

Chapter 5

Conclusion, Discussion and Recommendation

The factors affecting effective organizational culture management: A Case Study Hongfu Company in China. to explore the factors affecting effective organizational culture management, and collect data through questionnaires, and analyze, summarize, and discuss the collected data in order to obtain the conclusion of the study and make further recommendations from the study.

Conclusion

1. Basic information about the respondents

The respondents of this study were the employees of Hongfu, which lasted for almost three months, to collect the data, the study used questionnaires, which were distributed and collected through the Questionnaire Star platform, and finally 172 valid questionnaires were recovered, based on the data from these questionnaires, this study was analyzed for reliability and validity.

Most of the sample were females (65.7%), which means that there are more females than males among the clients of the organization. The most common age group in this is 41-50 years (35.46%). The largest number of the agency's clients have a bachelor's degree (48.26%). The largest number of people in the sample had more than 4 years of work experience (23.84%).

2. Descriptive statistics of customer information of valid samples

The nature of the business ranked the highest at #1. The mean score was 4.76 with a standard deviation of 0.905, which indicates that the respondents generally believe that the nature of the business has a crucial role in effective organizational culture management. The management and its style of handling the employees ranked second with a mean score of 4.67 and a standard deviation of 0.832, which indicates that respondents generally believe that the management and its style of handling the employees plays a vital role for Effective Organizational the clients and the external parties ranked third with a mean score of 4.62 and a standard deviation of 0.952, which indicates that the respondents generally believe that the clients and the external parties play a vital role in Effective Organizational Management. Social culture and values ranked fourth with a mean score of 4.59 and a standard deviation

of 0.891, which indicates that the respondents generally believe that social culture and values play an important role in effective organizational culture management. Performance metrics and rewards play a vital role in effective organizational culture management ranked five with a mean score of 4.55 and a standard deviation of 0.917. Industry competition and market environment ranked sixth with a mean score of 4.42 and a standard deviation of 0.899, which indicates that the respondents believe that industry competition and market environment play an important role in effective organizational culture management. Employee involvement and engagement ranked seventh, with a mean score of 4.28 and a standard deviation of 0.874, which means that the respondents generally believe that employee involvement and engagement play an important role in effective organizational culture management. you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects ranked 8th with a mean score of 4.24 and a standard deviation of 0.889? Do you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects ranked 8th with a mean score of 4.24 and a standard deviation of 0.889, which indicates that the respondents generally think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects. Economics and policy environment ranked 9th with a mean score of 4.13 and a standard deviation of 0.947, indicating that respondents believe that economics and policy environment has a significant impact on effective organizational culture management. Organizational structure and communication style ranked 10th with a mean score of 4.02 and a standard deviation of 0.921, which indicates that the respondents believe that organizational structure and communication style has an important influence on effective organizational culture management. Individual working with the organization ranked 11th with a mean score of 3.99 and a standard deviation of 0.988, which indicates that respondents generally believe that individual working with the organization has an important influence on effective organizational culture management. Leadership and management style ranked 12th with a mean score of 3.87 and a standard deviation of 0.867, which indicates that respondents generally believe that leadership and management style has an important influence on effective organizational culture management. Organizational Culture Management.

Employee involvement and engagement

1. The question "Do you feel that your work is important to the development and success of the organization?" ranked first with a mean score of 4.08 and a standard deviation of 0.825. This means that the majority of the respondents feel

that their work is important to the development and success of the organization. This indicates that employees are aware of the value of their work to the organization and feel contributing in their work.

2. "Do you feel motivated and supported in your work to realize your full potential?" the question has a mean score of 3.89 with a standard deviation of 0.827 which is ranked second. This indicates that the majority of the respondents feel motivated and supported in your work to realize your full potential. This indicates that the organization is doing a relatively good job in motivating employees and providing support.

3. "Do you work in a team that encourages employees to collaborate and share knowledge and experience?" was ranked third with a mean score of 3.76 and a standard deviation of 0.973. This means that the majority of the respondents believe that they work in a team that encourages employees to collaborate and share knowledge and experience. This indicates that employees are supported in their teams and can collaborate with their team members.

Opinion on Performance metrics and rewards

1. The question "Do you believe the organization has clear performance measures and evaluation systems?" ranked first with a mean score of 3.92 and a standard deviation of 0.841. This means that most of the respondents believe that the organization has clear performance measures and evaluation systems and there is a high level of consistency on this.

2. "Do you think the organization rewards and incentivizes performance fairly and equitably?" has a mean score of 3.85 and a standard deviation of 0.923, which is ranked second. This indicates that the majority of the respondents believe that the organization rewards and incentivizes performance fairly and equitably.

3. "Do you believe that rewards and incentives have a positive impact on your motivation and job satisfaction?" the question has a mean score of 3.70 with a standard deviation of 0.856 which is ranked third. This means that the respondents generally believe that rewards and incentives have a positive impact on their motivation and job satisfaction.

Opinion on Organizational structure and communication style

1. "Do you feel the organization provides transparent information and communication channels to promote employee engagement and understanding?" The question's mean score of 4.02 and standard deviation of 0.906 ranked first. This indicates that the majority of the respondents believe that the organization provides transparent information and communication channels to promote employee

engagement and understanding. This indicates that the organization is doing a relatively good job in terms of information transfer and communication.

2. "Do you think that the way of communication is important for the smooth running of the organization's work and for employee participation?" The mean score for this question is 3.88 with a standard deviation of 0.849, which is the second highest ranking. This means that the majority of the respondents believe that communication style is very important for the smooth running of the organization's work and for employee participation. This shows that employees are aware that communication style is vital for organizational and personal success.

3. "Do you feel the current organizational structure supports effective communication and collaboration?" the question has a mean score of 3.73 with a standard deviation of 0.857 and is ranked third. This means that the majority of the respondents feel that the current organizational structure supports effective communication and collaboration. This indicates that employees have a positive view of the effectiveness of the organizational structure in facilitating communication and collaboration.

Opinion on Leadership and management style

1. "Do you think leaders are effective in motivating and supporting employee development and performance?" was ranked first with a mean score of 3.97 and a standard deviation of 0.842. This indicates that the majority of the respondents believe that leaders are effective in motivating and supporting employee development and performance. This indicates that employees hold positive views on the ability of leaders to motivate and support.

2. "Do you think leaders demonstrate good communication and positive decision-making skills?" the question has a mean score of 3.81 with a standard deviation of 0.903 which is ranked second. This means that the majority of the respondents believe that leaders demonstrate good communication and positive decision making skills. This indicates that employees hold a high opinion of the leader's ability in communication and decision making.

3. "Do you think the leader's behavior is consistent with the organization's values and expectations?" The question has a mean score of 3.70 and a standard deviation of 0.965, which is ranked third. This indicates that the majority of the respondents believe that the leader's behavior is consistent with the organization's values and expectations. This indicates that employees have a positive view of leaders' behaviors and believe that leaders are doing a good job in aligning with organizational values and expectations.

Opinion on the management and its style of handling the employees.

1. The question "Are you satisfied with management's guidance and support?" ranked first with a mean score of 3.99 and a standard deviation of 0.940. This indicates that majority of the respondents are satisfied with management's guidance and support. This indicates that employees hold a positive opinion of management in providing guidance and support.

2. "Do you think management's style of treating employees focuses on equality and respect? "The mean score for this question is 3.86 with a standard deviation of 0.823 which is ranked second. This means that the majority of the respondents believe that management's style of treating employees focuses on equality and respect. This indicates that employees hold a positive view of management in terms of how they treat their employees.

3. "Do you feel that management gives employees enough trust and responsibility? "The question has a mean score of 3.81 with a standard deviation of 0.857 and is ranked third. This shows that the majority of the respondents felt that management gives employees enough trust and responsibility. This indicates that the employees hold a high opinion of the management in terms of giving trust and responsibility to the employees.

Opinion on the nature of the business

1. "Do you feel that work of a business nature is given sufficient importance and support by the organization?" This question ranked first with a mean score of 4.01 and a standard deviation of 0.822. This indicates that the majority of the respondents believe that the organization is giving sufficient importance and support to the work of the nature of the business. This indicates that employees hold a positive view of the organization's work on the nature of the business.

2. "Do you feel that your work has a direct or indirect impact on the organization's core business? "The question has a mean score of 3.94 with a standard deviation of 0.898, which is the second highest ranking. This means that the majority of the respondents believe that their work has a direct or indirect impact on the organization's core business. This indicates that employees hold a high opinion of their work in terms of its impact on the core business of the organization.

4. "Do you believe that understanding and mastering the nature of business has an impact on your effectiveness and career development? "The mean score for this question is 3.78. The standard deviation is 0.852, which is ranked third. This indicates that the majority of the respondents believe that knowing and mastering the nature of the business has an impact on their effectiveness and career

development. This indicates that employees have a high opinion of the importance of knowing and understanding the nature of the business.

Opinion on Individual working with the organization

1. The question "Do you find cooperation and collaboration with team members effective and efficient?" ranked first with a mean score of 4.11 and a standard deviation of 0.938. This indicates that majority of the respondents find cooperation and collaboration with team members effective and efficient. This indicates that employees hold positive evaluation of cooperation and collaboration with team members.

2. "Do the people you work with share your organization's values and goals?" The question has a mean score of 4.02 with a standard deviation of 0.902 and is ranked second. This means that majority of the respondents believe that the people they work with share their organization's values and goals. This indicates that employees hold a high opinion of sharing values and goals with the people they work with.

3. "Do the colleagues you work with have a high level of commitment to the development and goals of the organization?" The question has a mean score of 3.92 with a standard deviation of 0.827 and is ranked third. This shows that majority of the respondents believe that the colleagues they work with have a high level of commitment to the development and goals of the organization. This indicates that employees hold a positive assessment of the level of commitment with their coworkers.

Opinion on Industry competition and market environment

1. "Do you think the organization adapts and responds to industry competition and market changes?" was ranked first with a mean score of 4.15 and a standard deviation of 0.856. This indicates that majority of the respondents believe that the organization adapts and responds to industry competition and market changes. This indicates that employees hold a positive opinion of the organization in responding to industry competition and market changes.

2. "Do you feel that the organization has responded positively in the face of industry competition and changing market conditions?" The mean score for this question is 3.97 with a standard deviation of 0.841, ranking second. This means that majority of the respondents believe that the organization responded positively in the face of industry competition and changing market conditions. This indicates that employees hold a high opinion of the organization in responding to industry competition and changing market conditions.

3. "Does the uncertainty and change in the industry challenge the organization's employee engagement and participation?" the question has a mean score of 3.76 with a standard deviation of 0.973, which It ranked third in the ranking. This indicates that majority of the respondents believe that uncertainty and change in the industry challenge the organization's employee engagement and participation. This indicates that employees hold a high opinion of the extent to which uncertainty and change in the industry challenges employee engagement and involvement.

Opinion on Economics and policy environment

1. "Do you think the organization adapts and responds to changes in the economics and policy environment?" was ranked second with a mean score of 4.00 and a standard deviation of 0.822. This indicates that majority of the respondents believe that the organization adapts and responds to changes in the economics and policy environment. This indicates that employees hold a positive opinion of the organization in responding to changes in economics and policy environment.

2. "Do you feel the organization has responded positively to changes in the economics and policy environment?" The question has a mean score of 4.07 with a standard deviation of 0.958 and is ranked first. This means that majority of the respondents believe that the organization has responded positively to changes in the economics and policy environment. This indicates that employees hold a high opinion of the organization in responding to changes in economics and policy environment.

3. "Does the uncertainty of the economics and policy environment challenge the organization's employee engagement and participation?" The mean score for this question is 3.79 with a standard deviation of 0.968, ranking third. This indicates that majority of the respondents believe that uncertainty in economics and policy environment challenges the organization's employee involvement and engagement. This indicates that employees hold a higher opinion on the extent to which economics and policy environment challenges employee involvement and engagement.

Opinion on Social culture and value

1. "Do you think the organization's culture and values have a positive impact on employee involvement and engagement?" with a mean score of 4.14 and a standard deviation of 0.879, this question ranks first place. This indicates that majority of the respondents believe that the organization's culture and values have a positive impact on employee involvement and engagement. This indicates that employees

hold a high opinion of the impact of the organization's culture and values on employee involvement and engagement.

2. "Do you feel that the organization actively adapts and innovates in the face of changes in societal culture and values?" The question has a mean score of 4.09 with a standard deviation of 0.894, which is in the second place in the ranking. This means that majority of the respondents believe that organizations actively adapt and innovate in the face of changes in societal culture and values. This indicates that employees hold a high opinion of the organization in responding to changes in social culture and values.

3. "Do you believe that understanding societal culture and values is important to your performance and the success of the organization?" The mean score for this question is 3.94 with a standard deviation of 0.839, which is ranked third. This indicates that majority of the respondents believe that understanding social culture and values is important to your performance and the success of the organization. This indicates that employees have a high opinion of the importance of understanding social culture and values.

Opinion on The clients and the external parties

1. Do you feel that the organization's attitude towards customers and external parties and the quality of service are consistent with the organization's The mean score for this question is 4.02 with a standard deviation of 0.857 which is ranked first. This indicates that the respondents generally believe that the organization's attitude towards customers and external parties and the quality of service are consistent with the organization's culture, and it can be assumed that the organization is performing well in this regard.

2. Is your work directly or indirectly related to customers and external parties? The mean score for this question is 3.92 with a standard deviation of 0.922, which is ranked second in the ranking, indicating that the respondents generally believe that their work is directly or indirectly related to customers and external parties. This indicates that the respondents generally believe that their work is directly or indirectly related to customers and external parties.

3. Do you feel that the organization pays sufficient attention and attention to the needs and expectations of customers and external parties? The mean score for this question is 3.77 with a standard deviation of 0.922. The mean score for this question was 3.77 with a standard deviation of 0.887, ranking third. This indicates that the respondents generally believe that the organization does not pay sufficient

attention and attention to the needs and expectations of customers and external parties?

Opinion on Do you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects

1. Do you feel that the organization pays sufficient attention and attention to the needs and expectations of customers and external parties? The mean score for this question is 4.09 with a standard deviation of 0.899, ranking first. This indicates that majority of the respondents believe that the organization pays sufficient attention and attention to the needs and expectations of customers and external parties. This indicates that the organization focuses on the needs of customers and external parties in changing and managing the perceived culture.

2. Is your work directly or indirectly related to customers and external parties? The mean score for this question is 3.76 with a standard deviation of 0.844, which is ranked second, indicating that the majority of respondents believe that the organization's attitudes and the quality of its services are not fully aligned with the organization's culture. This may imply that the organization needs further attention and improvement in changing and managing the perceived culture in terms of interaction with customers and external parties and quality of service.

3. Do you feel that the organization encourages employees to build good relationships with customers and external parties? The mean score for this question was 3.82 with a standard deviation of 0.921, which ranks the third, which indicates that majority of the respondents believe that the organization encourages employees to build good relationships with customers and external parties. This shows that the organization has taken some steps in changing and managing the perceived culture to promote good relationships with customers and external parties among the employees.

3. Correlation analysis results

There is a strong positive correlation (0.853*) between employee involvement and engagement and performance metrics and rewards, indicating that there is a correlation between employee involvement and engagement and performance metrics and rewards. There is also a strong positive correlation (0.892*) between organizational structure and communication style and leadership and management style, indicating that there is some correlation between organizational structure and communication style and leadership and management style. Based on the first two points, it can be inferred that leadership and management style has some effect on various aspects such as employee involvement and engagement, performance

metrics and rewards, organizational structure and communication style. Among the other variables, the correlation between the variables is strong, but the specific correlation coefficient values are not very high (most of them are between 0.5 and 0.8), indicating that there is also some correlation between these variables, but it is relatively weak. The data in the last row shows that each of the above mentioned factors has a certain influence on effective organizational culture management (most of the correlation coefficients are above 0.5), and the correlation coefficients are high.

In summary, based on the data in the table, it can be concluded that employee involvement and engagement, performance metrics and rewards, organizational structure and communication style, leadership and management style are all factors for effective organizational culture management all have some influence.

4. Results of regression analysis

Based on the data in the table above, the regression analysis of the variables can be summarized as follows:

The organizational culture has a strong effect on effective organizational culture management with an R^2 value of 0.311, indicating that this variable explains 31.10% of the variation. Employee involvement and engagement also influence effective organizational culture management with an β value of 0.372. Performance metrics and rewards also influence effective organizational culture management with an β value of 0.231. Organizational structure and communication style has a smaller effect on effective organizational culture management, with an β value of 0.183. Leadership and management style also has a small effect on effective organizational culture management with an β value of 0.168. The management and its style of handling the employees has a small effect on effective organizational culture management with an β value of 0.088. The nature of the business has a small effect on effective organizational culture management with an β value of 0.081. Individual working with the organization has some effect on effective organizational culture management with an β value of 0.392. Industry competition and market environment has effect on effective organizational culture management with β value of 0.374. Economics and policy environment has a significant effect on effective organizational culture management with an β value of 0.153. Social culture and values also have a strong influence on effective organizational culture management also has some influence on effective organizational culture management with β value of 0.121. Customers and external stakeholders have less influence on effective organizational culture management and is less influential with an β value of 0.132.

The model of organizational culture management can be displayed as follows in figure 5.1.

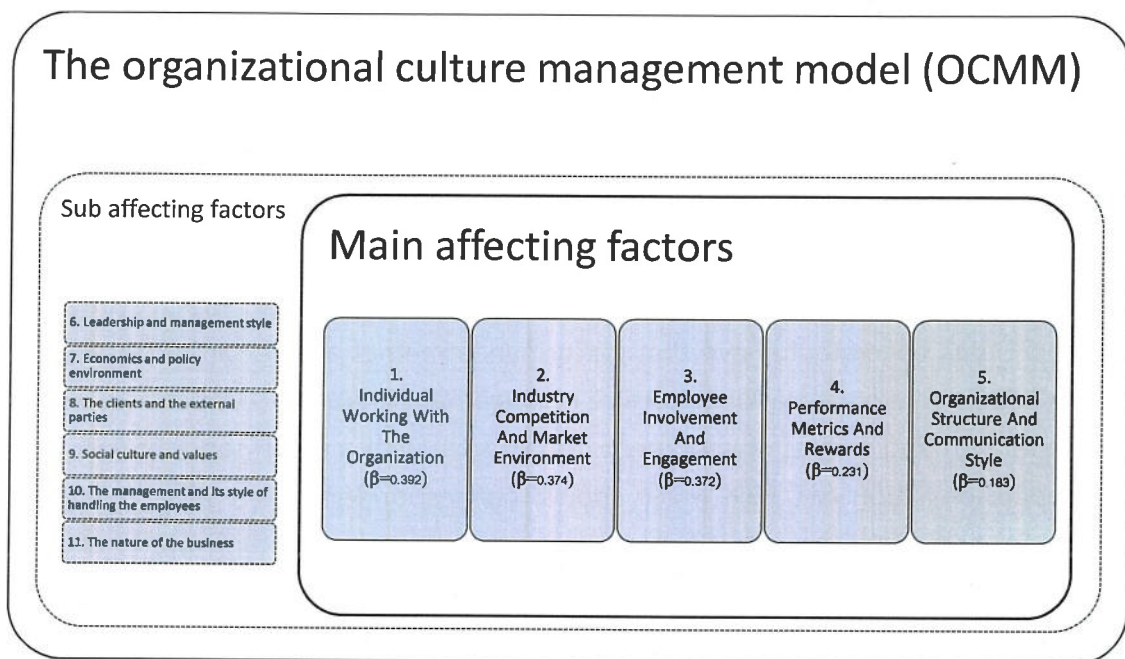


Figure 5.1 The organizational culture management model (OCMM).

In summary, based on the results of regression analysis, it is possible to understand the degree of influence and statistical significance of the respective variables on the dependent variable, which provides a reference for the development of an organizational culture management model for environmentally friendly recycled plastic products.

Discussion

The nature of the business ranked first with a mean score of 4.76 and a standard deviation of 0.905, which shows that respondents generally believe that the nature of the business is critical to effective organizational culture management. Management and the way they handle their employees ranked second with a mean score of 4.67 and a standard deviation of 0.832, which shows that the respondents generally believe that management plays a key role in effective organizational culture management. The clients and the external parties ranked third with a mean score of 4.62 and a standard deviation of 0.952, which shows that the respondents generally

believe that the clients and the external factors play a key role in effective organizational culture management. Social culture and values ranked fourth with a mean score of 4.59 and a standard deviation of 0.952, which shows that the respondents generally believe that the management plays a key role in effective organizational culture management. Social culture and values ranked fourth with a mean score of 4.59 and a standard deviation of 0.891, which shows that respondents generally believe that social culture and values are important for effective organizational culture management. Performance metrics and rewards ranked fifth with a mean score of 4.55 and a standard deviation of 0.917, which shows that respondents generally believe that performance metrics and rewards play a crucial role in effective organizational culture management. Industry competition and market environment ranked sixth with a mean score of 4.42 and a standard deviation of 0.899, which shows that respondents generally believe that industry competition and market environment play an important role in effective organizational culture management. Effective organizational culture management ranked seventh with a mean score of 4.31 and a standard deviation of 0.915, which shows that the respondents generally believe that effective organizational culture management is important to Effective Organizational Culture. Employee involvement and engagement ranked eighth with a mean score of 4.28 and a standard deviation of 0.874, which shows that respondents generally believe that effective organizational culture management has a significant impact on effective organizational culture management. Employee involvement and engagement plays an important role in effective organizational culture management. Respondents generally believe that the above factors have an impact on effective organizational culture management and ranked ninth with a mean score of 4.24 and standard deviation of 0.889. Economics and policy environment ranked tenth with a mean score of 4.13 and standard deviation of 0.947, which shows that respondents generally believe that employee involvement and engagement plays an important role in effective organizational culture management. Economics and policy environment ranked tenth with a mean score of 4.13 and a standard deviation of 0.947, which shows that the respondents believe that economics and policy environment has a significant impact on effective organizational culture management. Organizational structure and communication style ranked eleventh, with a mean score of 4.02 and a standard deviation of 0.921, which shows that respondents believe that organizational structure and communication style have an important influence on effective organizational culture management. Individual working with the organization ranked

twelfth, with a mean score of 3.99 and a standard deviation of 0.988, which shows that respondents generally believe that individual working with the organization has a significant impact on effective organizational culture management. effective organizational culture management ranked thirteenth with a mean score of 3.87 and a standard deviation of 0.867, which shows that the respondents generally believe that leadership and management style has a significant impact on effective organizational culture management. management style has an influence on effective organizational culture management.

The mentioned findings indicate that respondents in the study believe that various factors have an impact on effective organizational culture management. These factors include the nature of the business, management and employee handling, clients and external parties, social culture and values, performance metrics and rewards, industry competition and market environment, effective organizational culture management, employee involvement and engagement, the impact of the above factors on effective organizational culture management, economics and policy environment, organizational structure and communication style, individual working with the organization, and leadership and management style.

To further discuss the consistency of the study with existing research, it would be helpful to know the specific research or theories that have been examined or explored in relation to organizational culture management. This would allow for a more comprehensive analysis and comparison of the study's findings with the existing body of knowledge.

Without specific information about the research or theories being referenced, it is difficult to provide a specific analysis of the consistency. However, based on the information provided, it can be said that the findings align with the general understanding that organizational culture is influenced by various internal and external factors, including the nature of the business, management practices, client relationships, social values, performance measures, industry competition, and market environment.

Additionally, the significance placed on effective organizational culture management suggests that the study acknowledges the importance of creating and maintaining a positive organizational culture for overall organizational success.

In conclusion, a more detailed discussion of the study's consistency with existing research would require a deeper understanding of the specific research or theories being referred to. However, based on the information provided, the findings

seem to align with general concepts and understanding of organizational culture management.

Knowledge from Research

From the research, we gain knowledge about the factors that respondents believe have an impact on effective organizational culture management. The study highlights the importance of the nature of the business, management practices, client relationships, social culture and values, performance metrics and rewards, industry competition and market environment, employee involvement and engagement, economics and policy environment, organizational structure and communication style, individual working with the organization, and leadership and management style.

These findings contribute to our understanding of the various elements that influence organizational culture and shed light on the perceptions of respondents regarding the significance of each factor. This information can be valuable for organizations in assessing and improving their own organizational culture management strategies.

Additionally, the study emphasizes the importance of effective organizational culture management itself, indicating that respondents recognize its impact on overall organizational success. This highlights the need for organizations to proactively manage their culture to create a positive and conducive work environment.

Furthermore, the study discovered that the nature of the business is considered a crucial factor in effective organizational culture management. The specific industry or sector in which an organization operates can greatly influence its culture and the management strategies needed to foster a positive culture.

Management practices were also highlighted as an important factor. The way in which leaders and managers interact with employees, make decisions, and set goals can have a significant impact on the organizational culture. Effective management practices that prioritize open communication, collaboration, and employee development were seen as key to cultivating a strong and healthy culture.

The study also found that client relationships play a role in organizational culture management. Organizations that prioritize strong and positive relationships with their clients tend to have a culture that values customer satisfaction, responsiveness, and a client-centric approach.

Social culture and values were identified as another critical factor. An organization's values, beliefs, and social norms greatly impact its culture. Organizations

that foster an inclusive and diverse culture, promote ethical behavior, and encourage a positive work-life balance were seen as more effective in managing their culture.

Performance metrics and rewards were recognized as influential in shaping organizational culture. Organizations that establish clear goals, provide regular feedback, and offer meaningful rewards and recognition tend to have a culture that values high performance and achievement.

Industry competition and the market environment were also cited as factors that impact culture management. Organizations operating in highly competitive industries may need to foster a culture that values innovation, adaptability, and a strong competitive spirit.

Employee involvement and engagement were seen as crucial in managing organizational culture effectively. Organizations that actively involve employees in decision-making processes, encourage their input and ideas, and provide opportunities for growth and development tend to have a more engaged and motivated workforce.

The study also acknowledged the influence of the economic and policy environment on organizational culture management. External economic conditions, government policies, and industry regulations can shape an organization's culture and the strategies needed to manage it effectively.

Organizational structure and communication style were identified as important factors in culture management. Organizations with flat and decentralized structures, where communication flows freely, tend to have a more collaborative and transparent culture.

Individuals working within the organization were seen as key contributors to culture management. Each employee's attitudes, behaviors, and values can impact the overall culture of the organization. Therefore, organizations should pay attention to recruitment, employee onboarding, and ongoing development to ensure they have individuals who align with the desired culture.

Lastly, leadership and management style were recognized as crucial in culture management. Effective leaders who lead by example, inspire and motivate their teams, and exhibit strong communication and decision-making skills are more likely to create a positive and engaging culture within the organization.

In conclusion, this research provides valuable insights into the factors that influence effective organizational culture management and the perceptions of respondents regarding their significance. By understanding these factors, organizations can develop strategies to improve their culture and foster a positive and productive

work environment. Strong organizational culture can have a significant impact on employee satisfaction, engagement, and overall organizational success.

Recommendations

Based on the results of the above research, the following organizational culture management models can be developed:

1. The nature of the business: Recognizing that the nature of the business plays a crucial role in effective organizational culture management, organizations should develop appropriate management strategies and culture building measures based on the nature of the business. The nature of the business: Recognize that the nature of the business is crucial to effective organizational culture management.

2. Leadership and management style: Leadership and management style also have an important impact on effective organizational culture management, and the organization should focus on cultivating effective management and establishing good employee management relationship. Leadership and management style: Leadership and management style are also important for effective organizational culture management.

3. The clients and the external parties: The clients and the external parties also play an important role in effective organizational culture management, and the organization should pay attention to the needs of clients and establish good relationships with external partners. The clients and the external parties: The clients and the external parties are also important to effective organizational culture management.

4. Social culture and values: Social culture and values are also crucial to effective organizational culture management. Organizations should focus on shaping good social culture and values and integrating them into the organizational culture.

5. Performance metrics and rewards: Performance metrics and rewards also play an important role in effective organizational culture management. Organizations should establish reasonable performance evaluation and reward mechanisms to motivate employees to participate and engage. The organization should establish a reasonable performance evaluation and reward mechanism to motivate the employees to participate actively and commit themselves.

6. Industry competition and market environment: Industry competition and market environment are also important to effective organizational culture

management. Organizations should keep abreast of industry dynamics and respond flexibly to market changes.

7. Effective Organizational Culture Management: Effective organizational culture management has an important impact on effective organizational culture management. Effective Organizational Culture Management: Effective Organizational Culture Management is important for effective organizational culture management, organizations should establish a systematic culture management mechanism, continuous improvement, and optimization of organizational culture.

8. Employee involvement and engagement: Employee involvement and engagement is also important for effective organizational culture management; the organization should encourage employees to participate in decision-making and problem solving and stimulate employees' active participation. Organizations should encourage employees to participate in decision-making and problem solving to stimulate their motivation and creativity.

9. Economics and policy environment: Economics and policy environment also has an important impact on effective organizational culture management, the organization should pay close attention to changes in economics and policy environment and make timely adjustments. Organizations should pay close attention to the changes of economics and policy environment and adjust the management policy and strategy in time.

10. Organizational structure and communication style: Organizational structure and communication style also have important influence on effective organizational culture management. Organizational structure and communication style: Organizational structure and communication style are also important for effective organizational culture management. Organizations should establish flexible organizational structure and effective communication mechanisms to promote the flow and sharing of information.

11. Individual working with the organization: Recognizing that individual working with the organization has an important impact on effective organizational culture management, the organization should focus on the development and growth of individual employees. Individual working with the organization: Recognize that individual working with the organization has an important impact on effective organizational culture management, and that the organization should focus on the development and growth of individual employees and establish good cooperative relationships.

12. Leadership and management style: Leadership and management style has an influence on effective organizational culture management. Organizations should cultivate talents with good leadership and management skills and establish a positive leadership style. Organizations should develop people with good leadership and management skills and establish a positive leadership style.

By taking the above factors into consideration and continuously optimizing and adjusting them in practice, organizations can establish an organizational culture management model that adapts to change and effectively manages cognitive culture.

Recommendations for the Following Research

Based on the above findings, the following further research directions can be proposed:

1. In-depth study on the impact of the nature of the business on cognitive culture change and management: the specific impact of different the nature of the business on effective organizational culture management can be further explored, such as different industries, different sizes of organizations, etc. organizations of different industries and sizes, etc.

2. Explore the specific impact of management and the way of dealing with employees: the role and behavior of management can be further studied on the specific impact of effective organizational culture management on employees, as well as the impact of different management styles on employees.

3. In-depth study of the impact of customers and external factors: the specific impact of customer needs and the external environment on effective organizational culture management can be further investigated, as well as how to establish good customer relationships and external partnerships.

4. Delve into the role of social culture and values: the specific role of social culture and values on effective organizational culture management can be further explored, as well as how to shape and convey the organization's core values.

5. Explore the impact of performance metrics and rewards on cognitive culture: the specific impact of performance metrics and rewards on effective organizational culture management for employees can be further explored, and how to establish incentives to promote positive culture. How to establish incentives to promote a positive cognitive culture.

6. Explore the impact of industry competition and market environment: We can further study the specific impact of industry competition and market environment

on effective organizational culture management, and how to establish incentive mechanism to promote positive cognitive culture. The impact of industry competition and market environment on an organization's Effective Organizational Culture can be further investigated, as well as how to cope with competition and change.

7. In-depth study of effective organizational culture management: can further study effective organizational culture management for effective organizational culture management specific strategies and methods. Management's specific strategies and methods, and how to evaluate and improve the effectiveness of Organizational Culture Management.

8. In-depth investigation of the impact of employee involvement and engagement: We can further study the specific impact mechanism of employee involvement and engagement on effective organizational culture management, and how to improve the effectiveness of employee involvement and engagement. The study can further examine the specific mechanism of employee involvement and engagement on effective organizational culture management, and how to improve the effect of employee involvement and engagement.

9. Research on the specific impact of economics and policy environment: The specific impact of economics and policy environment on effective organizational culture management can be further researched, and how it can be improved. The specific impact of the economics and policy environment on effective organizational culture management and how to cope with the changing economics and policy environment can be further investigated.

10. Explore the specific role of organizational structure and communication style: The specific impact of organizational structure and communication style on effective organizational culture management can be further studied. Explore the specific role of Organizational structure and communication style: We can further study the specific influence mechanism of organizational structure and communication style on effective organizational culture management, and how to optimize organizational structure and communication style.

11. In-depth study of the impact of individual working with the organization: The specific impact mechanism of individual working with the organization on effective organizational culture management can be further studied. The specific mechanisms of individual working with the organization on effective organizational culture management can be further investigated, and how to promote good individual working with the organization relationships.

12. Explore the specific role of leadership and management style: The specific impact of leadership and management style on effective organizational culture management can be further studied, as well as how to cultivate and develop good leadership and management style. Leadership and management style can be further investigated and how to cultivate and develop talents with good leadership and management style.

Through further research and exploration, we can deeply understand the specific influence mechanism of the above factors on effective organizational culture management and provide more specific and effective management strategies and tools for the organization.