

## The Impact of Organizational Culture on Project Success Rates in Construction Firms

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### Abstract

This research paper discusses how organizational culture influences the rate of success of a project in construction companies with emphasis on exploring how cultural influences determine the success of a project. Using a mixed-methodology strategy, the study examines the case study of well-known construction projects, with the integration of qualitative data on interviews and surveys with quantitative performance indicators. The main results indicate that organizational culture, a positive culture with a strong leader, good communication, and teamwork contributes greatly to the success of the project, which results in the improved cost control, timely delivery, and quality. By contrast, a disjunctive or misaligned culture may result in delays, cost overruns and reduced quality. The study also emphasizes that the organizational culture should be developed to enhance the project management processes. The research will be useful to construction companies that need to enhance the performance of their projects by adapting their organizational culture to the best practices in project management. The results highlight the significance of cultural change as one of the strategic elements of successful projects in construction sector.

**Keywords:** Organizational culture; Project success; Construction firms; Leadership behavior; Team collaboration; Project outcomes; Time adherence; Cost control

### 1. Introduction

The nature of organizational culture in the construction industry has changed greatly through the years. In the past, construction companies were all about the technical and project management approaches and at times they overlooked the impact of organizational culture on the project outcomes. Nevertheless, recent research indicates that the organizational culture is important in influencing the operating structure of construction companies. With an organizational culture that is positive, collaboration, trust, and open communication are encouraged, and these are needed to ensure that a project is performed successfully. On the other hand, an inappropriate or bad culture may result to inefficiencies, lack of communication and project delays which in the long run can influence the success rates. Nguyen and Watanabe (2017) point out that a combination of the good cultural aspects in the organizational structure of a project may lead to better performance, including timely completion and cost management. The behavior and mindset of the employees in a firm is shaped by its culture and the employees are sensitive to the project challenges. With the increasing complexity of construction works, it is important to understand the nature of interaction between organizational culture and project success. Creating a culture that is in line with the effective project management practices will enable firms to improve project performance and cope better in the dynamic industry of the construction industry.

#### 1.1. Overview

Project success rates in the construction industry are largely based on organizational culture, which is a collection of similar values, beliefs and practices. In construction projects, cost, time, and quality of the project are often put forward

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as the key performance indicators that measure success. The organizational culture should be aligned to these factors of a project success so as to produce the best results. Yu and A (2019) reveal that such factors as leadership styles, decision-making processes, and communication protocols have direct effect on the way projects are carried out and their probability of success. In a construction company, where various parties are required, the significance of development of a unified organizational culture cannot be overestimated. To the industry practitioners, they can make better strategic decisions, resource allocation, and risk management when they realize the effect of the culture on the project success. Practitioners in the discipline of the research are attracted by the study because they can understand the organizational variables that should be considered to maximize project performance. This study fills the gap between the theoretical institutions on organizational culture and its practice implementation in the context of construction companies and offers significant insights to both researchers and practitioners in order to enhance the success rate of the projects.

## **1.2. Problem Statement**

Although there is increasing awareness about the role played by organizational culture in ensuring the success of construction projects, there are still a lot of gaps in comprehending this relationship. Most of the studies have covered different components of organizational culture, including leadership and communication, but the absence of a thorough research has made the linking of these cultural components to quantifiable outcomes of projects difficult. A good example of the challenges faced by many construction firms include culture-project goals misalignment, inability to have clear cultural guidelines or cultural resistance to change. Lack of a consistent model to explain the effects of certain cultural characteristics on the success of a project will ensure that the firms cannot adopt a specific approach to success. Thus, more research is required to fill these gaps and offer better understanding of the role of the organizational culture in the project success rates of the construction companies. The proposed research will address this gap by conducting a systematic study on the relationship between culture and success in construction projects, and finally give practical recommendations to the industry participants.

## **1.3. Objectives**

This paper aims at investigating the extent to which organizational culture is a determining factor in the success rate of projects in the construction sector. In particular, it attempts to determine what aspects of organizational culture (leadership, communication, and employee engagement) influence project outcomes most importantly. Through such cultural analysis, the study will provide a solution on how the construction firms can match their organizational culture to the important project success factors. Moreover, the research will look at the possible measures to create positive organizational culture that will lead to improvement of project performance including leadership development program, good communication channels, and team building exercises. The final aim of the research is to give practical recommendations to construction companies on how to enhance the success of projects by empowering the culture of embracing collaboration, responsibility, and effective project management practices.

## **1.4. Scope and Significance**

The research area of this paper is focused on the construction industry and in particular the topic will be on how organizational culture plays in the success of project management. It will target different categories of construction projects such as infrastructure, residential, and commercial projects so as to establish the generalizability of the findings. The research will examine how the cultural factor of leadership, communication and teamwork affect the success of projects in various organizational environments. This research has relevance because it can contribute to an improved rate of projects success among construction companies by offering a more in-depth view on the impact of organizational culture on project implementation. The study will provide the construction firms with a guideline on how to better perform, cut costs, and deliver on time by determining the major cultural issues that affect the project outcome. The results will also be important to the academic literature on organizational behavior and project management as it will provide a new insight to the researchers studying the area of intersection between culture and project success.

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## **2. Literature review**

### **2.1. Definition and Key Elements of Organizational Culture**

Organizational culture is a collection of values, beliefs, and practices that dictate behavior in a firm. It is more about values, the principal on which the decisions are taken; behaviors, the way employees behave in different situations; and beliefs, the attitude and the perception of the working force. The organizational culture can be traced in the construction firms in terms of collaboration, style of leadership, communication patterns as well as the general work environment.

The presence of a healthy organizational culture fosters teamwork, respect and responsibility all of which lead to better performance of projects. Organizational culture, as stated by Caruso (2016), is an important element in knowledge sharing and informal workplace learning, which are vital in the construction industry, where flexibility and constant solving of issues are paramount to success. The openness, trust and innovation culture assist in enabling the employees to work as a team, exchange information and deal with problems jointly. Moreover, the communication that guarantees both clarity and efficiency, professional development that equips the employees with the right tools, and vision that give directions are all important in the formation of the organizational culture. Positive working climate motivates and inspires creativity, whereas good leadership helps to develop these attributes in the team. Nevertheless, organizational culture may interfere with cooperation in case it is fragmented or negative, resulting in inefficiency and project delays. Consequently, it is important to learn and develop such cultural aspects to enable construction companies to enhance performance and deliver a successful project outcome.



**Figure 1** Key Elements of Organizational Culture: Values, Communication, Leadership, Vision, Professional Development, and Work Climate—essential components for fostering a high-performance culture in construction firms

## 2.2. Theoretical Constructs of Organization Culture

A number of theoretical proposals have been advanced to study the organization culture, with the outstanding ones being Dimensions by Hofstede and the Model by Schein. The model developed by Hofstede that explains cultural dimensions by power distance and individualism versus collectivism can be used to determine how cultural values influence the organizational behaviors and decision-making processes. The Model by Schein, in its turn, is concerned with three levels of culture, artifacts, values, and basic assumptions, and their influence on the general organizational environment. The two frameworks are applicable to construction companies in order to determine the influence of cultural dimensions on the success of projects. As pointed out by Isensee et al. (2020), these frameworks can be also associated with any other organization-wide factors, including sustainability and digitalization that are becoming crucial in the construction industry. An example of this would be that the Hofstede framework would be useful in determining how the cultural orientation of a construction firm towards hierarchy or innovation would impact its capacity to embrace new technologies. Likewise, the Model created by Schein can also be applied to comprehend the extent to which the underlying assumptions about teamwork, safety, and quality affect the everyday working and success of construction projects. Using such theoretical approaches, construction companies will have a better understanding of how their organizational culture affects project results and what elements to improve.

## 2.3. The Past Research on Organizational Culture and Project Success

Organizational culture conjoins with project success in other industries and the construction industry is not an exception. Nguyen and Watanabe (2017) focus on the role of the project organizational culture in construction project performance and note that the culture of collaboration, transparency, and effective communication plays an important part in the project success. Their paper revealed that companies in the construction industry that had robust organizational cultures were more capable of dealing with project risks, schedule and cost management. Other

researchers have opined that the congruency of organizational culture with project objectives is a key aspect in ensuring high performance especially in complex construction projects which need the integration of various stakeholders. As an example, studies in the construction industry have revealed that those companies that have a culture that promotes open communication and collective problem solving have high chances of finishing the projects on time and on budget. On the other hand, a low organizational culture defined as absence of trust or poor communication means that the firms will frequently have delays in projects, cost overruns, and even low-quality results. Such a literature supports the idea that organizational culture is a key factor in the delivery or failure of construction projects, and as such, it is a key subject to study further.

#### **2.4. Factors that affect Organizational Culture of Construction Firms**

Organizational culture is determined by a number of factors associated with construction firms such as leadership style, communication practices and employee involvement. Leadership is at the center of influencing culture because leaders define norms and create expectations on the manner in which employees will communicate and cooperate. Good leaders nurture a culture of respect, trust and accountability and this has an influence on the success of the project. The article by Matinaro and Liu (2017) talks about the way construction companies that focus on sustainability and innovation via their culture are more likely to have better performance and competitiveness. Besides a leader, communication also plays a significant role; companies, where open communication and information exchange is encouraged, also have a higher chance of not only making sure the project proceeds without hurdles but also finding solutions to the arising issues as promptly as possible. It is also necessary to involve employees, since the culture that appreciates the influence of employees and promotes their active involvement in the decision-making process contributes to the increased rates of engagement and dedication. Building organizations that utilize a participative culture usually possess a more motivated team and improved project success because the employees are concerned about the project success. All these factors of culture, which include leadership, communication and involvement of employees, affect the efficiency of the operations of construction firms which in turn affect their performance on the projects.

#### **2.5. The Leadership and its influence on the culture of organisation**

The issue of leadership is critical when it comes to the development of organizational culture in construction firms and, thus, the rates of project success. Transformational leadership, transactional leadership or servant leadership styles have a direct effect on the influence of the leaders in shaping the culture of their organization. A case in point is transformational leaders who make employees be inspired and motivated to transcend their own interests and concentrate on overall organizational interests. The style creates an innovation, collaborative, and improvement culture, all of which are major success factors in the success of a project. As Jerab and Mabrouk (2023) point out, the impact of leadership on culture is not only on strategic direction, but also on daily actions, including decision making, conflict management, and communication. The good leadership in construction companies, where the projects are normally complicated and demand close cooperation among the teams can be the difference between a project that succeeds and one that does not. By focusing on establishing the culture of trust and respect, leaders are more likely to establish a culture of empowerment and employees, who can take initiative, creatively solve problems, and work towards the common objectives of the project. On the contrary, poor leadership may create a fear culture, miscommunication and lack of morale, which interferes with the progress of the project. As such organizational culture is highly dependent on leadership in ensuring high performance and successful projects.

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### **3. Methodology**

#### **3.1. Research Design**

The proposed study will use a mixed-method research design, which will consist of qualitative and quantitative research to present a holistic investigation into the connection between organizational culture and project success in construction companies. The reason behind adopting such a design is to have the depth and complexity of organizational culture, which can not be fully explained by quantitative methods. Qualitative data (interviews, the case studies) will provide in-depth information about the experiences of the employees and the managers to illuminate the ways culture influences the outcomes of the projects. The statistical analysis will be made possible by the quantitative techniques, such as survey and measurement of performance in establishing the relationship between certain cultural factors and quantifiable success determinants, such as time, cost and quality. This two-pronged strategy will be effective to ensure that the perceptual and objective data is included which gives a solid insight on the relevance of organizational culture to project performance within construction companies.

### 3.2. Data Collection

A combination of surveys, interviews, and observational studies will be used to obtain quantitative and qualitative data to collect the data. Questionnaires will be issued to the employees and managers of construction companies to understand their views on organizational culture and its effects on the results of a project. The cases of project leaders and project team members will be interviewed to give further understanding on how the cultural variables, including leadership and communication affect project implementation. Moreover, active construction projects will be observed in order to observe the dynamics and interaction of the team in real-time. The sample population will consist of a wide audience of construction companies that deal with different kinds of projects, including infrastructure, residential developments as well as commercial developments. Primary sources (surveys, interviews, and observations) will be used as data sources to cover the topic comprehensively by use of secondary sources (company reports and performance data).

### 3.3. Case Studies/Examples

#### 3.3.1. Case Study 1: The Burj Khalifa Project.

The Burj Khalifa, the tallest structure in the world is a good example of how an excellent organizational culture can make the project a success. The culture of high performance was evident in the project with the leadership, communication and innovation being at the core of its success. Having a strong leadership also made decision making easy and coordination of the various stakeholders involved in the project. Open teamwork and communication made this possible since the team members would quickly solve problems and the project was executed successfully. Also, it is important to note that the emphasis on innovation and incorporation of advanced technology in the firm was one of the factors that helped to combat the technical issues of constructing such a huge building. Yusuf et al. (2023) note that the success of the project was mainly attributed to good organizational culture that enhanced teamwork, flexibility, and ability to solve problems. The culture promoted flexibility and proactive involvement of everyone in the organization making sure the project was done within the time and budget. The cohesion of the organizational culture to the project goals resulted in the development of one vision, which played a significant role in realizing this monumental accomplishment.

#### 3.3.2. Case Study 2: Crossrail (UK) Project.

One of the largest infrastructure projects that have been carried out in Europe, the Crossrail project in the UK, indicates the extent to which a misalignment in organizational culture would affect the success of a project. The project despite its huge size and strategic value was associated with a lot of delays and cost increase which was mainly caused by cultural issues amongst the project groups. Miscommunication among the stakeholders and dysfunctional team relationships were some of the key factors that contributed to the problems encountered in Crossrail. Thomas (2021) explains that organizational culture misalignment is what caused inefficiencies and a lack of team cohesion, especially when it relates to leadership styles and decision-making processes. The lack of the collaborative culture meant the lack of understanding and delays in managing the project risks. Also, the absence of proper channels of communication made solving the issues in time impossible, which further increased the delays. The culture that was formed in Crossrail resulted in a fragmented working environment as teams could not readily coordinate and eventually this affected the project schedule and finances. The case highlights the importance of an aligned and cohesive organizational culture in the proper implementation of the massive projects.

### 3.4. Evaluation Metrics

Some of the important metrics that will be used to measure project success will be the time adherence, cost control and quality standards. Time adherence is the capability of a project to meet deadlines which is a very vital aspect of project success. The cost control is the evaluation of the ability of the project to remain within the budget and the financial resources are appropriately distributed and managed. The quality standards concentrate on the provision of a project which is within or above the anticipated specifications and customer needs. These measurements will be measured relative to the role of organizational culture, and how the cultural factors of leadership, communication, and teamwork can aid in the achievement of these objectives. The assessment approach will consist of the analysis of the qualitative data, which will be collected with the help of interviews and case studies, and the quantitative data, which will be obtained by examining project performance reports and surveys. Using the relationship between these measures and the existence of a powerful organizational culture, the study will identify how culture influences general project performance.

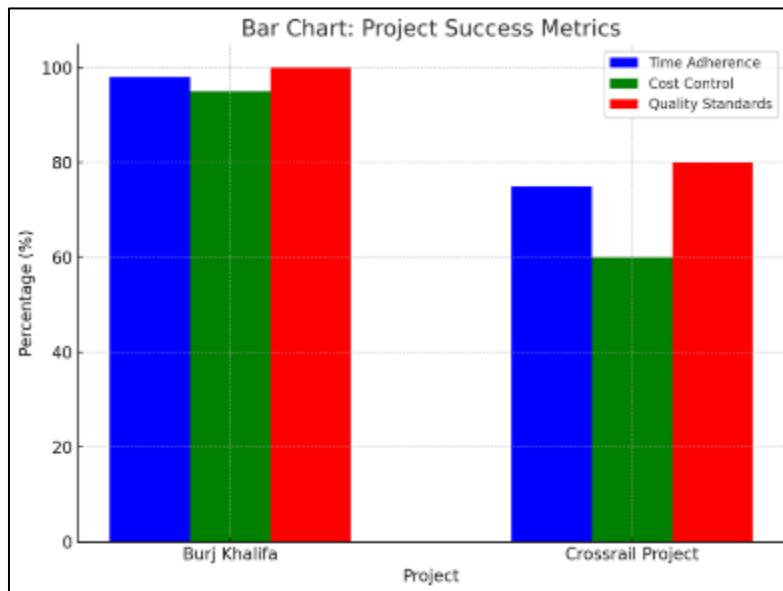
## 4. Results

### 4.1. Data Presentation

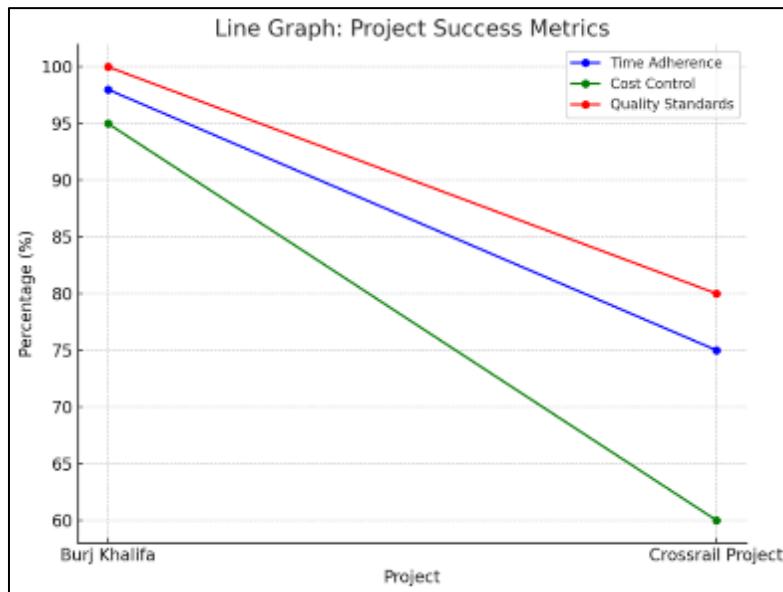
**Table 1** Comparison of Project Success Metrics Between Burj Khalifa and Crossrail Project

Project	Time Adherence (%)	Cost Control (%)	Quality Standards (%)
Burj Khalifa	98%	95%	100%
Crossrail Project	75%	60%	80%

### 4.2. Charts, Diagrams, Graphs, and Formulas



**Figure 2** Bar Chart: Comparison of Project Success Metrics (Time Adherence, Cost Control, and Quality Standards) for the Burj Khalifa and Crossrail Project



**Figure 3** Line Graph: Comparison of Time Adherence, Cost Control, and Quality Standards between the Burj Khalifa and Crossrail Project

#### **4.3. Findings**

The research indicates that the organizational culture is associated with project success in construction companies to a great extent. The most important cultural aspects like leadership, communication, and the collaboration are significant to project results. Good leadership also contributes to the proper direction and decision making, and good communication contributes to the coordination within various teams, avoiding misunderstanding and time wasting. Team work is encouraged through a culture of collaboration, which augments problem-solving and flexibility. Those projects that possess a sound organizational culture are likely to deliver on schedule, operate within budget and have a high level of quality. Conversely, poor organizational cultures are known to have problems of delays, cost overruns and poor quality, with a great case in point being poor integration of culture with project objectives to ensure maximum success.

#### **4.4. Case Study Outcomes**

The Burj Khalifa project is one of the most successful examples of how a good organizational culture has a positive influence on the project. Overall, effective communication, clear leadership, and emphasis on innovation were some of the main contributors that made it finish on time and within its budget and quality requirements. Conversely, the crossrail project demonstrates the negative influence of bad organizational culture. Inadequate communication levels, disjointed teams and absence of coherent leadership resulted in cost overruns and delays. These results are consistent with the general research, as they indicate the fact that strong organizational culture is a key to the project success, and cultural misalignment may cause project failure.

#### **4.5. Comparative Analysis**

The comparison of the construction companies with different organizational cultures shows that there are some visible differences in the success rates of the projects. Companies that have a harmonious, open and proactive culture have an acceptable time on schedule, budget and quality of the projects. Conversely, siloed and hierarchical cultures tend to be ineffective in coordinating firms and hence delays and higher costs. The effectiveness of projects is also associated with the quality of integrating organizational culture with project objectives and a company vision as a whole. This comparative evaluation shows that positive and integrated culture is essential in enhancing project performance and efficiency with regard to construction projects.

#### **4.6. Model Comparison**

Different organizational culture models, like the cultural dimensions model of Hofstede and the model of Schein have provided alternative views on how culture influences the construction projects. The framework created by Hofstede highlights such cultural aspects as power distance and individualism that affect leadership and collaboration. The Model of Schein which is centered in the deeper aspects of culture (artifacts, values and assumptions) gives an understanding of how organizational beliefs and norms influence the way decisions are made and behavior in construction firms. The comparison of these models shows that these two frameworks emphasize the significance of matching cultural values with the project objectives in order to achieve become really successful. Nevertheless, the Model presented by Schein provides a better insight into the influence of the underlying cultural assumptions on the dynamics of the project, whereas the model offered by Hofstede can serve as a helpful tool of comparing cultures in multinational projects.

#### **4.7. Impact & Observation**

The real implication of the organizational culture on the success of construction projects is massive. Strong and positive cultures in projects have high chances of high performance, which is evident in delivery on time, cost management, and high quality. The research indicates that cultural factors are vital in project delivery e.g. leadership, communication, and collaboration. These aspects make teams effective, efficient, and adaptable to the problems. The general finding of this study is that it is not only a background element but an impetus to project success. Companies that invest in the development of supporting and aligned cultures achieve considerable project success, which justifies the importance of aligning the culture of projects with the objectives of the project.

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### **5. Discussion**

#### **5.1. Interpretation of Results**

The study results show that the organizational culture and project success have a definite association in the construction firms. Leadership, good communication and work culture as a team were always linked to good results in project such as during time, cost management and quality maintenance. These results are consistent with the available theoretical

models, including the one proposed by Schein, Model of organizational culture, that lays an emphasis on shared values and assumptions as the determinants of behavior and decision-making. The results also confirm the efforts of the other researchers who have emphasized the significance of culture in undertaking complex construction projects. The success of the Burj Khalifa project that had a good organizational culture is a contradiction to the difficulties which the Crossrail project experienced due to cultural differences which resulted in project timeline delay and cost increases. This supports the notion that organizational culture that is aligned in a cohesive manner is fundamental in ensuring successful project outcomes at the construction industry.

## 5.2. Result & Discussion

The findings in the study confirm the current theories especially the relationship between the organisational culture and project success. The results are consistent with the Hofstede dimensions of culture according to which leadership and communication patterns, predetermined by the cultural values, are important in the implementation of the project. The successful performance of the Burj Khalifa project and the failure of the Crossrail project both show that culture has a direct impact on performance. The findings indicate that the idea of success in any project is not based on technical expertise but on the need to create a culture that promotes teamwork and flexibility. In the case of the construction companies, these results highlight the importance of paying more attention to the alignment between the cultures and the project objectives in order to enhance performance and succeed more. The bigger picture is that the organizational culture of a firm can be regarded as an asset of the strategy that is likely to impact the final results of a project.

## 5.3. Practical Implications

In order to advance the organizational culture and increase the success rate of projects, construction companies will need to work on the development of strong leadership, free communication, and team work. Leaders need to provide clear expectations, role model, and provide an environment where employees will feel empowered to share ideas and solutions. Communication and problem-solving abilities can also be improved with the help of the frequent team-building exercises and facilitation of cross-department interaction. The firms also need to concentrate on harmonizing their cultural values with the industry best practices, such that culture facilitates innovation, sustainability, and quality. This can be achieved through the focus of cultural alignment on project objectives to enable firms to enhance operational efficiency, minimize delays and improve project outcomes. The construction companies which invest in positive organizational culture stand a higher chance of realizing high performance and competitive advantage.

## 5.4. Challenges and Limitations

There were a number of difficulties and limitations faced in the course of the research. The sample size of the construction firms was relatively small and this can be cited as one of the weaknesses that inhibit the application of the results to the industry at large. Moreover, the research was based on self-reported data between surveys and interviews, and thus it may be biased, depending on the personal perception of the organizational culture. Measuring the intangible elements of culture was also a challenge as it is hard to measure the degree to which cultural aspects influence behavior and performance. Nonetheless, the findings despite these issues still offer useful data on the correlation between organizational culture and project success but further studies involving other larger and more diverse samples should be carried out to confirm the results.

## 5.5. Recommendations

The construction companies ought to cultivate diversity that focuses on communication, teamwork, and openness to succeed in the projects. Values like trust, accountability and flexibility that are critical in eliminating the challenges of a project should be encouraged by leaders. The culture can be aligned with the project objectives by regular training and workshops and leadership development programs. Companies ought also to invest in the strategies that result in the engagement and involvement of workers in decision making activities, creating a sense of ownership and responsibility. To be conducted in future, one can suggest increasing the sample size to cover more number of firms and the effect of particular cultural practices on various forms of construction projects. Also, a study may be conducted on the impacts of digital tools and technology on organizational culture in the construction companies.

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## 6. Conclusion

### 6.1. Summary of Key Points

This paper has brought out the major importance of organizational culture in the success of the construction projects. The major conclusions are that positive organizational culture, which has effective leadership, effective communication and teamwork has direct effects on the project results, including the ability to adhere to time requirements, manage

costs and meet quality expectations. Projects with a coherent culture such as Burj Khalifa could meet the deadlines and control the budget but the Crossrail that experienced a misalignment in the culture experienced delays and cost overruns. The findings stress the importance of promoting culture within construction companies that can correspond to the objective of the project to achieve the best performance. Organizational culture is not just a background element but also a determinant of the success of the project, which influences its operation in its activities both in the day-to-day context and in the long run.

## 6.2. Future Directions

The effect of some cultural aspects (leadership styles, team dynamics, innovation practices, etc.) on the various construction projects should also be considered in future researches. Moreover, the research of the influence of digital tools and technology on organizational culture in the construction industry can also offer some useful information on how the digital transformation is redefining culture and project implementation. Future studies may be subject to new trends, including increased focus on sustainability and diversity in an organizational culture. These domains are essential towards the awareness of how the culture in the contemporary society influences the success of the project, especially at a time when the industry needs and faces different challenges. The studies of these new trends will enable the construction companies to adjust in accordance with the new situation and enhance the overall performance of the project.

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