

## DECIPHERING AND ANALYZING CORPORATE CULTURE: A STUDY OF THREE LARGE PRIVATE CORPORATIONS

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Studies on Corporate Culture should be based on a thorough understanding of individual corporations. The three authors of this paper tried to understand the cultural characteristics of individual corporations and to decipher their cultural significance using different methods by in-situ corporate field work. The research methods adopted and their results are reported in this paper. Study I adopted the person-organization fit approach to study a textile plant's organizational characteristics, individual characteristics and their degree of fitness. Study II was based on Schein's (1992) organizational culture model and procedure of deciphering organizational culture and was focused on a construction firm. Study III used a clinical methodology in which the researcher was invited to model the corporate culture of a electrical fixtures company. These three studies have as their common goal to thoroughly understand or experience individual organizational cultures by the authors' personal involvement and by adopting or revising procedures suggested by foreign scholars. Lastly, the cultural characteristics of local corporations and the research methods applicable were discussed based on observations made in the three studies. Possible pathways on modeling and developing corporate culture were likewise proposed.

**Keywords:** Corporate culture, Organizational culture, Person-organization fit, Clinical methodology.