be employed as a foundation for optimizing the contentment of the intended recipients by ameliorating the caliber of the products, services, or encounters.



Graph 4 - Distribution of respondents' answers - Description of the Organizational Culture

❖ Analysis 5

In the analysis of the relevance of ten factors that underpin a robust organizational culture (graphs 5 and 6), rated on a scale of 1 to 6, with 1 signifying the least relevant and 6 the most relevant level, it becomes evident that a 1.9% proportion of respondents categorize several

factors as "*Irrelevant*" at level 1. These factors include Shared Values, Exemplary Leadership, Effective Communication, Environment of Trust, Coherence and Consistency, Culture of Improvement, Stakeholder Involvement in Decision-Making, and Valuing Stakeholders. Notably, these factors garner only a 1.9% rating, signifying their overall perceived relevance in fostering a strong organizational culture.

The observed percentages, wherein a minority of respondents classify these factors as "*Irrelevant*" (1.9%), likely stem from several contributing factors. These may encompass the following:

- Individual variability and personal experiences: attitudes towards organizational culture and its constituents can be influenced by personal experiences and individual values. For instance, an individual with adverse experiences regarding a specific aspect, such as recognition and reward, may tend to perceive it as irrelevant.
- Lack of awareness or comprehension: Some respondents may not possess full awareness or a complete understanding of the significance of these factors within organizational culture.
- Organizational perceptions: The organizational environment and the way it conveys the importance of these factors can greatly influence how employees perceive them. A lack of consistent emphasis on certain factors may lead employees to categorize them as irrelevant.
- Motivation and commitment: Variances in individual motivation and commitment levels may result in differing perceptions. Those highly motivated and committed to the organization may perceive most factors as relevant, while those less motivated might consider certain elements as less important.
- Limited understanding of benefits: Respondents may not grasp the full spectrum of benefits that these factors can contribute to the organization. Consequently, they may undervalue the positive impact of these elements on both organizational culture and performance.
- Current organizational culture: The existing organizational culture can wield substantial influence. If the present culture fails to endorse or prioritize particular elements, employees may consequently label them as irrelevant.

Nevertheless, a more extensive examination reveals that a slightly larger proportion of 3.8% of respondents perceive the "*Selection and integration of talent*" as irrelevant, implying a minor yet

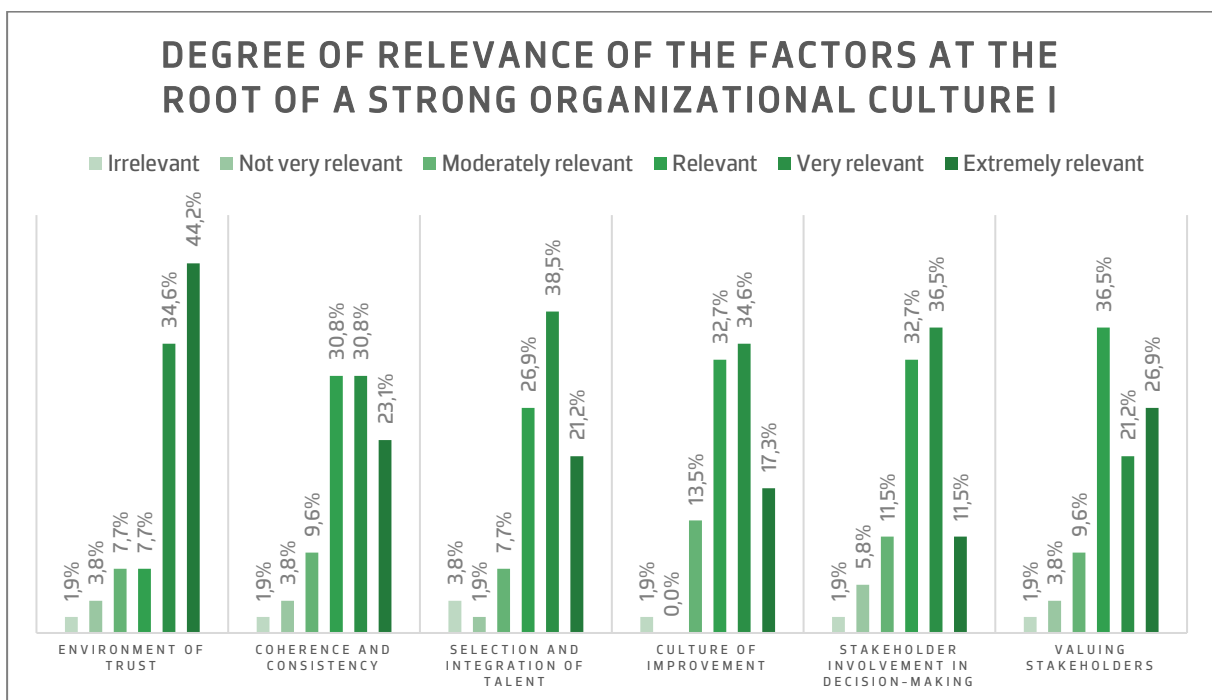
distinguishable viewpoint within the sample that this factor lacks considerable significance. However, it is crucial to underscore that the "*Recognition and reward*" factor emerges as a distinct outlier, with 7.7% of respondents deeming it irrelevant. This signifies a predominant perspective regarding the factor's importance in motivating employees. These majority-held views may indicate areas where the organization should enhance communication or refine practices to ensure alignment among all employees regarding the significance of these factors in achieving organizational success.

The data analysis has revealed that a significant portion of the sample assessed several factors as "*Extremely Relevant*", with respondents ranging from 26.9% to 50% who considered them to be crucial in establishing a strong organizational culture. Each of these factors will be examined in detail:

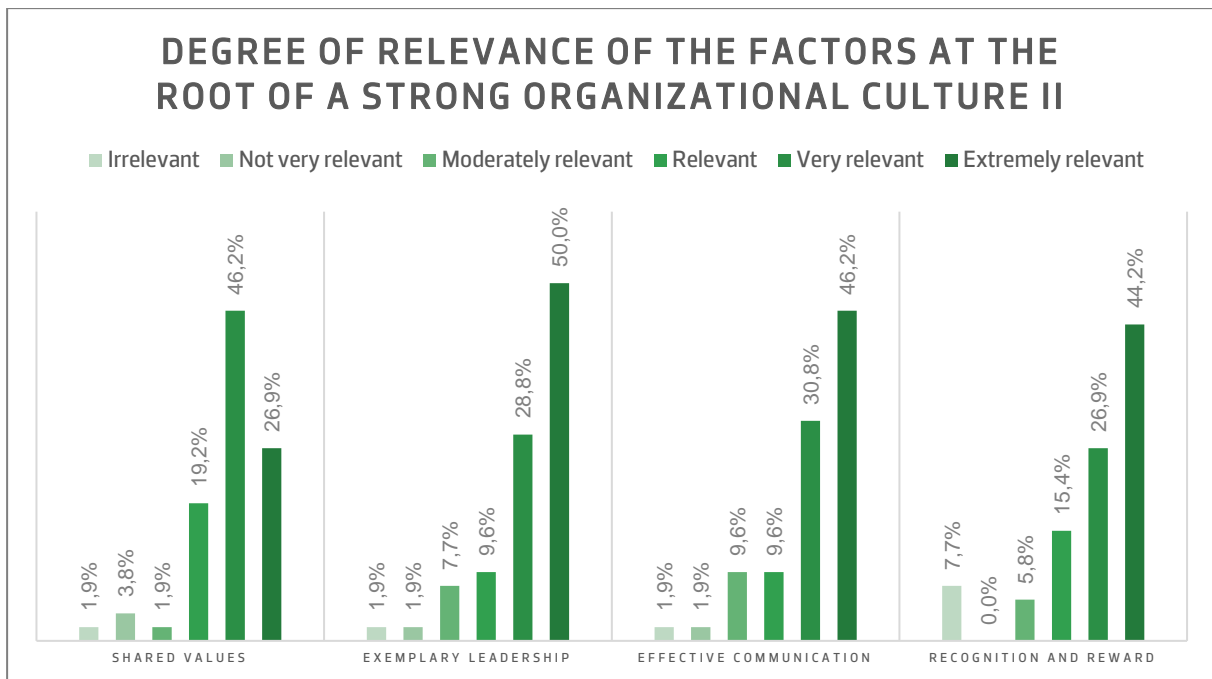
- The evaluation of 26.9% emphasizes the significance of shared values in fostering an environment where members of the organization identify with the company's principles and objectives. Shared values are vital for promoting cohesion and alignment within an organization.
- According to a 50% rating, exemplary leadership is an extremely crucial factor for organizational success. Exemplary leaders play a critical role in inspiring, motivating, and guiding employees.
- The percentage of 46.2% highlights the significance of effective communication in the workplace. Effective communication is crucial to ensure clear transmission of information and promote mutual understanding.
- According to a survey, recognition and reward are deemed essential factors for motivating and retaining employees, with a percentage of 44.2%. Effective recognition can also play a significant role in managing talent and encouraging exceptional performance.
- An equal proportion of 44.2% emphasizes the utmost significance of a trustworthy working environment. Trust is essential for fostering healthy and collaborative relationships in the workplace.
- While slightly fewer participants (23.1%) rated coherence and consistency as "extremely relevant", this rating indicates the significance of these traits in upholding organizational stability and promoting consistency in policies and practices.

- The selection and integration of talent are recognized as fundamental in building a talented and diverse team, contributing to organizational success, with 21.2% agreement among respondents.
- While a slightly lower percentage, the 17.3% who rated the culture of improvement as "Extremely Relevant" place a high value on promoting a culture that fosters innovation and continuous development within the organization.
- The 11.5% percentage emphasizes the significance of involving stakeholders in decision-making, promoting well-informed decisions, and considering the needs of various groups.
- The importance of valuing stakeholders, highlighting their impact on the organization and their role in decision-making, is recognized by 26.9% of respondents.

These assessments reflect the perception of the majority that these factors are crucial for success and for building a strong organizational culture. This shared perspective underscores the significance of investing in these elements to achieve organizational goals and maintain a productive and healthy working environment.



Graph 5 – Distribution of respondents' answers – Degree of relevance of the factors at the root of a strong organizational culture I



Graph 6 - Distribution of respondents' answers - Degree of relevance of the factors at the root of a strong organizational culture II

❖ Analysis 6

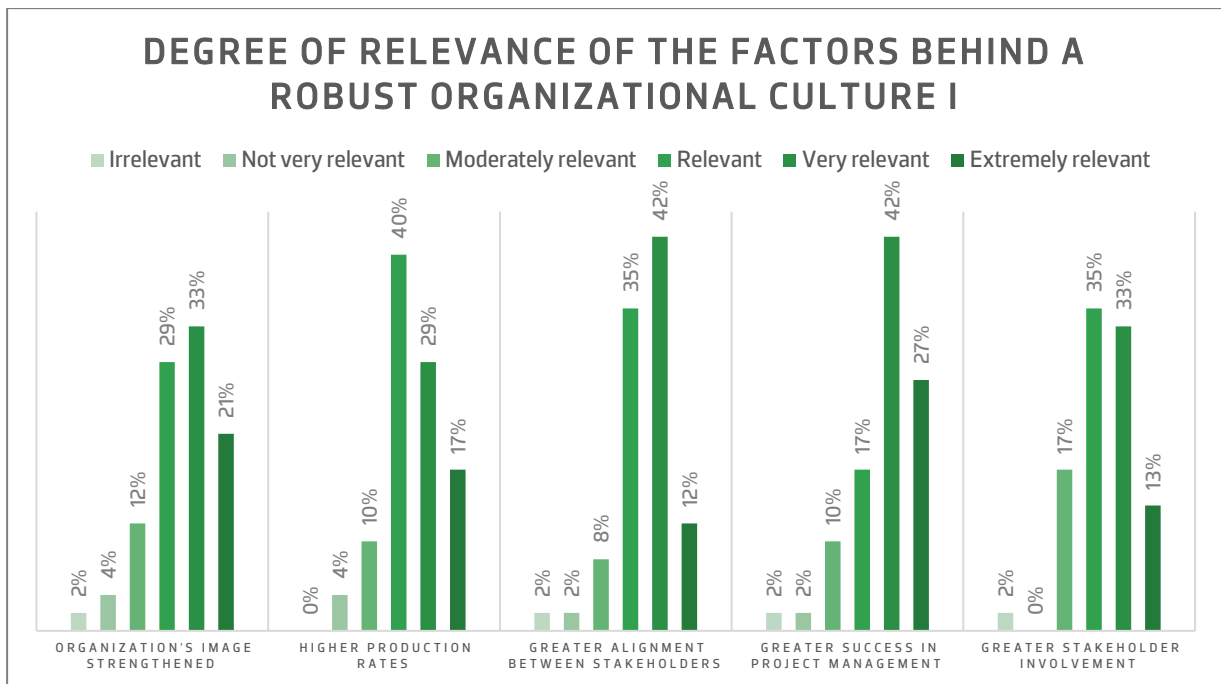
A thorough analysis of the data regarding the significance of various factors, and how organizational culture impacts stakeholder management, provides valuable insights into the relationship between these two elements (graphs 7 and 8).

To reduce employee turnover, an organizational culture that values employees and prioritizes stability is suggested by the high relevance of this factor. Promoting the growth and development of employees can lead to a decrease in turnover rates. Additionally, the high relevance given to the factor of greater trust from stakeholders indicates that transparency, integrity, and open communication are valued in the organizational culture. Consequently, a culture of trust could significantly contribute to building the confidence of stakeholders.

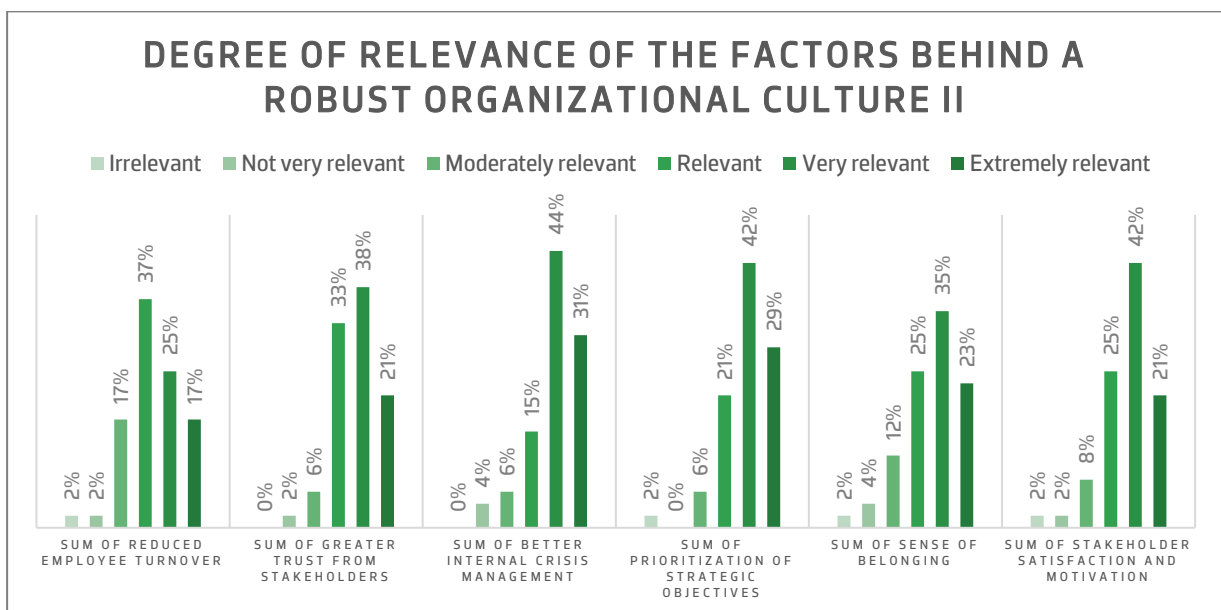
Finally, the implementation of better internal crisis management practices is crucial for effective handling of crisis situations. Effective internal crisis management reflects an organizational culture that is prepared to handle challenges objectively. A culture that prioritizes prevention and crisis preparedness can positively impact stakeholder management during difficult situations. The significance given to prioritizing strategic objectives indicates an organizational culture oriented towards achieving goals and results. A strategy-valuing culture can enhance alignment between actions and stakeholder expectations. The significance of the Sense of Belonging factor

implies an organizational culture that prioritizes cohesion and employee identification with the company. A culture that fosters a sense of belonging can establish an environment in which internal stakeholders feel valued. In addition, stakeholder satisfaction and motivation are essential. The high relevance ascribed to this factor indicates an organizational culture that prioritizes meeting stakeholder needs. Valuing stakeholder satisfaction has the potential to enhance employee motivation and engagement. The significance placed on strengthening the organization's image implies a company culture that acknowledges the value of its prestige and reputation. By valuing their image, the organization can positively impact the perception of external stakeholders. The significant importance of "*higher production rates*" suggests an organizational culture that prioritizes efficiency and productivity. A focus on production can have a positive impact on stakeholder satisfaction when results are highly valued. One of the factors indicating an organizational culture that favors harmony and collaboration between stakeholders is increased alignment. One of the factors indicating an organizational culture that favors harmony and collaboration between stakeholders is increased alignment. Employing a culture that promotes alignment can improve relational ties with stakeholders and lead to greater success in project management. The significance of this factor indicates an organizational culture that prioritizes excellence in project execution. A culture that promotes efficiency in project management can satisfy stakeholders seeking tangible outcomes. Furthermore, the emphasis placed on greater stakeholder involvement implies an organizational culture that places value on the active participation of stakeholders in decision-making. A culture that fosters stakeholder engagement can facilitate the development of robust relationships.

The analysis highlights a robust association between organizational culture and stakeholder management. A culture that values transparency, strategic objectives, employee growth, and crisis resolution can significantly impact stakeholders' perception and involvement with the organization. Therefore, efficient management of stakeholders does not happen in a vacuum, but rather is molded and propelled by the company's culture that appreciates the components.



Graph 7 – Distribution of respondents' answers – Degree of relevance of the factors behind a robust organizational culture I



Graph 8 – Distribution of respondents' answers – Degree of relevance of the factors behind a robust organizational culture II

❖ Analysis 7

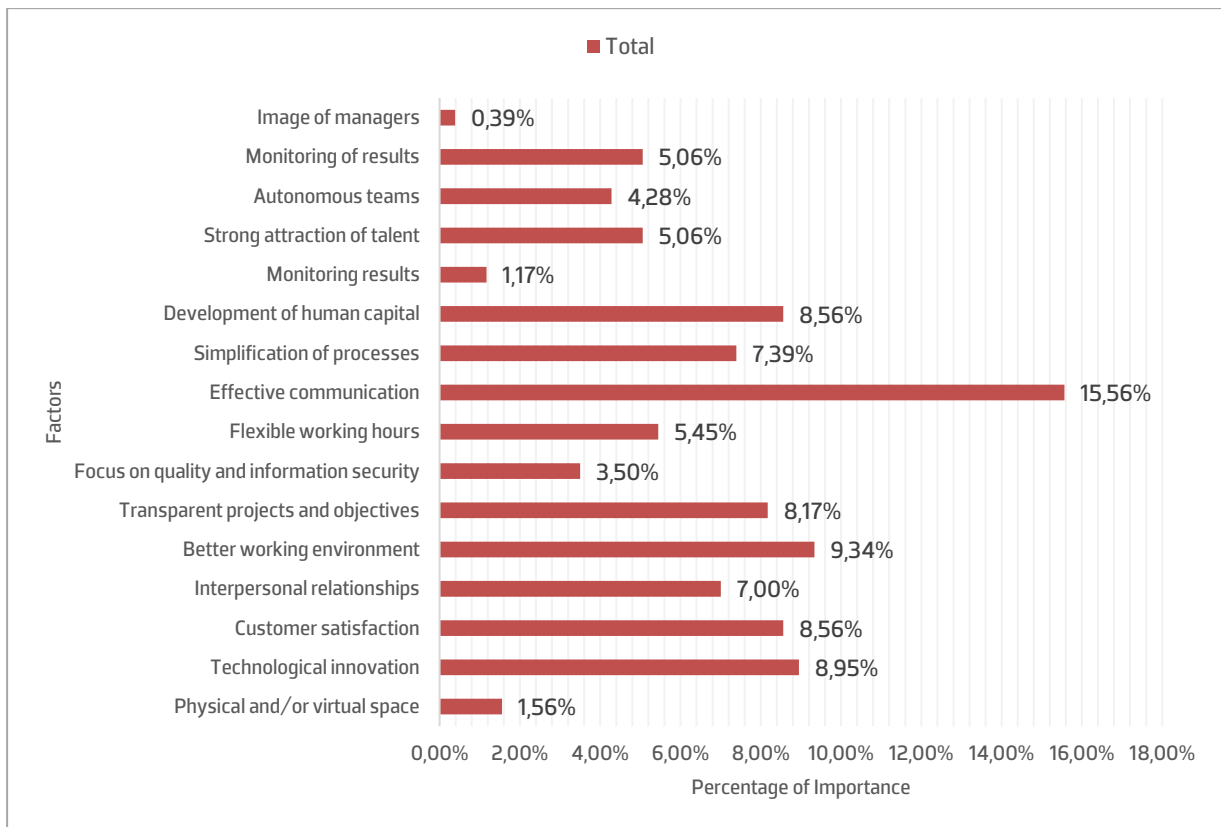
A detailed analysis of the data shows the factors crucial for an efficient organizational culture and how it can affect stakeholder management (graph 9). The main influences of organizational culture on stakeholder management are described below. In relation to the "Effective communication", the data indicates that an organizational culture that values clear and open

communication can have a positive impact on stakeholder relations. Effective communication with both internal and external stakeholders is crucial for successful stakeholder management.

A strong organizational culture that prioritizes customer satisfaction highlights the commitment to providing high-quality services and products. This can enhance relationships with customers and external stakeholders, resulting in a positive impact on the organization's reputation. Technological innovation is also an important aspect to consider. Technological innovation is linked to the ability to adapt and stay current in the market. A culture that prioritizes innovation can draw in stakeholders interested in innovative and competitive companies.

The development and training of employees promoted by an organizational culture can have significant impacts on stakeholder management. Satisfied and well-trained employees can more effectively meet stakeholder needs, leading to more positive relationships. Transparency in project and objective management is essential to establish trust with stakeholders. A company culture that prioritizes transparency in operations can be more effective in managing stakeholder expectations and improving relationships. In relation to *"improving process efficiency"*, simplifying processes can enhance organizational efficiency and responsiveness. Emphasizing efficiency in operations can satisfy stakeholders who value agile and waste-free processes. Streamlining processes can enhance an organization's efficiency and responsiveness. A work culture that values operational efficiency can meet the needs of stakeholders who desire agile and less wasteful procedures. Building strong relationships with stakeholders, particularly those internal to the organization, can be critical in effective stakeholder management. A workplace culture that promotes teamwork and positive relationships can facilitate collaboration with all stakeholders. Flexible work hours may prove relevant to internal stakeholders, particularly employees. A concerted effort to value work-life balance can positively impact employee satisfaction, which in turn can reflect positively on stakeholder management. closely linked to the organization's reputation as an employer, and a positive, inclusive organizational culture can play a crucial role in attracting high-quality human resources.

Organizational culture has a significant influence on stakeholder management. By promoting values like effective communication, innovation, employee development, and transparency, an efficient organizational culture can positively affect stakeholder relations. As a result, leaders and managers need to be mindful of how organizational culture affects stakeholder management strategies and work to align these factors to achieve more satisfactory results.



Graph 9 – Distribution of respondents' answers – Most important factors for an effective organizational culture

❖ Analysis 8

The analysis focuses on the responses of 13 respondents with no experience in information systems, with the goal of identifying the factors considered most important in promoting an effective organizational culture (graph 10). Their lack of experience in information systems may provide a broader and more general approach to assessing success factors in organizations.

The primary findings showed that the following:

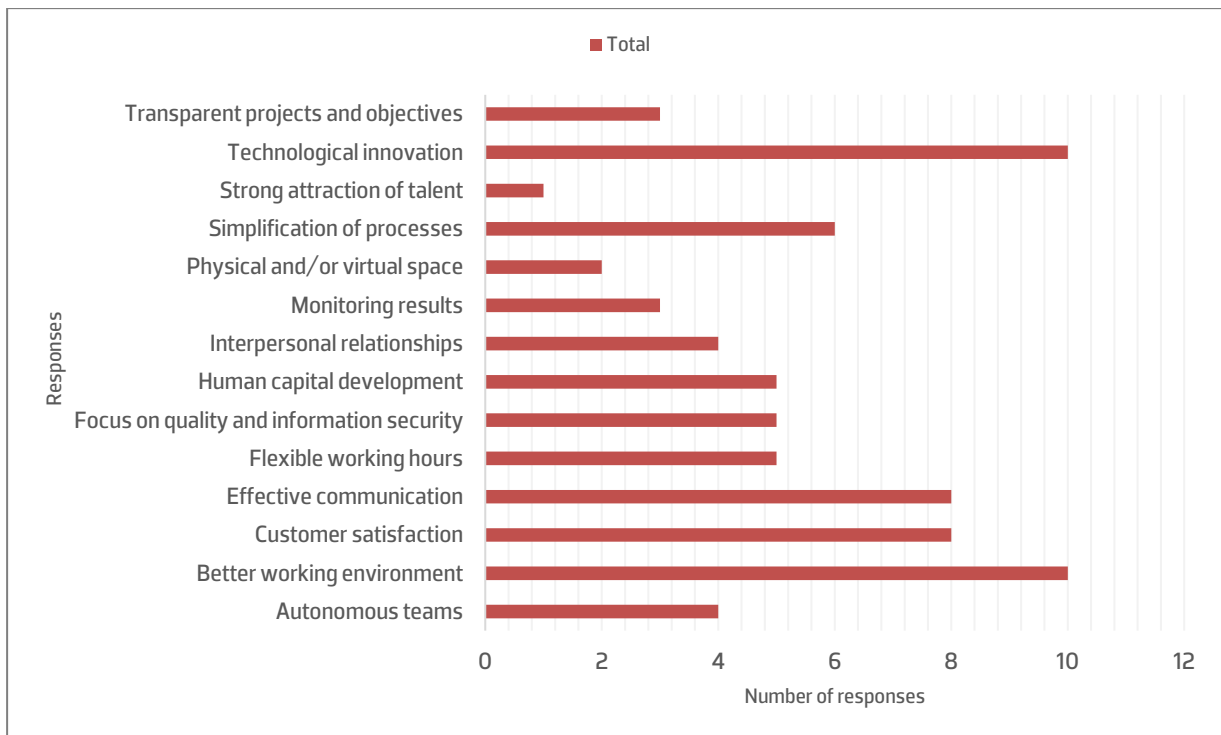
- "*Better working environment*" received the most frequent mentions, revealing the paramount value given by respondents to a healthy workplace that enhances motivation, employee satisfaction, and productivity.
- Technological innovation was emphasized as an essential factor in optimizing organizational processes and increasing efficiency.
- The "*effective communication*" response demonstrates respondents' comprehension of the significance of transparent, efficient, and effective communication in upholding an effective organizational culture.

- The mention of "*customer satisfaction*" implies that survey participants place a high value on customer orientation and acknowledge that customer satisfaction is a crucial driver of organizational success.

These results indicate that, despite limited experience with information systems, the respondents acknowledge the importance of key elements for effective organizational culture in companies that specialize in information systems. They emphasize the significance of a high-quality work environment, technological innovation, efficient communication, and customer satisfaction. These factors hold substantial implications for managing information systems companies.

A positive and innovative workplace can attract and retain talent while fostering creativity and productivity. To maintain competitiveness in rapidly changing industries like information systems, technological innovation is crucial. Effective communication is vital for aligning the team and ensuring comprehension of organizational goals and objectives. High customer satisfaction, particularly in information systems companies with external clients, is a critical success factor.

The analysis of these responses forms a strong foundation for future research and the development of more efficient and customer-focused organizational strategies in information systems companies. Furthermore, the insights provided by respondents without information systems experience offer a unique perspective on stakeholder groups' perceptions of organizational culture within these companies.



Graph 10 – Distribution of respondents' answers – Most important factors for an effective organizational culture, the case of respondents with no experience in information systems

The analysis of the findings with regards to the topic of "Organizational Culture and Stakeholder Management" is imperative in establishing the context for understanding how the input gathered from respondents with information systems experience sheds light on the influence of these factors on organizational culture and relations with stakeholders (graph 11). Here is a discussion of the results, the answers of 39 respondents with experience in information systems to the question about the most important factors for an effective organizational culture reveals significant insights, focusing on these aspects:

- The high frequency of "*effective communication*" reflects the central importance of communication in the context of stakeholder management. Clear and effective communication is key to engaging and informing stakeholders, including customers, employees, and partners.
- Customer satisfaction is a key factor in information systems companies, as they often involve customer-oriented projects. Customer satisfaction is fundamental to maintaining and expanding relationships with external stakeholders.
- "*Human capital development*" is relevant to organizational culture, as investing in employee development and training contributes to a positive working environment.

Satisfied and trained employees are more likely to contribute positively to the company's culture.

- The emphasis on a "*better work environment*" is also linked to stakeholder management, as a positive environment can improve employee relations, increase talent retention and, in turn, impact customer satisfaction.
- Transparency in "*transparent projects and objectives*" is fundamental in stakeholder management. It helps establish trust with stakeholders and align organizational objectives with their expectations.
- Technological innovation is essential in information systems companies, and the ability to adopt innovative technologies can positively impact customer satisfaction, operational efficiency, and stakeholder management.
- An efficient organizational culture is often associated with better meeting stakeholder needs. Effective communication, customer satisfaction and transparency are key factors in keeping stakeholders satisfied.
- Sustainability of organizational culture: These results also point to the need to maintain an organizational culture that promotes effective communication, innovation, the development of human capital and a healthy working environment. This contributes to the sustainability of the culture over time.
- Adaptation to change: Technological innovation and effective communication are also crucial to an organization's ability to adapt to change, which is important in information systems companies, where technology is constantly evolving.

The results highlight the interconnection between organizational culture and stakeholder management in information systems companies. An efficient organizational culture, characterized by effective communication, customer satisfaction and transparency, plays a vital role in stakeholder management and the overall success of the organization. These factors are equally important for maintaining internal harmony and operational efficiency, while sustaining healthy relationships with external stakeholders.



Graph 11 – Distribution of respondents' answers – Most important factors for an effective organizational culture, in the case of respondents with experience in information systems

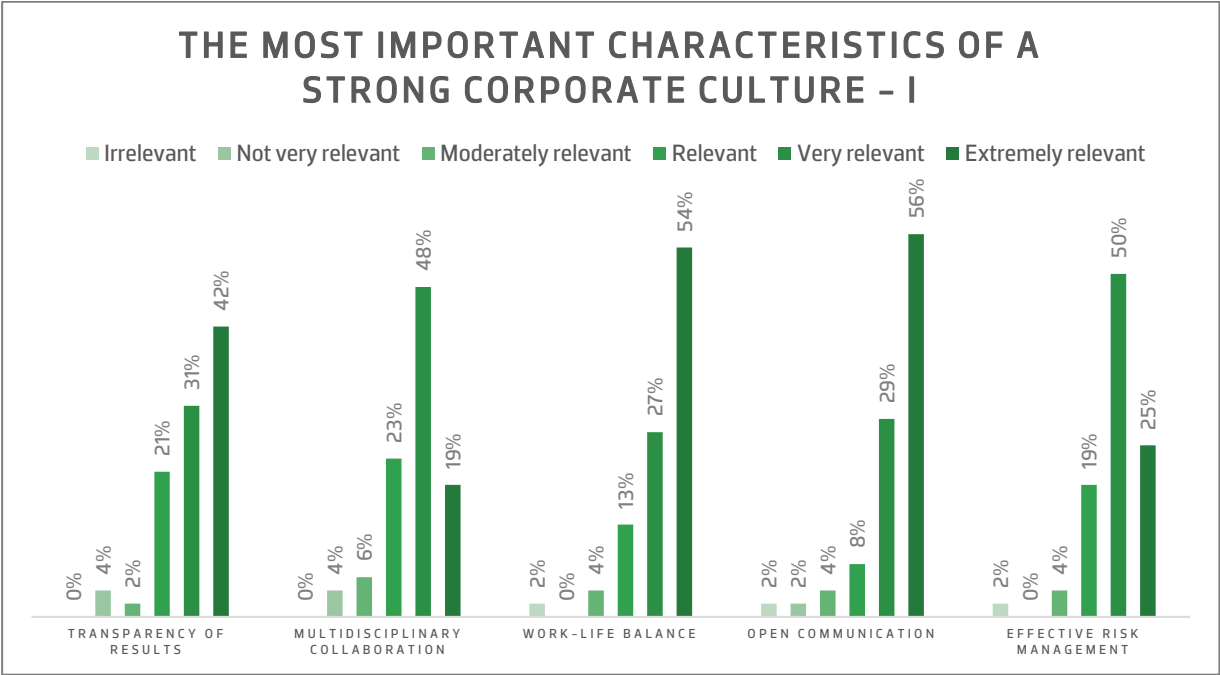
❖ Analysis 9

Further analysis of the data regarding the importance of strong corporate culture can reveal how such factors influence stakeholder management (graphs 12 and 13). Organizational culture plays a pivotal role in this context.

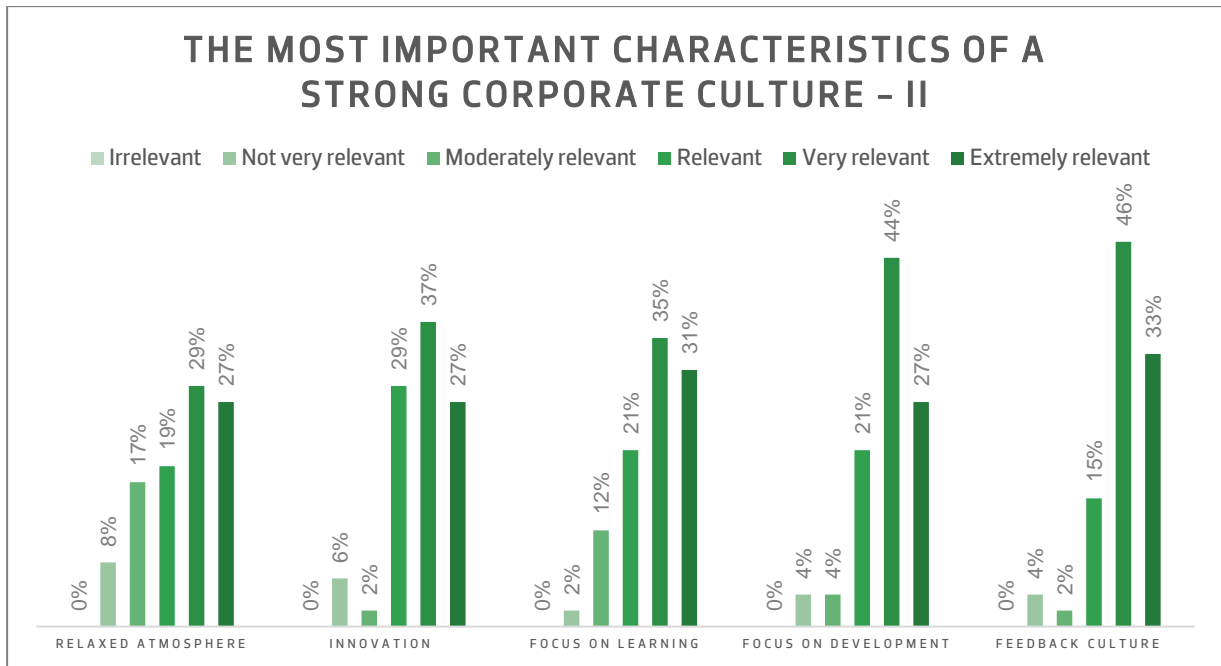
Open communication, for instance, possesses high significance as it supports transparent internal and external communication. That is why a corporate culture that prioritizes this aspect is of paramount importance for establishing trust with stakeholders. Clear and effective communication can enhance stakeholders' comprehension of the organization's strategies and objectives. Encouraging cooperation between various disciplines and internal departments can have a constructive impact on relationships with external stakeholders. Working collaboratively as a team and leveraging various perspectives can enhance the ability to meet stakeholder requirements. The disclosure of results is essential for fostering stakeholder confidence. An organizational culture that prioritizes transparency and accountability can enhance stakeholders' perception of the organization. Encouraging a feedback culture that fosters growth and ongoing improvement can not only benefit the internal team but also cultivate a favorable reputation among external stakeholders who value progress and constant innovation. Innovation is a critical aspect of corporate culture, which can also appeal to external stakeholders. By valuing

innovation, a company demonstrates a commitment to adaptation and excellence, creating a positive point of differentiation. Focusing on the development of employees can produce a more qualified and satisfied workforce. This practice improves the internal environment and positively impacts stakeholders' perceptions. Precise subject-specific vocabulary should be used when needed. Effective risk management is crucial for safeguarding an organization's security and stability. A culture that prioritizes risk assessment and mitigation can instill stakeholder confidence in business continuity and security. Additionally, maintaining a balance between work and life is a significant aspect of corporate culture that can have an impact on stakeholder management. Satisfied employees with good work-life balance have been shown to increase productivity and foster positive relationships with external stakeholders.

In summary, an organizational culture prioritizing traits like transparent communication, collaboration, innovation, and growth not only enhances the internal environment but also cultivates a favorable reputation for external stakeholders. Stakeholders are more likely to trust organizations that showcase a dedication to values and practices that foster a stable and mutual relationship. As a result, corporate culture is instrumental in effectively managing stakeholders, as it directly affects how the organization is perceived and the way it interacts with its stakeholders.



Graph 12 - Distribution of respondents' answers - The most important characteristics of a strong corporate culture I



Graph 13 - Distribution of respondents' answers - The most important characteristics of a strong corporate culture II

❖ Analysis 10

Additional analysis of the data on recognition and reward practices in information systems companies can yield valuable insights into how these factors affect stakeholder management, with organizational culture playing a crucial role (graph 14).

The "Culture of continuous recognition" is deemed "Very relevant" by 42% of the respondents and "Extremely relevant" by 35%. These high relevance rates indicate that a culture which encourages continuous recognition is highly regarded in information systems companies. This suggests that employees highly esteem frequent recognition for their endeavors. Stakeholders, whether internal or external, tend to respond favorably to organizations that show consistent appreciation for their employees. The regular feedback is considered highly significant, with 48% of respondents rating it as "Very relevant" and 33% as "Extremely relevant". The importance placed on this practice indicates that ongoing evaluation and guidance of employees are essential for developing an effective recognition culture. A culture that values consistent feedback enhances employee performance and cultivates trust among customers, suppliers, and other stakeholders, reflecting a dedication to excellence and customer satisfaction.

According to survey respondents, "Incentive and bonus programs" are deemed "Very relevant" by 33% and "Extremely relevant" by 44%. Hence, Incentive and Bonus Programs are widely recognized and appreciated as efficient forms of rewarding information systems company

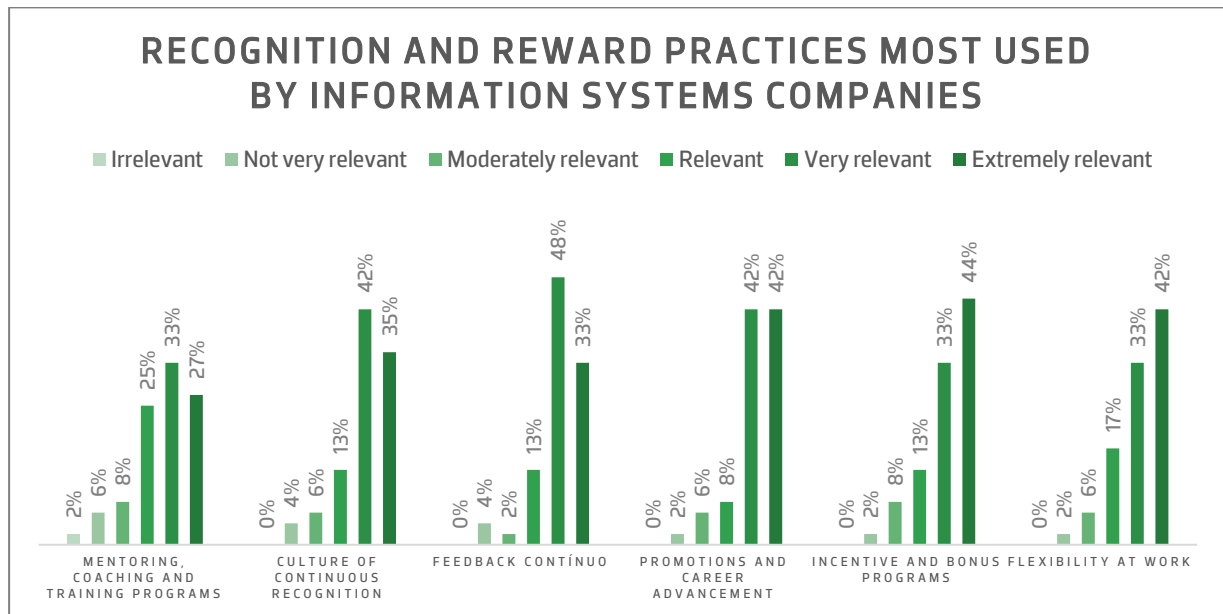
employees. These programs are pertinent to stakeholder management, particularly in the context of rewarding and motivating staff. They not only enhance employee satisfaction but also bolster customers' and investors' views of the organization. Mentoring, coaching, and training programs were deemed "*Very relevant*" by 33% and "*Extremely relevant*" by 27% of respondents. This underscores the significance of ongoing professional development and support for employees via these programs. Such professional development practices exert an impact on both employees and stakeholders outside of the organization. A culture focused on mentoring, coaching, and training illustrates a dedication to developing proficient teams, viewed favorably by clients, investors, and business partners.

42% of respondents view "*Promotions and career advancement*" as "*Very relevant*", while another 42% consider it "*Extremely relevant*". This emphasizes that employees value opportunities for career growth, which fosters a recognition-oriented culture. Opportunities for career growth and promotion are attractive to internal stakeholders, particularly employees. Cultivating a culture that values career advancement can have a positive impact on talent retention and employee satisfaction.

Survey results indicate that 33% of respondents find workplace flexibility "*Very relevant*" while 42% find it "*Extremely relevant*". Consequently, flexibility is an essential practice for retaining and motivating employees. Flexibility in the workplace is a crucial practice when balancing the needs of employees with those of external stakeholders. A corporate culture that prioritizes flexibility can enhance employee satisfaction and foster positive relationships with external stakeholders seeking reliable and adaptable partners.

In summary, organizational culture has a crucial impact on stakeholder management by shaping recognition and reward strategies. A culture that values sustained recognition, feedback, professional growth, promotions, and workplace flexibility benefits not only employees but also fosters a favorable image of the organization for all stakeholders. Stakeholders, including employees, customers, investors, and business partners, are likely to have greater trust and positive perceptions of organizations that display a dedication to reinforcing team dynamics, encouraging excellence, and remaining adaptable to changing circumstances. Stakeholders, including employees, customers, investors, and business partners, are likely to have greater trust and positive perceptions of organizations that display a dedication to reinforcing team dynamics, encouraging excellence, and remaining adaptable to changing circumstances. As a result,

effective stakeholder management is inherently tied to a company's organizational culture, as well as its methods for recognizing and rewarding achievements.



Graph 14 – Distribution of respondents' answers – Recognition and reward practices most used by information systems companies

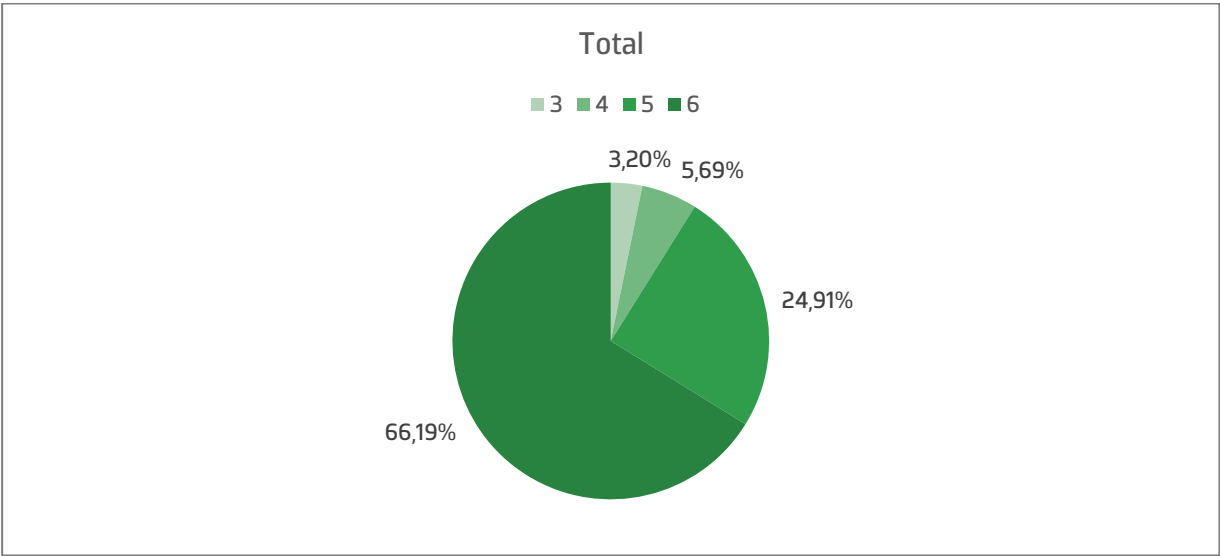
❖ Analysis 11

Regarding the question: "In your opinion, can a weak organizational culture influence the failure of a project?", the data analysis (graph 15) indicates that a significant majority of respondents (66.19%) strongly agree that a weak organizational culture can negatively impact the success of a project. This suggests that most participants perceive organizational culture as a crucial determinant of project outcomes within companies. The high level of agreement underscores the concern about the influence of organizational culture on project performance.

Furthermore, 24.91% of respondents exhibited a strong sense of concurrence with the assertion, which bolsters the notion that the organizational culture plays a crucial role in determining the positive or negative outcome of projects. It implies a substantial proportion of the participants believe in an explicit correlation between the caliber of organizational culture and the efficacy of projects. A small portion of participants (5.69%) expressed moderate agreement, revealing a less categorical perspective on the impact of organizational culture on projects. Moreover, an even smaller proportion (3.20%) exhibited little agreement, suggesting that a

minority of respondents reject the premise that weak organizational culture significantly contributes to project failure.

Analysis of this data indicates that most participants believe that a deficient organizational culture can have an adverse effect on project success. Despite a few dissenting opinions, the overall trend is clear: organizational culture is viewed as a significant and influential factor in organizational project performance. Therefore, the quality of organizational culture is regarded as an essential factor that can substantially impact the results and achievements of projects.



Graph 15 - Distribution of respondents' answers - Agreement on influence on project failure

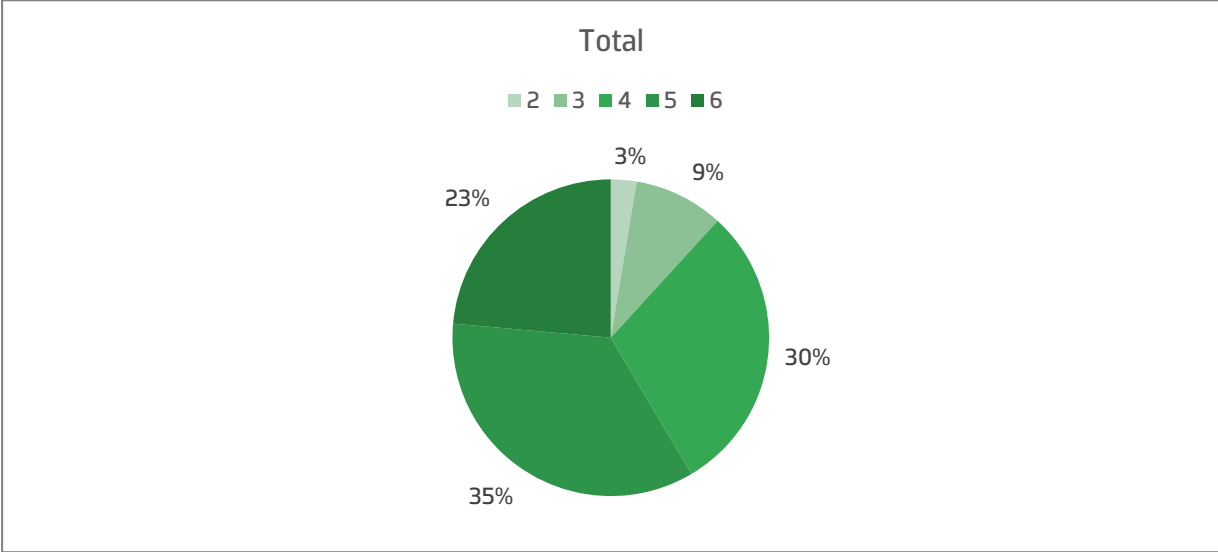
❖ Analysis 12

An academic analysis of the data on respondents' opinion of whether companies in the Information Technology and Systems sector a strong organizational culture have compared to companies in other sectors, based on a 6-point agreement scale, is shown in Graph 16.

A small percentage of survey participants (2.62%) indicated level 2 agreement with the statement, implying that they don't consider Information Technology and Systems companies to have a stronger organizational culture than other businesses. Some respondents perceive the difference as insignificant. A larger proportion (9.17%) expressed "Moderate Agreement" (level 3), indicating that they believe there could be a difference, but it's not a substantial divergence. A significant segment of participants, amounting to 29.69%, report "High Agreement", indicating a recognition of a stronger organizational culture within Information Technology and Systems businesses. This implies that a majority acknowledges and values the unique organizational

culture found in this industry. The majority of respondents express "Very High Agreement", indicating that they believe companies in the Information Technology and Systems sector possess a notably robust organizational culture in comparison to other sectors. This suggests a strong perception of the contrast. However, 23.58% of participants strongly agree with a highly significant distinction in the organizational culture of Information Technology and Systems companies compared to other industries. This is the most emphatic opinion regarding the strength of this sector's organizational culture.

To summarize, the analysis of the data indicates that perceptions of the strength of organizational culture in Information Technology and Systems companies are varied. While most respondents believe these companies possess a stronger organizational culture, a minority view this difference as highly significant. These opinions may be influenced by personal experiences, observations, and expectations within this industry. The diversity in the responses underscores the significance of the organizational culture in a company's overall performance and reputation. Meanwhile, opinions on this topic remain varied.



Graph 16 - Distribution of respondents' answers - Companies in the Technology and Systems sector compared to other sectors

3.3. Personal opinions

❖ Analysis 13

The detailed analysis of the open responses to the question, "*Do you think that companies in the Information Technologies and Systems sector have a strong organizational culture compared to companies in other sectors?*" yields valuable insights into participants' perceptions of organizational culture in the Information Technology and Systems sector compared to other industries. Upon detailed analysis, one response stands out: The detailed analysis of the open responses to this question, yields valuable insights into participants' perceptions of organizational culture in the Information Technology and Systems sector compared to other industries.

- a. "*They are more open-minded companies*": This response emphasizes the value of open-mindedness in Information Technology and Systems companies. A culture that fosters innovation and a willingness to consider new ideas is a distinguishing characteristic of this sector. This mindset can set IT companies apart from other industries. Other sectors may also embrace this culture, but senior leadership is what distinguishes IT companies from them.
- b. "*Other companies outside the IT sector also have this culture. I think what sets it apart is senior leadership*": This response proposes that organizational culture is not limited to IT companies, but rather distinguished by senior leadership. This underscores the significance of leadership in establishing and preserving a robust organizational culture.
- c. "*There is often an empty focus on innovation at all costs and a weak culture of validating results. New technologies are often exploited as hype, without a particular strategic rationale aligned with results, but rather research for research's sake*": This issue highlights a challenge in the IT industry, where there is an excessive focus on innovation at the expense of proper evaluation of outcomes. This can be viewed as a distinctive feature, but also as a potential weakness of organizational culture in this sector.
- d. "*The prevailing culture makes this difference. It's important to give employees autonomy*": The answer emphasizes the importance of the prevailing culture in IT companies in creating a noticeable difference. Employee autonomy is mentioned as a relevant factor, indicating that a culture of empowerment can be a distinctive feature.
- e. "*It depends on the company, but I would say flexibility in working hours*": Flexibility in working hours is mentioned as a possible distinguishing feature. This flexibility can be

seen as an attraction in IT companies and a way of differentiating them from other sectors.

- f. *"Due to flexible working hours and easier access to technologies"*: Flexibility in work hours and easy access to technology are highlighted as distinctive features that can contribute to a unique organizational culture in IT companies.
- g. *"Traditional companies tend not to value people. However, this gap has been narrowing"*: This answer highlights the importance of valuing individuals as a characteristic of IT companies, while noting that traditional companies may not prioritize the same. The decreasing "gap" over time implies a cultural shift.
- h. *"In the methodology applied, and in the mentality that is more open to innovation"*: The approach companies take toward their processes and adoption of innovation can differ in their organizational culture.
- i. *"Unity"*: The final response identifies "unity" as a distinguishing factor. Cohesion and collaboration between employees can constitute significant components of organizational culture in IT companies.

In general, the respondents' answers emphasized distinct organizational culture features in the Information Technology and Systems sector compared to other sectors. These characteristics include:

- Open innovation mindset: One such feature is an open innovation mindset, as many respondents noted. This implies that IT companies are more open to exploring new ideas and technologies.
- Senior leadership: One such feature is an open innovation mindset, as many respondents noted. This implies that these companies have a greater willingness to explore new ideas and technologies. Some respondents highlighted that the variance in the organizational culture of IT companies is attributed to their senior leadership.
- Flexible work hours: A unique feature of IT companies is their flexible work hours, which can contribute to their distinct organizational culture.
- Valuing people: Additionally, some responses indicate that IT companies prioritize valuing their employees over traditional companies, highlighting a focus on employee satisfaction and well-being.
- Methodology and openness to innovation: The study revealed that work methodology and openness to innovation are distinguishing factors among IT companies. Such

uniqueness suggests that companies can adopt diverse strategies for working processes and embrace open-minded thinking.

- Unity and cohesion: A shared sense of "togetherness" amongst employees was also highlighted as a defining feature. This indicates a workplace that values cohesion and collaboration.

However, challenges were observed due to an excessive emphasis on innovation without appropriate validation of outcomes. Moreover, it was emphasized that organizational culture varies, contingent on the specific practices of the company.

Overall, respondents' feedback suggests that the organizational culture of Information Technology and Systems companies embodies unique features such as prioritizing innovation, strong leadership, and valuing employees. Nevertheless, there are also acknowledged obstacles and discrepancies within the sector. These findings emphasize the intricate nature of organizational culture and its impact on stakeholder management within IT companies.

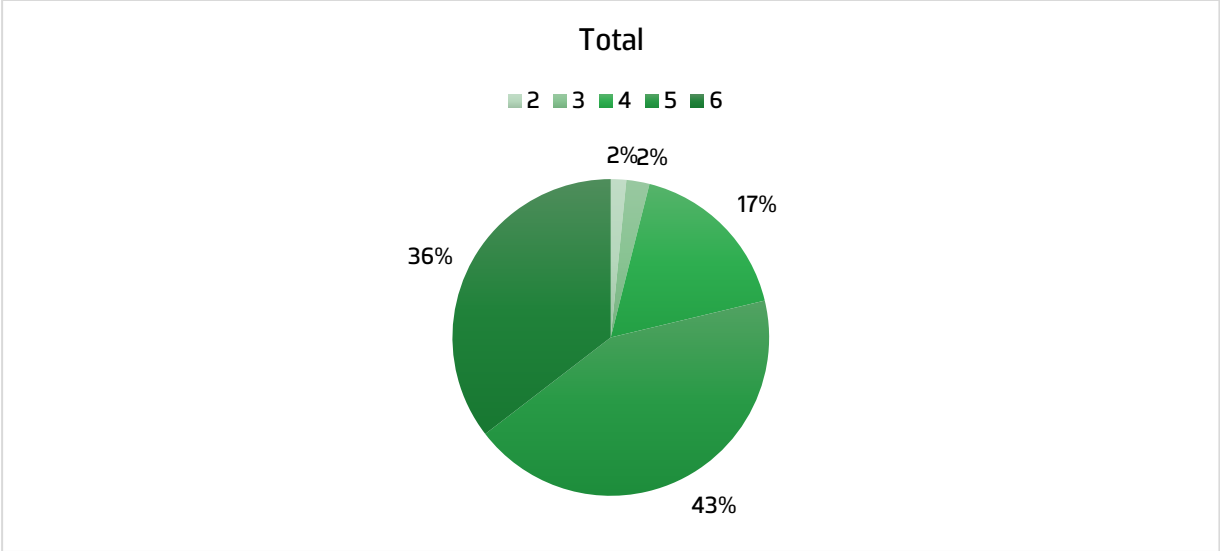
❖ Analysis 14

Further analysis of data regarding respondents' views on the role of company leaders in promoting and perpetuating organizational culture uncovered several intriguing nuances and conclusions (graph 17).

The limited number of participants (1.57%) who displayed "*Little Agreement*" (level 2) implies that, for this subset of the population, leadership is not considered a substantial factor in promoting a company's culture. This suggests that other organizational elements may hold greater influence over shaping culture as perceived by the individuals. The small group under Level 3 ("*Moderate Agreement*" at 2.36%) recognizes a moderate role for leadership in organizational culture, indicating a balanced perspective where leadership's influence is one of many factors shaping culture. A significant percentage of respondents (17.32%) indicated "*High Agreement*" (level 4) with the statement that leadership is a crucial element in promoting organizational culture. This suggests the belief that leadership plays a dominant role in shaping culture, while other factors may also contribute. Most participants (43.31%) expressed "*Very High Agreement*", level 5. This indicates that leadership is viewed as a highly influential factor in promoting and sustaining organizational culture, playing a vital role in this regard. A significant proportion (35.43%) expresses "*Extremely High Agreement*", level 6, stressing leadership as an

extremely crucial factor in shaping organizational culture. These individuals consider leadership as one of the main drivers of culture.

The analysis underscores that the majority of participants hold the view that leadership is paramount in fostering and maintaining organizational culture. The analysis underscores that many participants hold the view that leadership is paramount in fostering and maintaining organizational culture. There is a pervasive perception that leadership yields a significant impact on cultural formation, even though there exist varying degrees of conviction. Respondents who profess "Very High Agreement" and "Extremely High Agreement" attribute a particularly critical role to leadership. In summary, leadership is widely acknowledged as a pivotal element in molding the organizational culture, underscoring its significance in managing and steering companies.



Graph 17 - Distribution of respondents' answers - Recognition that the Company's leadership promotes and sustains the organizational culture

❖ Analysis 15

The thorough examination of respondents' answers regarding whether the company's leadership fosters and maintains organizational culture, along with proposed enhancements, provides insightful understanding of their perceptions and recommended areas for improvement.

- a. Transparency in communication: The initial recommendation underscores the significance of transparent communication. Survey participants highlight that successful leadership requires transparency in actions and decision-making. This entails clearly

elucidating the rationale behind leadership actions and guaranteeing that information circulates freely throughout all organizational levels. Upward communication (from employees to leadership) is also stressed as crucial for acquiring feedback and ensuring comprehension of decisions throughout the company.

- b. Attention to employee input: One suggestion for effective leadership is to prioritize employee feedback and concerns over time. This emphasizes the need for leaders to be mindful of their employees' opinions and input to ensure their engagement and satisfaction.
- c. Understanding team dynamics: Some survey participants emphasize the significance of leadership comprehending team dynamics and dysfunctionalities, particularly within the leadership team. Factors such as mistrust, apprehension of conflict, deficient output, evasion of duties, and inattentiveness toward the company's results are included in this. These findings underscore the necessity for proactive leadership in resolving internal issues.
- d. Employee support: It is suggested that having human resources that demonstrate empathy towards employee efforts is crucial for employee support. This implies that leadership should value their ability to understand their employees' perspectives and challenges.

These responses emphasize the significance of leadership in promoting and sustaining organizational culture. Leadership plays a pivotal role in establishing a work environment that prioritizes transparency, open feedback, and employee understanding. Focusing on specific areas for improvement can enhance organizational culture, thereby achieving higher employee satisfaction and meeting their needs more effectively. This highlights the significance of leadership in stakeholder management among information systems companies, where organizational culture holds a crucial place.

4. Conclusions of results

The analysis of survey respondent demographics revealed several key insights regarding their demographics and professional experience.

4.1. Demographic data

The data analysis in this dissertation provides valuable understandings into the relationship between organizational culture and stakeholder management within information systems (IS) companies. The results stem from a survey of 52 participants, categorized as either experienced in IS companies ("Yes") or non-experienced ("No"). The analysis concentrated on five categories of organizational culture assessment. Collaborative, Conservative, Disorganized, Hierarchical, and Innovative.

Most participants possess experience directly related to the information systems field, including creating, planning, developing, supporting, or participating in projects within this sector. The survey sample primarily comprises industry professionals well-versed in the dynamics of information systems companies. Gender distribution within the survey skewed towards males, suggesting a gender disparity in the sector. The prevalence of male respondents could reflect broader industry trends or historical imbalances in gender representation within technology-related fields. The data showed that individuals under thirty had the highest representation in the respondent pool in terms of age groups. The prevalence of the under-thirty age group in the technology sector could be attributed to its reputation for attracting younger professionals or the common practice of recruiting recent graduates. The presence of this age group may signify its appeal to young professionals.

The survey participants displayed a range of educational qualifications. A master's degree was the most prevalent academic achievement, followed by a bachelor's degree. Of note, a significant number of respondents possessed post-graduate education, including some with a Ph.D. Furthermore, certain participants held high-school diplomas and classified their educational level as "Other", especially citing Technological Specialization Courses. This section emphasizes the adaptability of the industry to varying educational backgrounds, emphasizing the importance of specialized training and certifications within the information systems field.

The analysis of data on organizational culture perceptions demonstrated diverse perspectives among information systems companies. A notable proportion of participants regarded the culture as collaborative and innovative, emphasizing the importance of developing a creative and

cooperative work environment. In contrast, a significant group of respondents characterized the culture as hierarchical, suggesting the prevalence of conventional or structured organizational practices. The diverse perspectives imply that the organizational culture in companies specializing in information systems is complex and influenced by numerous internal and external factors. Culture is driven by key factors such as leadership, values, and organizational practices. The range of perspectives underscores the intricate nature of organizational culture, which frequently reflects a company's history, approach to leadership, and core values. These findings serve as a foundation for assessing the current organizational culture of the companies and pinpointing any necessary adjustments or realignments with the organization's strategic goals. The perceived culture can affect a range of stakeholders, including those inside and outside the organization.

The main findings stand out:

- IS education and experience: The initial analysis showed a significant correlation between level of education and work experience in IS companies. Respondents with a master's or postgraduate degree were more likely to have IS experience.
- Assessment of organizational culture: Analysis of participants' responses to organizational culture revealed that the majority of respondents, regardless of their IS experience, classified the culture as "*collaborative*" or "*hierarchical*". However, respondents with IS experience also frequently mentioned an "Innovative" culture, indicating a more diverse perception of organizational culture.
- Interpretation of Ratings: The "*collaborative*" culture values open communication, cross-team collaboration, and the active participation of all members in decision making. The "*innovative*" culture emphasizes creativity, experimentation, and the search for original solutions.
- Implications for stakeholder management: The high ranking of "*collaborative*" and "*innovative*" cultures suggests that respondents perceive a more open and innovative work environment. This may have positive implications for stakeholder management, as both cultures encourage communication and the search for creative solutions, which can benefit relationships with customers, employees, and other stakeholders.
- Persistence of Hierarchies: The significant presence of the "*hierarchical*" classification suggests that traditional power structures may persist in SI companies, which may influence the dynamics of organizational culture and stakeholder management.

- Limitations of the analysis: It is important to recognize that the analysis was based on a specific sample and may not fully represent the diversity of SI companies. Future research with broader and more diverse samples may provide a more complete understanding of these relationships.

The results highlight the importance of a collaborative and innovative culture in promoting effective communication and the search for creative solutions, which can be beneficial for stakeholder relations. A culture that promotes collaboration, innovation, and employee satisfaction can strengthen stakeholder relationships and contribute to organizational success. Understanding these dynamics is fundamental for leaders and managers who want to improve stakeholder management in their work environments.

However, it also points to the persistence of hierarchical structures in some SI organizations, which requires further consideration in future research. These conclusions contribute to a more comprehensive understanding of how organizational culture influences stakeholder management in SI organizations.

Understanding these perceptions is crucial for effective stakeholder management. Regarding organizational culture perception, these are the main findings:

- The data analysis revealed that the survey participants have a diverse perception of organizational culture in information systems companies.
- The majority of respondents classified the culture as "*collaborative*" and "*innovative*". This suggests that collaboration and innovation are core values in such companies, fostering an open, creative, and results-oriented work environment.
- A significant number of respondents perceive a "*hierarchical*" culture, indicating the persistence of traditional power structures in certain organizations. This can impact communication and organizational dynamics across various levels.
- The analysis highlights the intricate nature of organizational culture, shaped by factors such as leadership, values, and organizational practices.

In summary, the analysis of demographic data revealed a strong association between organizational culture and managing stakeholders. Organizational culture has a noteworthy effect on stakeholder views and participation.

Leadership, values, and organizational practices are significant drivers of culture. The spectrum of perceptions highlights the intricate nature of organizational culture, which often mirrors a company's history, approach to leadership, and fundamental values. These insights provide a basis to evaluate the prevailing organizational culture within these companies and identify areas that may require improvement or realignment with the organization's strategic objectives. The perceived culture can have an impact on multiple stakeholders, both those within and outside of an organization. It is imperative to comprehend these perceptions for successful stakeholder management.

4.2. Personal data and main results

The survey solicited responses about the unique features of organizational culture in information systems companies compared to other sectors. Several distinctive characteristics were uncovered.

In terms of the factors that impact stakeholder management, the data analysis revealed significant variables that affect stakeholder management in information systems companies. Some of the most significant conclusions are listed below.

a) Satisfaction with organizational culture:

Participants' satisfaction with the organizational culture was generally positive, with the majority rating it as "*Satisfied*" or "*Very Satisfied*". This is indicative of a working environment in which employees feel comfortable and engaged. Nonetheless, it should be noted that some respondents are dissatisfied, which suggests that not everyone views the organizational culture positively. Understanding the concerns of these respondents is crucial to enhancing employee experience and stakeholder management.

b) Relevance of factors in organizational culture:

An analysis of the data regarding the relevance of factors in building an effective organizational culture highlighted the importance of factors such as "*exemplary leadership*" and "*effective communication*". This underscores the significant impact of transparent communication and strong leadership on organizational culture.

Additional factors, including "*customer satisfaction*" and "*technological innovation*", were deemed essential to achieving organizational success. This underscores the importance of

information systems companies prioritizing customer satisfaction and innovation as integral components of their corporate culture.

The presence of respondents who deemed "*recognition and reward*" irrelevant implies that not everyone shares the same perception of its importance. This could be an area for improvement in talent management.

c) Perception of respondents without Information Systems experience:

Analysis of the responses from participants with no experience in information systems revealed that factors such as "*work environment*", "*technological innovation*" and "*effective communication*" are considered essential for an effective organizational culture.

These results indicate that, even without experience in the information systems sector, participants recognize the importance of key elements in promoting a successful organizational culture.

d) Connection between organizational culture and stakeholder management:

The analysis highlighted the intrinsic relationship between organizational culture and stakeholder management. A culture that values effective communication, innovation, employee development and transparency can have a positive impact on stakeholder relations.

This highlights the importance of leaders and managers understanding how organizational culture affects stakeholder management strategies and working to align these factors for more satisfactory results.

e) Implications and recommendations:

The considerations show that it is crucial for information systems companies to acknowledge the significance of organizational culture in stakeholder management.

Organizations should maintain a culture that is collaborative and innovative and invest in training exceptional leaders while enhancing both internal and external communication.

Earning employee satisfaction must be a top priority, with recognition and reward being highly valued. Furthermore, a culture of innovation and a focus on customer satisfaction must be encouraged to maintain competitiveness in the information systems sector.

f) Recognition and reward practices:

The culture of "*continuous recognition*" is highly valued in information systems companies, with 42% of respondents rating it as "Very relevant" and 35% as "Extremely relevant". This indicates that frequent appreciation of employees' efforts is highly valued.

The importance of continuous feedback is also highlighted, with 48% of respondents rating it as "Very relevant" and 33% as "Extremely relevant". These figures highlight the need for regular assessments and guidance to develop an effective recognition culture.

Incentive and bonus programs are considered effective by 33% of respondents as "Very relevant" and by 44% as "Extremely relevant". These programs are seen as crucial practices for rewarding and motivating employees, as well as positively impacting stakeholder perception.

Mentoring, coaching and training programs are considered "Very relevant" by 33% of respondents and "Extremely relevant" by 27%. They play an important role in developing effective teams and positively influence stakeholder perceptions.

g) Influence of organizational culture on project success:

The majority of respondents (66.19%) strongly agree that a weak organizational culture can negatively impact project success. This highlights the importance of organizational culture as a critical factor for project performance in information systems companies.

The analysis shows that leadership plays a significant role in promoting and maintaining organizational culture, which in turn affects project success. Leadership has a significant impact on an organization's culture, according to the majority of respondents.

h) Perception of culture in information technology companies:

Most participants believe that information technology companies have a stronger organizational culture than other industries.

On the other hand, some participants acknowledge the potential for organizational culture to differ among information technology companies. This highlights the complexity of organizational culture and how it can be influenced by factors specific to each company.

i) The role of leadership in organizational culture:

The analysis shows that leadership is widely perceived as a critical factor in promoting and maintaining organizational culture in information systems companies.

Transparency in communication, attention to employee opinions, understanding of team dynamics and support for employees are recommended as key areas for improvement in leadership.

The survey gathered responses regarding the distinct features of organizational culture in information systems companies compared to other sectors. The results reveal several unique characteristics.

Several crucial factors emerged, such as the importance of effective and objective communication with both internal and external stakeholders for successful stakeholder management, as demonstrated by recent studies. Organizations that place a premium on transparent and impartial communication foster trust and credibility with their stakeholders, ultimately yielding superior outcomes. An organization that emphatically supports clear and unbiased interaction engenders the confidence of stakeholders, leading to favorable results.

Prioritizing strategic objectives suggests that organizational culture can facilitate alignment with stakeholder expectations. An organizational culture that emphasizes and values strategic goals is more likely to achieve this alignment. Promoting employee growth and development is essential, as satisfied, and well-trained employees can effectively meet the needs of stakeholders. Promoting employee growth and development is crucial. Employees who are well-trained and content are better equipped to meet stakeholder needs and foster positive relationships.

Effective crisis management is a crucial aspect of stakeholder management within organizations. By prioritizing prevention and preparedness and maintaining an objective approach, an organization's culture can have a positive impact on relationships with stakeholders during challenging scenarios. The emphasis placed on the "*sense of belonging*" factor illustrates that an organizational culture that prioritizes cohesion and encourages employee identification with the company can create an environment in which internal stakeholders feel valued. The study discovered that stakeholder satisfaction and motivation are crucial, indicating that an organizational culture that emphasizes satisfying stakeholders' needs can enhance employee motivation and engagement.

Valuing image plays a vital role in enhancing the reputation and prestige of organizations operating in the information systems sector. The significance of maintaining a positive image is critical for organizations to achieve their goals and improve their brand recognition. By prioritizing productivity, efficiency, and higher production rates, organizations can positively

impact stakeholder satisfaction and improve the perception of external stakeholders. Increased stakeholder involvement indicates that an organizational culture valuing active stakeholder participation in decision-making can advance relationship development.

Respondents highlighted the information systems companies' innovative mindset, indicating their inclination towards exploring novel ideas and technologies while highlighting their culture of consistent adaptation and evolution. The significance of leadership in shaping this culture was made evident.

Leadership was identified as a key differentiator, as the variation in organizational culture among information systems companies was attributed to senior leadership. This highlights the crucial role of leadership in shaping workplace culture. A distinguishing characteristic of information systems companies is their provision of flexible work hours, which can foster a distinct organizational culture that prioritizes work-life balance. Respondents indicated that information technology companies prioritize valuing their employees by emphasizing a focus on employee satisfaction and well-being. This focus on employee welfare distinguishes these organizations from traditional companies. Distinguishing factors among information technology companies include their work methodology and openness to innovation. This suggests that these companies adopt diverse strategies for work processes and embrace open-minded thinking. The sense of unity among employees was emphasized as a defining characteristic, suggesting that the workplace culture places a high value on cooperation and collaboration. Technical abbreviations should always be explained upon initial use, and high-level language with clear and objective wording is strongly recommended. Furthermore, adherence to formal structure, language variants, and grammatical correctness is necessary to ensure improved academic writing quality.

However, the study also emphasized the challenges posed by an excessive focus on innovation without adequate validation of outcomes. Furthermore, varying organizational cultures were found to be contingent on specific company practices. These findings underscore the complex nature of organizational culture and its effect on stakeholder management in information systems companies. A substantial portion of the data analysis focused on respondents' perceptions of the role of company leaders in promoting and maintaining organizational culture. The analysis highlights that leadership plays a key role in fostering and maintaining organizational culture, according to the majority of participants. Although different levels of

conviction exist, the prevailing perception is that leadership significantly impacts cultural formation within an organization.

Successful stakeholder management is closely tied to an organizational culture that values transparency, strategic goals, employee development, and crisis management. Successful stakeholder management is closely tied to an organizational culture that values transparency, strategic goals, employee development, and crisis management. An organizational culture that prioritizes these elements can significantly impact stakeholder management outcomes.

There are strong indications that leadership is an important factor in shaping the organizational culture of IS companies. This finding emphasizes the importance of leadership in molding the organizational culture, which ultimately affects stakeholder management.

Furthermore, the recommendations for improving organizational culture have been based on the insights gained regarding the impact of leadership. These insights offer valuable guidance for organizations looking to improve their leadership practices. Respondents emphasized the importance of transparent and open communication in reinforcing leadership's role in cultivating organizational culture. It is deemed crucial for leaders to provide clear and consistent communication to all levels of the organization. Creating channels for upward communication is critical to ensure feedback from employees reaches leadership for informed decision-making.

Respondents suggest prioritizing employee input for maximum satisfaction and engagement over time. This involves actively seeking and valuing feedback from employees and taking action to improve the work environment. Understanding team dynamics and potential dysfunctions, particularly among leadership teams, is crucial. Identified issues include lack of trust, conflict avoidance, non-accountability, and inattention to company outcomes. It is essential to address these issues to build a more effective organizational culture. Employee empathy is important for companies, as indicated by survey participants. They suggested valuing HR personnel who demonstrate empathy towards employees, recognize their contributions, and ultimately enhance employee satisfaction and positive stakeholder relations.

The enhancement of leadership mainly emphasizes the importance of unbiased communication. This includes welcoming employee feedback, recognizing team dynamics, and valuing employee empathy to shape and promote a thriving organizational culture. These improvements are essential for effective stakeholder management in information systems companies.

In conclusion, a thorough and objective analysis of survey data has provided valuable insights into the complex relationship between organizational culture and stakeholder management

within the information systems industry. The data highlights the unique features of this sector, the significant impact of leadership on culture, and the key role of transparent communication, strategic alignment, and employee development in achieving successful stakeholder management. The study emphasizes the intricate interplay between organizational culture and its effect on various stakeholders. This understanding is critical for information technology enterprises that endeavor to enhance their organizational culture and stakeholder management to achieve their strategic objectives.

5. Conclusion

In conclusion, this dissertation examined "The influence of organizational culture on stakeholder management in information systems companies". The aim of this study was to determine whether information systems organizations see organizational culture as relevant to effectively managing stakeholders. The study examines the relevance of organizational culture in project management of information systems, the significance of effective stakeholder management for project success and enhancing organizational culture, and the relation between an organization's innate culture and stakeholder management in project management.

This study conducted a comprehensive analysis of relevant literature and survey techniques to identify key factors associated with organizational culture, stakeholder management, and information systems. The preliminary examination underscores the significance of organizational culture in effective stakeholder management and its direct relationship to the successful execution of information systems initiatives.

After analyzing the results of this study, valuable insights can be drawn about the relationship between organizational culture and stakeholder management in information systems companies.

A fundamental conclusion that arises from the research is the intricate interdependency between organizational culture and stakeholder management. An organization's culture plays a crucial role in shaping how stakeholders perceive and interact with it. The research highlights the significance of a culture that prioritizes transparent communication, strategic alignment, staff development, and proficient crisis management. These factors are essential for establishing healthy and enduring relationships with stakeholders.

Leadership is crucial to establishing and upholding organizational culture. Leaders are instrumental in fostering a culture that prioritizes open communication, the attainment of strategic goals, staff growth, and proficient crisis management. The study highlights the significance of leaders who exhibit empathy, value staff input, and comprehend team dynamics. Transparent communication is crucial for cultivating an organizational culture that spurs collaboration, innovation, and employee contentment. Furthermore, the research underscores the importance of strategic alignment to guarantee that the organizational culture satisfies stakeholder demands.

Employee development constitutes a fundamental component in fulfilling stakeholder needs. Contented and well-trained employees are better positioned to fulfill stakeholder demands and foster harmonious relationships.

Effective crisis management and prevention are crucial for cultivating strong relationships with stakeholders, particularly during challenging situations. The ability of an organization to respond proactively and efficiently to crises is vital for building stakeholder trust.

The study underscores the significance of enhancing the organization's image while promoting productivity and efficiency to improve stakeholder satisfaction and the organization's positive perception.

The survey highlights distinctive characteristics of information systems companies, such as an innovative mindset, flexible work approaches, and the value placed on employee satisfaction.

However, the survey also notes the challenge of balancing innovation with proper result validation. The quest for new ideas and technologies must be supported by careful evaluations.

The study reveals that organizational culture may differ substantially among information systems companies, and this variation is frequently correlated with firm-specific practices.

Suggestions derived from the findings highlight the significance of leaders who advocate for crystal-clear communication, embrace input from staff members, and prize empathy as a means to formulate and propagate a flourishing organizational culture. Effective stakeholder management within information systems companies depends largely on implementing necessary improvements.

The study's findings stress the critical importance of organizational culture in successful stakeholder management. Hence, enhancing organizational culture can make a significant impact on the success of stakeholder management in information systems companies. Organizational culture influences stakeholder interactions, shapes project management

practices, and affects stakeholder reactions to the measures taken by the organization. Promotion of a transparent, innovative, and committed culture that prioritizes employee development is essential for effective stakeholder management. This study underscores the crucial role of stakeholder management in the successful completion of information systems projects. Efficient stakeholder management enhances communication, boosts employee satisfaction, fosters positive relationships, and minimizes conflict, leading to more successful projects aligned with the organization's objectives.

The study highlights the inherent connection between organizational culture and stakeholder management. Organizational culture is both shaped by and influences stakeholder management practices. Therefore, fostering a culture that recognizes the importance of stakeholders and fosters constructive relationships can enhance stakeholder management and create a virtuous cycle of positive results.

Ultimately, this study enhances comprehension of the intricate interplay among organizational culture, stakeholder management, and information systems projects. The establishment of healthy organizational cultures and the implementation of effective stakeholder management practices are crucial to the sustained success of information systems companies. As organizations work to innovate and meet the rising demands of the information technology industry, stakeholder management and organizational culture will become even more essential in obtaining positive results. It is crucial for organizations to grasp and implement these findings to enhance their culture and stakeholders' management and effectively accomplish strategic objectives. This study emphasizes the need to prioritize organizational culture consciously and proactively as a vital aspect of stakeholder management in information technology companies.

6. References

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