



Critical Success Factors of Information Technology Project Implementation: In the Case of Selected Ethiopian Commercial Banks

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Approval Sheet

CRITICAL SUCCESS FACTORS OF INFORMATION TECHNOLOGY PROJECT IMPLEMENTATION: IN THE CASE OF SELECTED ETHIOPIAN COMMERCIAL BANKS

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Statement of Certification

This is to certify that **Frehiwot Mengistu Haile** has carried out her project work on the topic entitled “Critical Success Factors of Information Technology Project Implementation: In the Case of selected Commercial Banks in Ethiopia” is her original work and is suitable for submission for the award of Masters of Arts Degree in Project Management.

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July, 2023

Declaration

I, the undersigned, hereby declare that the work contained in this project work entitled “CRITICAL SUCCESS FACTORS OF INFORMATION TECHNOLOGY PROJECT IMPLEMENTATION: IN THE CASE OF SELECTED COMMERCIAL BANKS IN ETHIOPIA” is my own original work and that I have acknowledged all additional sources I have used and/or quoted directly.

Declared by:

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List of Acronyms

CSFs	Critical Success Factors
ERP	Enterprise Resource Planning System
ICT	Information Communication Technology
IS	Information Systems
IT	Information Technology
IS/IT	Information System/Information Technology
PCA	Principal Component Analysis
SPSS	Statistical Software Package for Social Science
PM	Project management

Abstract

Information technology and information systems are already regarded as crucial elements for an organization to successfully conduct its operations in the competitive business environment of today. Additionally, considering that IT system initiatives are among the most expensive investment choices and one of the few significant strategic dimensions for large service providers, having them executed is already a difficult process. This project's main goal is to identify the CSFs for IS/IT system initiatives in terms of their practical significance for commercial banks. Regarding the approach used for this project's work, quantitative data was gathered from prior IS/IT system project implementers through questioner, an explanatory survey research design and the statistical estimate technique was used throughout the study. Using Microsoft Excel and SPSS Version 23.00, the acquired data were examined. The research's key finding suggested that among the chosen Critical Success Factors; Top Management Support, project management practice, Organization culture, Monitoring and Evaluation practices and Resistance to change are well addressed. To summarize, organizations seeking to implement cutting-edge IS/IT system technologies in general, and banks in particular, must concentrate on this critical success factors, In order to achieve the main goals of a successful execution of an IS/IT project, it is advised that those CSFs that have been identified as being crucial above all other important variables so need to be given more attention.

Key Words: Critical Success Factors, Information Technology

CHAPTER ONE

1. INTRODUCTION

Chapter One of this research paper titled "Critical Success Factors of IT Project Implementation" provided an introduction to the topic and laid the foundation for the subsequent chapters. Information Technology (IT) projects were becoming increasingly important for organizations to maintain their competitive edge in a rapidly evolving digital landscape (Tallon, Ramirez, & Short, 2013). However, IT project implementation was often complex and challenging, with a high failure rate. Therefore, understanding the critical success factors (CSFs) that contributed to the successful implementation of IT projects was crucial for organizations to ensure project success. In this chapter, the researcher discussed the background of the study, statement of the problem, the significance of CSFs, and the research objectives, questions, scope of the study and organization of the study.

1.1 Background of the study

Projects are a prevalent part of today's organizations, as many businesses and companies rely on project management methodologies to achieve their goals and objectives. The concept of project management has evolved over time, and it is now recognized as an essential discipline for the successful completion of complex projects. The prevalence of projects in today's organization is significant and continues to grow as organizations look for ways to innovate, adapt to changing markets, and deliver value to their stakeholders,(Kerzner, 2017).

Project management allows organizations to plan, execute, and control projects from start to finish, ensuring that they meet their objectives within the constraints of time, budget, and resources. Project teams can collaborate more effectively, communicate better with stakeholders, and make better decisions based on data-driven insights. Many industries, such as Banks, construction, software development, and healthcare, have embraced project management as a way to improve their operations and deliver better outcomes for their customers. As a result, project management has become an increasingly important skill for professionals across all aspects of business.

Nowadays, business environments are dynamic, unpredictable and unreliable calling for project managers to be equipped with dependable knowledge and advanced practice as well as experiences on how to achieve project success (Neverauskas, Bakinaike & Meiliene, 2013:1). Montequin, Fernandez and Balsera (2016) argue that, to determine the success or failure of a project has become a more complex issue than before, success is not only perceived differently from one person to another, but also the typology and sector of the project may influence our perception of success. However, it is convenient to explore the success in the context of IT projects, given the particularities of high complexity, uncertainty, and high risk of the more significant number of information technology projects.

In Ethiopia, CSFs in banks may be impacted by the nation's economic, political, and social landscape. Ethiopia is a developing country with a largely agrarian economy, and its banking industry is relatively young and dominated by state-owned banks. According to a study by Fekadu and Alemu (2017), the critical success factors in Ethiopian banks include effective risk management, strong corporate governance, and the adoption of modern banking technologies. Strong corporate governance practices are necessary for ensuring transparency, accountability, and sound management practices. The adoption of modern banking technologies, such as online banking and mobile banking, is critical for improving the efficiency and effectiveness of banking services and meeting the needs of customers. Overall, understanding the nation and institutional background is crucial for identifying the CSFs in banks in Ethiopia and developing effective strategies for their success.

Critical success factors (CSFs) are essential elements that are critical to the success of a project or an organization. In project management, CSFs are those factors that are critical for the successful completion of a project. These factors are critical because if any of them are not present or are not managed effectively, the project is likely to fail (Kerzner, 2017).

Effective project management is also a critical success factor in IT project implementation. This involves the use of project management methodologies, tools, and techniques to plan, execute, and control the IT project. Effective project management ensures that the project is completed on time, within budget, and with the desired level of quality (Kerzner, 2017).

Effective communication and stakeholder management are also critical success factors in IT project implementation. This involves ensuring that all stakeholders are informed about the

project's progress and involved in the decision-making process. Effective communication and stakeholder management ensure that the project meets the needs and expectations of all stakeholders (Turner & Müller, 2005).

Top management support is one of the most critical success factors in project management practice. Without the active support and commitment of top management, a project is likely to face significant challenges in terms of resource allocation, stakeholder engagement, and decision-making. Top management support provides the project team with the necessary resources, authority, and influence to overcome the obstacles and achieve project success (Cleland & Ireland, 2007).

Monitoring and evaluation is another critical success factor in project management practice. Monitoring and evaluation involve tracking the progress of the project, identifying potential issues, and taking corrective actions. Effective monitoring and evaluation help project managers to identify risks and issues early on, which can prevent or mitigate the impact of potential project failures (Kerzner, 2017).

Organizational culture is also a critical success factor in project management practice. The culture of an organization can significantly impact how projects are managed, how communication occurs, and how decisions are made. An organization with a culture that values collaboration, communication, and innovation is more likely to support successful project management practices (Turner & Müller, 2005).

Resistance to change is another critical success factor in project management practice. Resistance to change can occur when individuals or groups within an organization are hesitant to adopt new processes, technology, or practices. Effective project management requires project managers to identify and address resistance to change to ensure that projects are completed successfully (Cleland & Ireland, 2007).

Information technology (IT) projects are vital for organizations aiming to improve their business operations, enhance customer satisfaction, and maintain competitive advantage specially for banks. However, IT projects are different from other projects, they are more complex due to their being subject to potential hazards of all kind (complexity, teams with multiple members, difficulty in control and management, lack of work discipline and clear specifications and

absolutely no precision in establishing costs and time) that prevent them from achieving success (Montequin, Fernandez, Fernandez & Balsera 2016:3). The survey conducted by Ernst & Young in the Czech Republic in 2009 revealed that more than 50% of information systems (IS) projects are not finished on time or on budget. 5% of the projects are stopped before they are even finished.

This document serves as an introduction to the assessment of IT project success factors in Ethiopian commercial bank and Awash bank. It outlines the fundamental concepts and metrics used to evaluate the success of IT projects. Through this assessment, organizations can assess the effectiveness of their IT projects in order to make informed decisions regarding the allocation of resources and implementation strategies. Furthermore, the assessment provides insights into areas of improvement for future IT projects and highlights best practices that can be utilized to increase the likelihood of success of projects. The assessment of IT project success typically involves the examination of various factors such as project objectives, scope, cost, schedule, quality, and stakeholder satisfaction, among others.

Ethiopian Commercial Bank is one of the oldest and largest banks in Ethiopia, established in 1942. As a state-owned bank, it plays a significant role in the economic development of the country, providing services such as deposit mobilization, loan financing, foreign exchange, and international banking. A study by Alemu and Tadesse (2017) examined the performance of Ethiopian Commercial Bank and found that the bank's profitability and efficiency had improved significantly in recent years. The study attributed the improvement to the bank's adoption of modern banking technologies, including online banking and mobile banking, and its focus on customer service and satisfaction. The study also noted that the bank faced challenges such as high levels of non-performing loans and liquidity risk, which required effective risk management strategies. Overall, the study concluded that Ethiopian Commercial Bank had made significant progress in improving its performance and contributing to the economic development of the country.

Awash Bank is one of the largest private banks in Ethiopia, established in 1994. The bank provides a range of services, including deposit mobilization, loan financing, foreign exchange, and international banking. A study by Tadesse and Alemu (2016) examined the financial performance of Awash Bank and found that the bank had achieved significant growth in terms of

assets, deposits, and loans in recent years. The study attributed the growth to the bank's adoption of modern banking technologies, including online banking and mobile banking, and its focus on customer service and satisfaction. The study also noted that the bank faced challenges such as high levels of non-performing loans, which required effective risk management strategies. Overall, the study concluded that Awash Bank had made significant progress in improving its financial performance and contributing to the economic development of the country.

1.2 Statement of the problem

While the implementation of information technology (IT) projects is critical for improving the efficiency and effectiveness of banking services, the success rate of IT projects in the banking industry remains low. This is particularly true in Ethiopia, where the banking industry is relatively young and dominated by state-owned banks. Despite some studies on the critical success factors (CSFs) of IT project implementation in banks, there is still a need to identify the specific CSFs for different types of banks in Ethiopia. Moreover, there is a research gap in understanding the role of organizational culture and leadership in ensuring the successful implementation of IT projects in banks. Therefore, the problem statement is to identify the CSFs for IT project implementation in different types of banks in Ethiopia and explore the role of organizational culture and leadership in ensuring their successful implementation.

Standish Group reports that 31.1% of the projects are classified as failed, which means they were abandoned or canceled, and 52.7% are completed over cost, over time, and/or lacking promised functionality. So, it is therefore vital to find out what makes the difference in project results and what are the critical factors. “Only 31% of software projects are successful, of these successful projects only 46% return high value.” (Standish Group, 2019)

Although the exact date is not known, it was between 1965 and 1970 that an electronic data-processing system, an IBM model 360/20, a punched card system, was installed in Ethiopia. It had a memory capacity of 8-16 KB. Since then the sector started to take part in development of technologies in Ethiopia.

Now a days IT solutions in Ethiopia are playing a vital role in different governmental organizations, Banks, health care institutions, educational institutions, etc. by providing technical support for the customer and business operation and making communication easy.

According to Aziz, et al. (2012), information technology and information systems are already seen as essential instruments for an organization operating in this cutthroat business environment. The academics mentioned above come to the conclusion that getting an IS/IT execution process correctly is crucial for a successful organization.

Despite all, most of IT projects fail in the world as well as in Ethiopia because of different reason. This study is intended to assess the success factors of IT projects on selected banks in Ethiopia.

There is less evidence of study especially on the crucial success aspects of CBS project within the Ethiopian banking business, even if earlier studies have explored the implementation of IT projects in the banking industry.

Additionally, the methodology of the majority of the studies conducted to date is descriptive. However, in this study, empirical methods were also used to analyse the relationship between the variables and the success of the CBS project implementation and their impact on success.

1.3 Research gap

Although there have been studies on the critical success factors (CSFs) of IT project implementation in banks, there is a research gap in understanding how these CSFs vary between different types of banks in Ethiopia. In addition, there is a research gap in understanding the role of organizational culture and leadership in the successful implementation of IT projects in banks in Ethiopia, as these factors can significantly impact the adoption and use of new technologies. Therefore, further research is required to identify the specific CSFs for IT project implementation in different banks in Ethiopia and to explore the role of organizational culture and leadership in ensuring their successful implementation.

1.4 Research questions

The researcher made an effort to investigate the crucial success elements for the rollout of Core Banking software projects at various institutions. Four potential important success factors—top management support, end user involvement, vendor selection, and risk management—were discovered through a review of the literature. Consequently, the study addressed the following research questions.

This research is carried out to seek answers for:

- i. What are the critical factors for the success of IT project implementation in selected Ethiopian commercial banks?
- ii. What is the relationship between critical success factors and IT project success?

1.5 Research Objectives

1.5.1 General Objectives

The objectives of this research is assessing the critical success factors and its influence in IT projects success specifically in selected Ethiopian commercial banks.

1.5.2 Specific Objectives

The specific objective of this research is

- To identify critical success factors in IT projects in selected Ethiopian commercial banks.
- To Prioritize the critical success factors of IT projects in selected Ethiopian commercial banks.
- To look in to the relationship between critical success factors and IT project success.

1.6 Significance of the study

This study suggests a way to oversee IT projects in the IT sector. The study's findings assist the IT sector in understanding the crucial elements that must be taken into account for a project to succeed.

Identifying the problems can help the company to tackle the problems and the result can be used to improve project deliverables of future project execution and hence pave the way for identifying the ways to improve project performance. Another important

significance of the project work is that, the result can be used as an input for other researchers to further study.

In addition this study helps to know the relationship between the success factors and the IT project success. Consequently, the goal of this study is to enhance the number of Ethiopian IT projects that are successful and for the project managers to give more focus on this success factors in order to increase successful IT projects. It will help them to understand the major success factor which reduces stakeholder dissatisfaction, project costs and delays. The study may not just help the banks themselves since the policy makers will be informed by its findings. The scholars and researchers may use the study to provide a framework for strengthening existing project implementation principles and also may use its“ findings as a reference and to enrich project management literature.

1.7 Scope and of the study

The summary of key findings, conclusion, and suggestions are covered in the fifth and last chapter of the study as mentioned earlier in this chapter, the aim of this research is to explore and identify the critical success factors of IT projects in Ethiopian selected banks. Thus, the scope of the research will be limited to assessing the success factors of IT projects in Addis Ababa, Ethiopia. The scope of this research is restricted to the following limitations;

- Geography
- time
- budget

The research location is limited to Addis Ababa, on Ethiopian Commercial Bank(CBE) and Awash Bank due to limited financial resources, time and accessible information regarding other Banks with the given time period.

In summary, it would have been excellent to carry out a study of this kind by investigating the crucial elements that are most important for the Ethiopian IT system project's success; nevertheless, the project work is restricted to Ethiopian Commercial Bank and Awash Bank.

1.8 Limitation of the study

Due to time constraints, it is challenging to take into account every significant body of prior research literature due to the existence of extremely too many critical success factors (CSFs) related to IS/IT system project execution that have been identified or investigated by numerous researchers across the globe. Therefore, the factors selected for this study is project management practice, top management support, organization culture, Resistance to change, Monitoring and evaluation of performance.

The study is merely considered on IT projects that have been conducted at the head office level and survey population will be limited to the head office only which may cause respondents bias.

The Banks selected are above 10 years since they endure. Some Banks were not willing to fill the questioner because of the tight schedule of their own work.

1.9 Organization of the study.

The first part is, the Introduction presents a brief overview of the research and introduces the research question and objectives, as well as, the scope and limitations of the research. In the second chapter the reader is then given both empirical and theoretical context for the research in the literature review. Hence, the "Empirical Background" and the "Theoretical Background" are the two main sections and also conceptual framework is part of this chapter. The reader is provided with the study's chosen research approach in the third chapter, "Research Methods." The complete study process will be explained, including the strategy, approach, time frame, and data collection techniques. This chapter also covers the sampling process as well as concerns about the integrity and standard of the data collected. The analysis and discussion of the conclusions drawn from the use of data gathering techniques are presented in the Results and Discussion chapter which is chapter 4. The summary of key findings, conclusion, and suggestions are covered in the fifth and last chapter of the study

CHAPTER TWO

LITERATURE REVIEW

2. THEORETICAL BACKGROUND

2.1 INTRODUCTION

This chapter provides a summary of the prior research initiatives in the area of information technology that have been completed by various academics. The concept of project success, the contributing variables to IT project success, and difficulties encountered when managing IT projects are all explained in this chapter. Last but not least, this chapter also presents the research's theoretical foundation. To identify papers which sufficiently embodied the interest behind the given research title, it has been tried to search and review various available research articles from an Internet.

2.2. Definition of Project Success

The majority of the projects we hear about in the media or from peoples near us are either over budget, behind schedule, or just not good enough, yet various interest groups insist that those projects were successful. On what constitutes project success, academics and practitioners appear to disagree. It appears to be a difficult idea to grasp.

De Wit (1988) and other authors draw a distinction between project management success (measured against the widely-accepted and traditional measures of performance against cost, schedule, and quality) and project success (measured against the overall objectives of the project). The second distinction, between success criteria (the standards by which a project's or company's success or failure will be judged) and success factors (those inputs into the management system that contribute directly or indirectly to the success of the project or company), is also crucial.

Different interest groups, such as stockholders, managers, customers, employees, and so forth, may evaluate the success of a project. Therefore, project success criteria must take into account a variety of viewpoints (Stuckenbruck, 1986). Baccarini (1999) distinguished between two important factors for project success:

Project management success-- The project process is the main focus of this, with an emphasis on the completion of the quality, cost, and time goals. It also takes into account how the project management process was carried out.

Product success— Relates to the outcomes of the project's finished product.

These two independent factors for project performance are frequently confusedly combined and presented as a single homogeneous group in project management literature. The distinction between product success and project management success should be made because they are not the same in order to effectively define and evaluate project success.

Pinto & Slevin (1988) came to the conclusion that "project success" is significantly more complicated than merely achieving cost, time, and performance requirements after surveying over 650 project managers. The perceived success or failure of projects actually has a lot to do with how satisfied clients are with the final product. Baker, Murphy, and Fisher (1983, 1988) further state the following: “In the long run, what really matters is whether the parties associated with, and affected by, a project are satisfied. Good schedule and cost performance means very little in the face of a poor performing end product.” In the words of Baker et al. (1983): “instead of using time, cost and performance as measures for project success, perceived performance should be the measure.” Using the key success criteria as a focus to address the main challenges and problems could significantly improve project management effectiveness, according to Clarke (1999). Project plans need to be updated frequently in order to guarantee a project's success.

Establishing success criteria and critical success factors (CSFs) are the two components that Müller and Turner (2007) suggest make up project success.

Table 1 Project Success criteria on literatures

Factor	References
Time	Group (2016), Marchewka (2016), Shahid and Ahmad (2015), Andersen (2015)
Budget	Group (2016), PMI (2017), Andersen (2015)

Scope	Group (2016), PMI (2017), Andersen (2015)
Quality Criteria	Davis (2017), Berssaneti & Carvalho. (2015) Andersen (2015)
Value Creation	Davis (2017), Berssaneti & Carvalho. (2015) Andersen (2015)
Stakeholder	Davis (2017), Berssaneti & Carvalho. (2015) Andersen (2015)
Satisfaction	Davis (2017), Berssaneti & Carvalho. (2015) Andersen (2015)
Risk	Berssaneti & Carvalho. (2015)

2.3 IT Project

PMI defines a project as “a temporary endeavor undertaken to create a unique product, service, or result”. The technology used to gather and process information in support of private and public goals is known as information technology (IT). It is commonly manifested as IT systems, which are intricate ensembles of people, data, processes, hardware, and software created to handle problems faced by both individuals and groups, usually within the context of an organizational setting (March and Smith, 1995).

a "Information System" (IS).A functional system whose processes and actions are dedicated to processing information, such as recording and sending, storing, retrieving, modifying, and presenting information. In other words, an IS is a system where humans or machines carry out tasks (processes and activities) using data, technology, and other resources to provide informational goods or services for internal or external clients (Alter, 2008).

Due to their high complexity and increased risk of project failure, IT projects differ from and may even be more challenging than conventional engineering projects. They differ from typical engineering projects in certain ways that also raise their risk of failure. The fact that software is a component of most IT initiatives explains their characteristics. Market pressures call for delivery

in the lowest amount of time, and IT projects are frequently poorly specified. Expertise is hampered by the quick rate of technological advancement in IT. Reliability is decreased by the propensity to create new software code to carry out tried-and-true operations. IT projects are extremely interrelated and include several iterations and ongoing interaction (Repiso, Setchi, and Salmeron, 2007).

Banks often invest heavily in IT projects as it is essential to support their business operations and provide efficient services to customers. Some of the common IT projects that banks undertake include:

1. Core banking system upgrades: This involves replacing outdated core banking systems with newer, more secure ones that can handle higher volumes of transactions. Banks need to ensure that their core system integrates with other critical systems like accounting, payments, and customer relationship management.
2. Digital banking initiatives: Most private banks have invested in digital channels such as mobile banking apps, online banking portals, and chatbots to provide customers with convenient ways to access services and manage their finances.
3. Data analytics and Business Intelligence: By using advanced analytics techniques, banks can gain insights into customer behavior, anticipate trends, and identify new opportunities. This can help them make better decisions, improve customer experience and drive business growth.
4. Cybersecurity: Private banks face constant threats from cybercriminals, phishing attacks, and other malicious activities. IT projects focused on cybersecurity involve implementing measures like firewalls, intrusion prevention systems, encryption, and multi-factor authentication to protect customer data and systems.
5. Robotic process automation (RPA): Many Private banks are investing in RPA to automate repetitive and manual tasks such as account reconciliation, data entry, and compliance checks. This ensures better accuracy, increased efficiency, and allows employees to focus on more value-added tasks.

Overall, it's safe to say that IT projects are crucial for modern private banks to stay competitive and relevant in an increasingly digitized world.

2.3.1 IT Projects in Ethiopia

There are several IT projects in Ethiopian commercial banks, as highlighted by various research studies. For example, a study by Eshetu and Tadesse (2017) examined the adoption of core banking solutions by Ethiopian commercial banks. The authors found that several banks, including the Commercial Bank of Ethiopia and the Development Bank of Ethiopia, had implemented core banking solutions to improve efficiency and reduce costs.

Another study by Ayele and Kifile (2018) analyzed the adoption of digital channels by Ethiopian commercial banks. The authors found that several banks, including the Dashen Bank and the Awash International Bank, had developed mobile banking and online banking solutions to improve customer service and reduce costs associated with traditional banking channels.

In addition, a study by Abayneh and Assefa (2019) examined the implementation of AML and KYC solutions by Ethiopian commercial banks. The authors found that several banks, including the Abyssinia Bank and the United Bank, had implemented AML and KYC solutions to comply with regulatory requirements and reduce the risk of financial crime.

Despite these initiatives, Ethiopian commercial banks still face challenges in implementing IT projects, as noted by various studies. For example, a study by Assefa and Abebe (2019) identified skills gaps in the workforce as a major challenge facing Ethiopian commercial banks in implementing IT projects.

Overall, these studies suggest that IT projects in Ethiopian commercial banks represent an important opportunity for banks to modernize their operations, improve customer service, and increase efficiency. By addressing challenges such as skills gaps and limited infrastructure, Ethiopian commercial banks can leverage technology to better serve their customers and contribute to the growth and development of the Ethiopian economy.

2.4 Courses of IT Project Failure

There are several causes of project failure in the information and communication technology (ICT) context. These causes can include technical factors, such as poor system design or implementation, as well as non-technical factors, such as poor project management or lack of stakeholder engagement.

One study by Krigsman et al. (2012) identified five key factors that contribute to project failure in the ICT context. These factors include:

1. Poor requirements gathering and management
2. Inadequate project planning and management
3. Insufficient technical expertise and leadership
4. Lack of stakeholder involvement and communication
5. Unrealistic expectations and scope creep

Also, there are several causes of project failure in information technology (IT) that are related to project management practice, top management support, monitoring and evaluation, organizational culture, and resistance to change.

One cause of project failure related to project management practice is poor project planning and control. This can include inadequate scope definition, unrealistic schedules, and insufficient budgeting and resource allocation (Lyytinen et al., 2016). Another related factor is poor project management, which can include ineffective leadership, inadequate communication, and inadequate risk management (Krigsman et al., 2012).

Lack of top management support is another cause of project failure in IT. This can include insufficient funding, lack of executive sponsorship, and inadequate support for change management initiatives (Lyytinen et al., 2016). Without strong support from top management, IT projects may struggle to gain the resources and buy-in necessary to succeed.

Inadequate monitoring and evaluation is also a common cause of project failure in IT. This can include insufficient progress tracking, inadequate quality assurance, and lack of metrics to measure success (Krigsman et al., 2012). Without effective monitoring and evaluation, project teams may not be able to identify and address issues before they become major problems.

Organizational culture can also play a role in project failure in IT. For example, resistance to change can lead to opposition to new technologies or processes, which can derail IT projects (Lyytinen et al., 2016). Similarly, a lack of collaboration and communication between different departments or stakeholders can hinder the success of IT projects.

2.5 Critical Success Factors (CSF)

As interest in identifying and understanding the Critical Success Factors (CSFs) that mattered or were used most by each sector to achieve their business mission, objectives, or goals increased (Aziz et al. 2012, p. 1–2)

The largest problem with crucial success elements for IT project management is that the field of IT itself is too vast.

Like other conventional projects, IT projects are temporary endeavors that demand the use of resources, incur expenses, and create deliverables over time. Projects are designed to address issues and overcome obstacles (Macapagal, 2010).

However, IT projects differ from other projects in that they are more complicated as a result of potential hazards of all kinds (complexity, teams with multiple members, difficulty in control and management, lack of work discipline, unclear specifications, and utterly imprecise cost and time estimation) that prevent them from being successful (Montequin, Fernandez, Fernandez, & Balsera 2016:3).

The issue with IT initiatives is that they frequently fail, don't have a solid track record, and don't add value to the organisation (Nazeer, 2014). Information and communication technology for development (ICTD) projects have a significant failure probability, according to studies, which is partly attributable to inadequate project management and design (Macapagal, 2010).

2.5.1 Project Management Practice

Project management practices play a critical role in the successful execution of IT projects in banks. Banks have complex systems that involve various stakeholders, including customers, regulatory bodies, and internal departments. Therefore, effective project management is essential to ensure the timely delivery of IT solutions, manage risks, and meet user requirements.

The project management process involves initiating, planning, executing, monitoring, and controlling the project. This process helps to ensure that the project is completed on time, within budget, and according to specifications. In the case of IT projects in banks, project management helps to ensure that the technology solutions are aligned with the business objectives of the bank, comply with regulatory requirements, and meet the needs of end-users.

Additionally, project management helps to identify and mitigate risks associated with IT projects in banks. The risks may include technological, operational, or regulatory factors that could impact the success of the project. Project managers work with various stakeholders to develop risk management plans that help to minimize or eliminate the risks associated with the project.

Furthermore, project management practices help to keep all stakeholders informed and engaged throughout the project. Effective communication is critical in IT projects in banks because it ensures that everyone understands the objectives, scope, timelines, and progress of the project. Project managers use tools such as project status reports, meetings, and presentations to keep stakeholders up-to-date on the project's progress.

In accordance with the PMBOK 4th Edition, a project is a brief endeavour carried out to provide a distinctive good, service, or outcome. Any IT project needs project management (PM), which can be evaluated using the project management performance assessment (PMPA) model (Mir and Pinnington, 2014). PM leadership, PM employees, PM policy and strategy, PM partnerships and resources, Project life cycle management processes, and PM Key Performance Indicators (KPIs) are essential components of the PMPA paradigm.

2.5.1.1 Project champion

Every project starts out with a lot of high aspirations and expectations. Unfortunately, some initiatives are late, fall short of their goals, go over budget, and so forth. Consequently, a project champion is required because they are the ones who make sure everyone is on board for the project's success.

2.5.1.2 Communication

A excellent communication skill is essential for a project manager to succeed. The most important success component in project management, in the opinion of 55% of project managers, is excellent communication with all stakeholders, according to the 2013 Pulse of the Profession survey from the Project Management Institute (PMI). This study also found that less successful programmers are the result of inefficient communications.

2.5.2 Top Management Support

An IT project cannot be progressing smoothly without senior management's commitment of resources. According to Young and Simon's (2013) study, senior management support is the most crucial element in a project's success. They disregarded the importance of a qualified,

committed, and industrious project member. Once a candidate with basic competency has been hired, it is suggested that the project's success will depend on the quality of top management support. In addition, they advise senior managers to be open and honest when addressing conflicts between the priorities of various users. To finalize the project's overall budget, top management assistance is essential during the project planning phase.

Here are the effects of top management support for IT projects in the banks:

- Budget allocation: Top management support ensures that sufficient funds are allocated for IT projects, which helps in the implementation of new technologies and upgrading existing systems.
- Prioritization: When top management supports IT projects, they prioritize them over other competing projects. This ensures that the IT project is given the time and resources necessary to see it through to completion.
- Resource allocation: Top management support helps ensure that IT projects are adequately resourced with skilled personnel, equipment, and infrastructure.
- Change management: When top management supports IT projects, they recognize the need for change management and provide the necessary support for it. This includes training employees, updating policies and procedures, etc.
- Communication: Top management support ensures that the communication lines between the IT project team and the rest of the organization remain open, transparent, and reliable.
- Risk management: Top management support facilitates effective risk management by ensuring that potential risks associated with IT projects are identified and mitigated early on.

2.5.2.1 Leadership

One of the key success elements for IT project success is the project manager's ability to lead. The implementation phase took longer than anticipated due to a lack of leadership (Athar et al., 2013). The project manager needs to be capable.

2.5.3 Organizational Culture

Organization culture can be a critical success factor in IT projects because it shapes how people collaborate, communicate, and make decisions. When the company culture values transparency,

innovation, and risk-taking, it's easier to experiment with new technologies and overcome obstacles. Conversely, if the culture is rigid and bureaucratic, it can create unnecessary delays and hinder progress.

A positive organization culture can also help to create positive work environment, gives reward and recognition, motivate employees, increase productivity, and encourage teamwork, which is crucial in IT projects that require individuals with different skill sets to work together toward common goals. Furthermore, a culture that emphasizes continuous learning can drive individuals to improve their skills, ensuring that the project remains up to date with the latest IT trends and best practices.

Moreover, organizational culture can influence how well different teams in the bank communicate and collaborate with each other during the implementation of an IT project. A fragmented or siloed culture can lead to a lack of alignment and coordination between different departments, resulting in delays and misunderstandings. On the other hand, a collaborative culture that prioritizes teamwork and cross-functional communication can help to overcome such obstacles and promote success in IT projects.

2.5.4 Monitoring and Evaluation

With monitoring practices, banks can keep track of progress in the implementation of IT projects. Monitoring allows the project team to identify areas where there may be challenges and to quickly address these issues before they escalate. Regular monitoring ensures that the project is on track, and the required deliverables are achieved within the set timeline. It also provides the opportunity for the project team to review the use of resources such as funds, personnel, and equipment.

Evaluation practices, on the other hand, help banks determine whether the goals of the project have been realized and if it is meeting business expectations. An evaluation can provide clear answers to questions such as: Did we achieve what we set out to achieve? Has the project met stakeholder expectations? Are the benefits of the project worth the investment?

IT projects in Banks require constant monitoring and evaluation to ensure that they deliver expected outcomes. In such projects, bank management must develop an evaluation framework

to assess the progress of the project, identify challenges, and measure the effectiveness of the IT project. The Evaluation framework uses predetermined measures to assess the project's impact on various sectors of the organization such as compliance, risk management, customer experience, revenue growth, and profitability.

While evaluation is a recurring process used to determine whether the performance of an activity or a project has achieved its intended goals, monitoring is a continuous process used to track the progress of a project. IT initiatives now face a difficulty due to the IT environment's rapid development and change. The performance of IT initiatives must therefore be monitored and evaluated because new projects may frequently involve unproven technologies.

2.5.5 Resistance to Change

Resistance to change refers to the reluctance of individuals or groups to accept changes that may affect their routines, roles, or ways of doing things. In many cases, IT projects involve introducing new systems, processes, software, or hardware, which can disrupt the existing ways of working and require significant adjustments from bank employees.

Resistance to change can arise due to several reasons, including fear of job loss, lack of trust in technology, inadequate training, or poor communication about the benefits of the IT project. In the context of banks, resistance to change can be particularly challenging because of the complex hierarchical structures, siloed departments, and strict regulatory requirements.

IT projects in banks often aim to streamline operations, improve efficiency, reduce costs, and enhance customer experience. However, if employees are resistant to these changes, they may not fully adopt the new technology or use it effectively, leading to delays, errors, and inefficiencies. Moreover, resistance to change can also cause distrust among other stakeholders, such as customers, partners, and investors, who expect banks to keep pace with technological advancements.

Resistance to change can be a critical factor in the success of IT projects. This is because IT projects often involve implementing new processes, systems, and technologies that may require users and stakeholders to embrace new ways of working or thinking. If there is resistance to

these changes, it can lead to delays, cost overruns, decreased efficiency, and even outright project failure.

2.2 Empirical Literature Review

2.2.1 IT Project Critical Success Factors (CSFs)

There isn't a single instance of author consensus in IT literature regarding the key success elements. 34 authors contributed to the analysis of the essential elements for project success. There is no agreement among authors regarding the definition and application of the factor word. Some authors referred to coincidences in the specifics of their lists as characteristics, other cues, factors, or items.

From these authors' research, 263 variables were gathered. The top management's backing was mentioned five times, followed by change management, internal communication, and user involvement. However, due to the sheer number of variables, a mechanism must be developed that enables us to combine and better understand these numerous variables.

Table 2: Review of critical success factors for IT projects

	Change Management and culture program	Top management support	business plan and vision	project management	project champion	communication	Monitoring and evaluation of performance
Fiona, Kathryn, and Janet (2009)	√	√	√	√	√	√	√
Finney and Corbett (2007)	√	√	√	√	√	√	
Ngai, Law, and Wat (2008)	√	√	√	√	√	√	√
King and Burgess (2005)		√		√	√		
Noé and Luis E. (2007)	√	√	√	√	√	√	
Soja (2006)		√					√
Hong (2007)		√		√		√	
Olson and Zhao (2007)		√	√	√	√	√	
Francoise, Bourgault and Pellerin (2009)	√	√	√	√	√	√	√
Jafari, Osman, Yusuff, and Tang (2006)		√		√		√	
Jing and Qiu (2007)		√		√		√	
Jiang (2005)		√		√			
Al-Fawaz, Al-Sahi and Eldabi (2008)		√	√	√	√		
Ngai, Cheng and Ho (2007)		√				√	
Number of citations	5	14	7	12	8	10	4

A study by Dong et al. (2004) cover most of the concerns of Chinese information systems' project managers, for which they reviewed extensive literature. The most commonly cited set of CSFs are:

- (a) Effective communication
- (b) Top management support
- (c) User involvement
- (d) Project manager and team members
- (e) Project definition
- (f) Project planning
- (g) Project control and change management
- (h) Technology support

Murray, J.P. (2001) describes the nine factors for IT project success that he thinks can make or break IT projects:

- (1) appropriate senior management levels of commitment to the project
- (2) adequate project funding
- (3) a well-done set of project requirements and specifications
- (4) careful development of a comprehensive project plan that incorporates sufficient time and flexibility to anticipate and deal with unforeseen difficulties as they arise
- (5) an appropriate commitment of time and attention on the part of those outside the IT department who have requested the project, combined with a willingness to see it through to the end
- (6) candid, accurate reporting of the status of the project and of potential difficulties as they arise
- (7) a critical assessment of the risks inherent in the project, and potential harm associated with those risks, and the ability of the project team to manage those risks
- (8) the development of appropriate contingency plans that can be employed should the project run into problems
- (9) an objective assessment of the ability and willingness of the organization to stay the project course

The two journals' authors named Fiona, Kathryn & Janet (2003) and Francoise, Bourgault and Pellerin (2009) have categorized the factors to the 7 most critical factors; top management support, project champion, Business plan and vision, project management, and change management program and culture, Communication and Monitoring and evaluation of performance.

2.5.1 Project Management Practice

In their study, Mir and Pinnington (2014) established a statistically significant positive correlation between project success and PM performance. A significant portion of the success of the project is contributed by PM leadership and employees. Project management was named as one of the crucial success criteria for the implementation of an ERP system by Woo (2007). Therefore, an IT project should be managed by an effective project manager who has plans and schedules.

2.5.1.1 Project Champion

Project champions can greatly help with controlling IT development processes and keeping an eye on the quality of IT operations, according to Bowen et al. (2007). In addition, Françoise et al. (2009) noted that the project champion is crucial to the success of the project since he or she can enable and boost team motivation. Additionally, a project champion fosters enthusiasm and agreement on shared objectives. According to Tan et al. (2009), the project needs a senior management to be its champion. The stress of the job may lower employee morale; therefore, a project champion is required to inspire the team members throughout the project.

2.5.1.2 Communication

According to Hyväri (2006), effective project team communication is a crucial component of success in larger businesses. One of the most crucial success components in the information system project is communication (Hyväri, 2006). Instead of carrying out many tasks, a project manager must organize and coordinate them. Stakeholders and other staff members who do not work for the project manager must, nonetheless, work together. These elements suggest that effective communication is one of the key project success criteria (Kappelman et al., 2006). Organizations that communicate more effectively complete their initiatives more successfully.

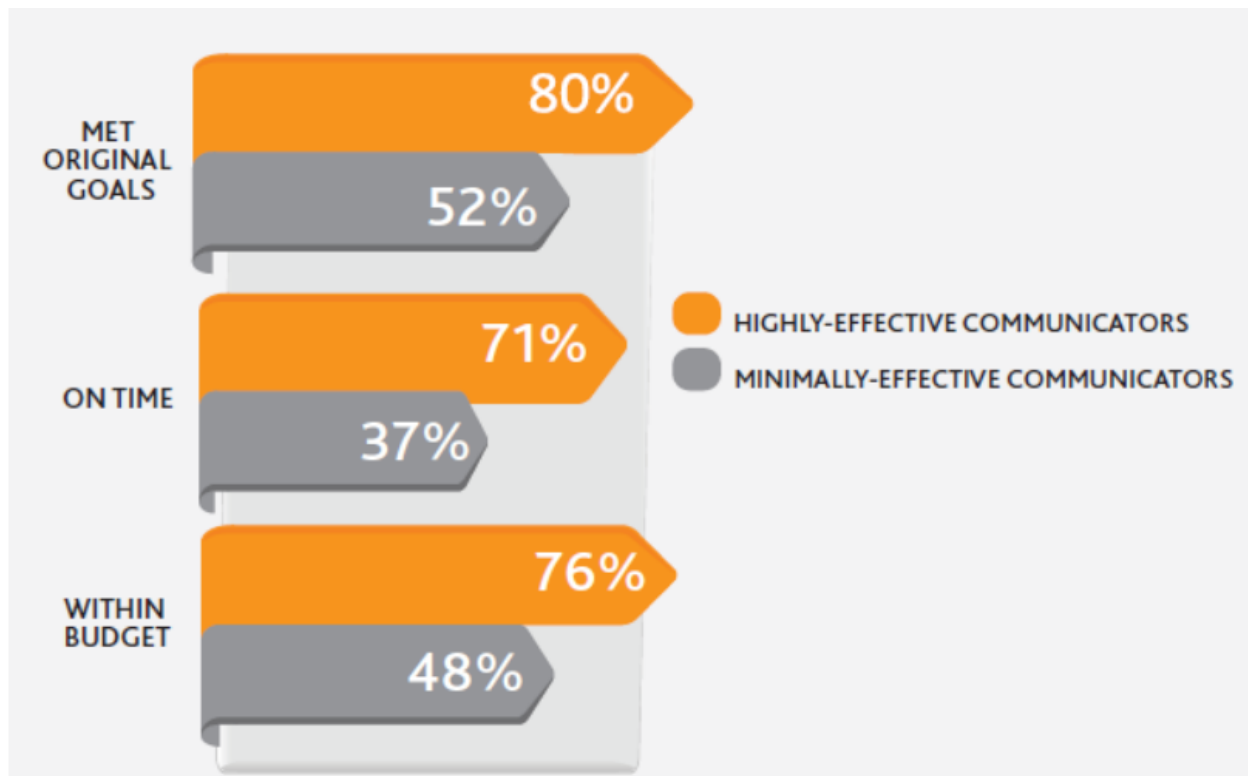


Figure 1: Organizations that communicate more effectively

Source: Project Management Institute, PMI (2013)

2.5.2 Top Management Support

In their 2004 article, Belout and Gauvreau discussed the roles of senior management in the creation of the project team, discussions with internal and external stakeholders, and the selection of work methods. They come to the conclusion that this component is essential for the future operations to succeed. In addition to overseeing project development, top management should also direct the implementation teams (Al-Fawaz et al., 2008). Consequently, top management should encourage full project implementation, which goes beyond initiation and facilitation.

2.5.2.1 Leadership

According to Biehl's research, project slippage results from leadership inadequacies that cause the IS/IT project execution process to take longer than anticipated. According to Fortune and White's research on two information system projects (2006, p. 53–65), charismatic leadership and management are essential for the success of the aforementioned initiatives. Success in the leadership area of the IT project was identified as one of the main CSFs in Australia, according to a study conducted on 36 organisations (Sudhakar, 2012, p. 537–558). According to a study by McLeod and MacDonell (2011, p. 24), effective project management requires that the project leaders have strong technical and management/soft abilities.

2.5.3 Organization Culture

Organizational culture is a kind of guide and motivate all members of the organization to achieve Higher standards, powerful normative forces that attract people's attention and influence their attitudes and behaviors (Zhao & Li, 2021). Organizational culture is a mode of thinking, and each group has its own distinctive characteristics, is A pattern of values and behaviors that are shared by the top managers of a group, or even by all members. And organizational culture is the knowledge and information shared by members in a particular organization and which will be passed on to new members (Spasojević, Tomić, Brkić, Dondur & Josipović, 2019). American scholars point out that organizational culture is a kind of use as a way to guide new members to observe and think about relevant problems, it is a specific and fairly effective basic hypothesis specification, which is generated in the process of solving certain problems in an enterprise.

2.5.4 Monitoring and Evaluation of project Performance

According to Mahaney and Lederer (2010), the goals of monitoring are to confirm subjective judgements and to make sure a project is progressing within reasonable expectations for money, schedule, and quality assessments. According to Ngai et al. (2008), performance evaluation and monitoring are crucial success factors for any IT system. Therefore, for efficient control, implementation progress needs to be assessed periodically. According to Fan, (2010) project controlling and monitoring should be done on all stages of the project. Monitoring and control

should be proactive, i.e. must be used to prevent incidents and provide regular feedback. Research conducted by Sudhakar, (2012, p.537-558) defined this as one of the critical success factors.

2.5.5 Resistance to change

Since innovation processes involve changes in their participants' behavioral and cognitive structures, it is challenging for most individuals to engage in such a change process (Laumer, Maier, Eckhardt, & Weitzel, 2016; Oreg & Goldenberg, 2015; Oreg, Vakola, & Armenakis, 2011). Some of the challenges that may arise due to this factor include:

- Limited acceptance of new technology: When people are resistant to change, they may be hesitant to try out new technology, making it difficult to implement innovative solutions.
- Lack of user involvement: Resistance to change can lead to a lack of engagement from end-users. Without their involvement, it can be difficult to test and refine new IT systems to ensure that they meet end-users' needs.
- Communication breakdowns: Resistance to change can result in communication breakdowns, where key messages are not effectively conveyed. This can result in misunderstandings and delays in project execution.
- Fear of job loss: End-users who are comfortable with existing IT systems may fear that new technology will automate their jobs, leading to job loss. This can cause anxiety and resistance to change.
- Cultural issues: IT projects need cultural alignment for successful implementation; however, resistance to change can lead to cultural misalignment between different stakeholders, which could hinder project success.

In summary, overcoming resistance to change requires strong leadership and communication skills. Proactively involving end-users in the change process and addressing concerns regarding new technology can help address these challenges.

2.2.2 Success Factors vs Project Success

Several studies have investigated the relationship between these factors and project success, and have found that they are important drivers of project success.

A study by Shenhar and Dvir (2007) found that effective project management practices were a key driver of project success. The authors identified several project management practices that were associated with successful projects, including clear project definition, effective planning and control, and adequate resource allocation.

Similarly, a study by Holt and Riggio (2016) found that top management support was a critical factor in the success of a merger between two healthcare organizations. The authors found that strong executive sponsorship and support were essential for overcoming resistance to change and ensuring the success of the merger.

Organizational culture is also an important factor in project success. A study by Thite et al. (2012) found that a positive organizational culture was associated with higher project success rates. The authors found that an organizational culture that emphasized teamwork, communication, and collaboration was more likely to support successful projects.

Finally, monitoring and evaluation are critical factors in ensuring project success. A study by Krigsman et al. (2012) found that effective monitoring and evaluation were essential for identifying and addressing issues before they became major problems. The authors identified several best practices for monitoring and evaluation, including regular progress tracking, quality assurance, and metrics for measuring success.

2.3 Conceptual Framework

A conceptual framework for the critical success factors of IT projects refers to a model or a set of principles used to identify and evaluate the essential elements that must be considered to ensure the success of an IT project. A conceptual model shows the associations and interrelations that have been found in the research material, it shows structure and coherence to the research by simplifying the research task (fisher,2007)

Effective project management is critical to the success of any IT project. It involves planning, monitoring progress, managing risks, and maintaining communication among team members and stakeholders. Engaging with stakeholders, including end-users, IT staff, management, and other key groups, is crucial to ensuring project success. This includes identifying their needs and expectations, involving them throughout the project, and keeping them informed about progress

and outcomes. Successful IT projects require effective change management strategies that address resistance to change, training needs, and ongoing support for end-users. organizations culture embrace those shared values, norms and values that support positive work environment, management leadership, and results orientation, this will translate into a significant level of project success.

A study by Kadir and Hanafi (2014) used a survey of IT professionals to identify the CSFs of IT projects in Malaysia. The authors found that the top five CSFs were project planning and control, user involvement, project team competency, top management support, and communication. These findings were based on empirical data collected from a large sample of IT professionals, and provide valuable insights into the factors that are most likely to contribute to the success of IT projects in Malaysia.

Similarly, a study by Liu et al. (2010) used a survey of IT professionals to identify the CSFs of IT projects in China. The authors found that the top five CSFs were user involvement, project planning and control, top management support, project team competency, and communication. These findings were also based on empirical data collected from a large sample of IT professionals, and provide valuable insights into the factors that are most likely to contribute to the success of IT projects in China.

Top Management Support

Senior management support is the most crucial element in a project's success. (Young and Simon's, 2013).

- ❖ Leadership

Project Management Practices

Any IT project needs (PM), which can be evaluated using the (PMPA) model (Mir and Pinnington, 2014).

- ❖ Project champion
- ❖ Communication

Organizational Culture

Positive organizational culture characterized by trust, communication and collaboration is essential for the success of IT outsourcing project. (International journal of PM, 2005)

Monitoring & Evaluation

performance evaluation and monitoring are crucial success factors for any IT system (Ngai et al. 2008)

Resistance to Change

Resistance to change can be a critical factor in the success of IT projects

The following hypothesis is made depending on the theoretical and empirical review of different literatures:

H1o: There is no positive significant relationship b/n project Management practice and IT project success.

H1a: There is a positive significant relationship b/n project Management practice and IT project success

H2o: There is no positive significant relationship b/n Top Management Support and IT project success.

H2a: There is a positive significant relationship b/n Top Management Support and IT project success

H3o: There is no positive significant relationship b/n Organizational Culture and IT project success.

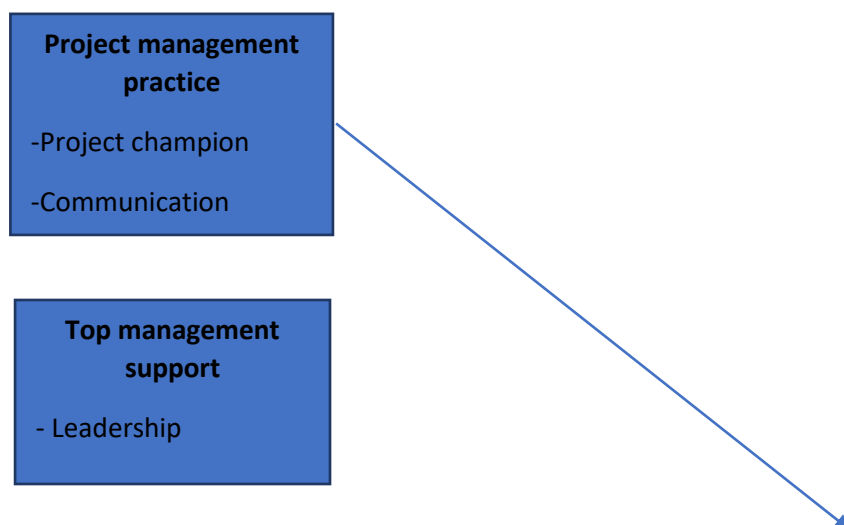
H3a: There is a positive significant relationship b/n Organizational Culture and IT project success

H4o: There is no positive significant relationship b/n project Monitoring & Evaluation and IT project success.

H4a: There is a positive significant relationship b/n project Monitoring & Evaluation and IT project success

H5o: There is no positive significant relationship b/n Resistance to change and IT project success

H5a: There is a positive significant relationship b/n Resistance to change and IT project success



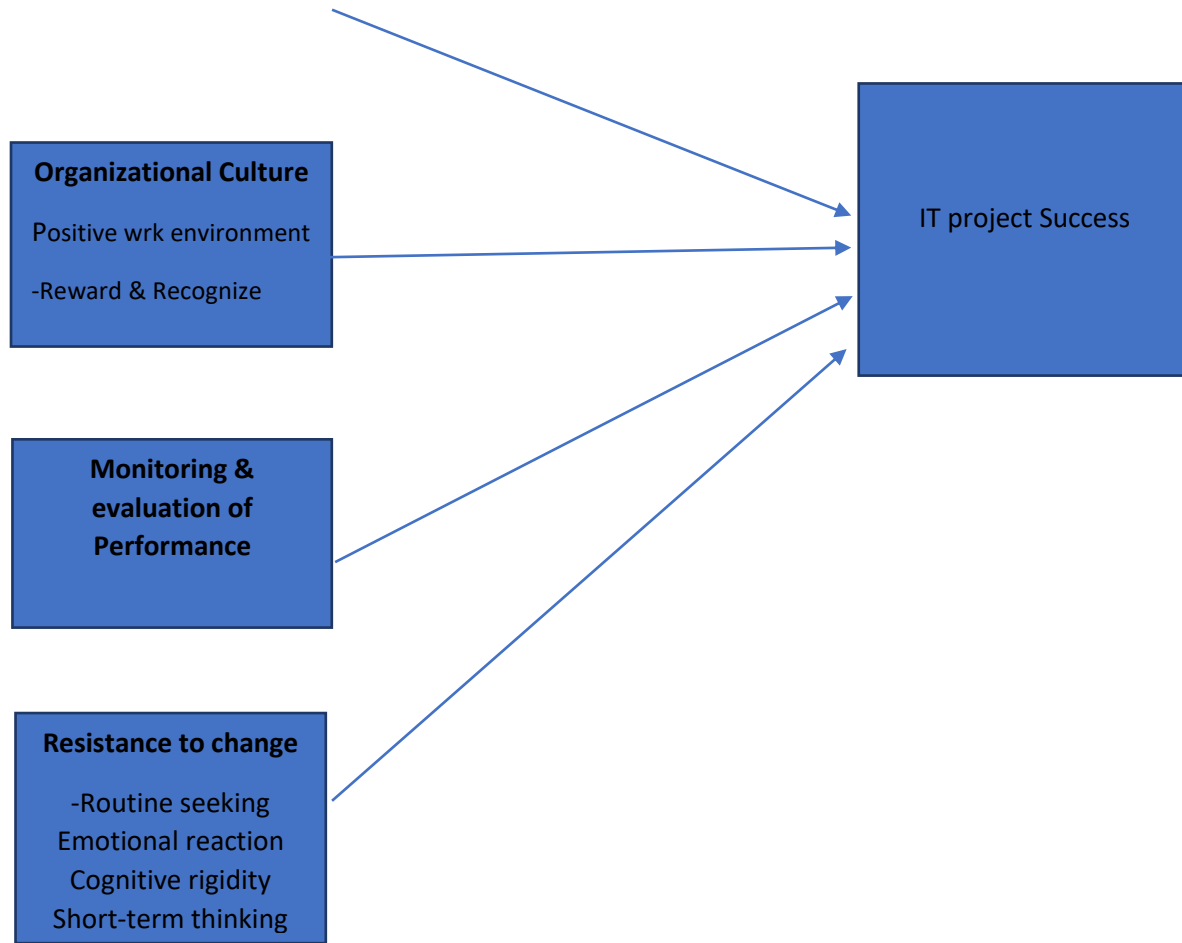


Figure 2: Conceptual framework of the study

CHAPTER THREE

3. Research Methodology

An outline of the selected research methodology is given in this chapter. The chapter covers research design, population and sampling, data collection procedure, and data analysis. Research quality and ethical considerations are also discussed.

3.1 Research approach

The research approach is a strategy or process that includes stages from general hypotheses through intricate data gathering, analysis, and interpretation methods. The research design is the overarching approach that the researcher selects to integrate the various study components in a logical and cogent manner, ensuring that the researcher effectively addresses the research problems. It serves as the guide for the data collection, measurement, and analysis processes.

According to Creswell (2014), there are three types of research approaches: mixed techniques, qualitative research, and quantitative research. Without a doubt, the three methods are not as distinct as they initially look. Studies typically lean either more qualitatively or quantitatively, or vice versa. Mixed methods research, which combines parts of both qualitative and quantitative methodologies, is in the middle of this spectrum. 2014 Creswell. The researcher used a mixed research approach that combines qualitative and quantitative research methods to gain more comprehensive understanding of a research problem.

On the other hand, the deductive and inductive techniques are two general approaches to a research subject, according to Mark et al. (2009). The deductive method is based on logical reasoning, with the conclusion flowing naturally from the theory. Deductive research therefore begins with theories and models that already exist, from which hypotheses are generated and subsequently put to the test in empirical studies. The inductive approach to research begins with empirical studies, which are then connected to pre-existing hypotheses. The researcher used a deductive approach, consulting various literatures, theories, and models.

3.2 Research Design

The plan of how the researcher will approach answering the research questions is commonly referred to as the study design, according to Saunders, Lewis, and Thornhill (2012). Simply said, a research design is a framework or strategy for a study that serves as a manual for gathering and analyzing data as well as a guide for finishing a study. An explanatory survey research design and descriptive research design was used throughout the study to fulfil the study's ultimate purpose, which is to analyze the major important success elements of IT projects in selected commercial banks in Ethiopia.

Descriptive research design is a research method that is used to describe and analyze a particular phenomenon or subject of study. It involves collecting data from a sample and summarizing the findings using statistical measures such as frequency distributions, mean, and standard deviation. Descriptive research design does not test any hypotheses or relationships between variables but instead provides a detailed and comprehensive description of the research problem (Sekaran & Bougie, 2016)

To determine the scope and type of cause-and-effect linkages between variables, an explanatory study design is used. Explanatory research design is used in order to determine the relationship between the important success variables and their impact on the success of the projects.

Regarding the types of data required for this project's work, structured questionnaires were used to gather the necessary data/information from the intended audience. People who have been working on diverse IT project execution strategies under all successfully completed IT-based projects inside the Banks made up the target demographic. In doing so, a Likert Scale from 1 (Very Agree) to 5 (Very Disagree) were used to assess the actual level of IT system project execution success.

These methodologies allow the researcher to gain a fuller understanding of the research problem and helps to clarify the data collected. Finally, conclusion of the findings and possible recommendations are given.

3.3 Description of study variable

Many variables of interest, i.e., those elements that were found to have a major impact on previously executed IT-related projects, is chosen after a thorough and critical evaluation of

multiple research publications conducted globally. Then, it has been determined whether or not these independent variables have a comparable or opposite role in the successful implementation of IT projects in selected commercial banks. These determining factors have been recognized as relevant from similar research projects.

Independent Variables: - Project Management Practice

: -Top Management Support

: - Organizational Culture

: - Monitoring & Evaluation

: - Resistance to change

Dependent Variable: - IT project Success.

3.4 Description of study area and target population

This study was conducted on Ethiopian Commercial bank (CBE) and Awash bank. As the head office of the banks are located in Addis Ababa, the study area was also in Addis Ababa. The target population was Ethiopian commercial bank head office staff off IT department and Awash bank head office staff off IT department, with total number 120 target population.

3.5 Sampling technique/ methods and sample size

In order to reach the target population (respondents) across the commercial Bank's successfully completed IT projects in a representative manner given the population's relatively modest size, census survey method is used. Census is a survey conducted on the full set of observation objects belonging to a given population or universe. In this study the targeted population were 120 members of staff who are assigned to various IT projects.

3.6 Data collection- source, types, instruments, etc.

The research design affects the choice of the data collection method. The study made use of primary data that was gathered using self-administered questionnaires. According to Mugenda & Mugenda (2003), a questionnaire assists in presentation of first-hand information on the subject and provides privacy of the respondents since the response is anonymous.

The questionnaire which prepared for the purpose of this study is adopted from the previous selected work of researchers or authors including Yueh, (2003); Lee and Kim, (2007); Al-Sabaawi, (2015, p.506); Shin and Lee, (1996); Hong ad Kim, (2002); and Al-Sabaawi, (2015, p.506). Part I, Part II, and Part III of the questionnaires were designated for demographic information, critical success variables, and rating, respectively. Before the questionnaires were distributed, a formal request would be made to the management of every company. Each respondent fills out their own copy of the questionnaire.

Both primary and secondary data sources were employed in this research in order to produce valuable outcomes and trustworthy data. The fundamental data, which is the most important material in the entire thesis and is ultimately used for analysis, is gathered with a specific goal in mind. Data that are already in the public domain are referred to as secondary data. The sample responses serve as the primary source of data collection, while the secondary sources of data were come from readily available secondary sources of information. The director, program manager, IT project manager, business and technical team leaders and members, and team coordinators provided primary data for this study. whereas organization provided secondary data like guidelines, reports, Books, journals, research papers reports and websites.

3.7 Data analysis – model, techniques, software, etc.

Following the collection of statistical and numerical data from the survey respondents, logical inferences are made regarding the essential success elements that have the greatest influence on the success of IT projects. The completed questions were tallied and analyzed using the IBM SPSS statistical analysis. Mean & Standard deviations are calculated for the challenges that each respondent considered using the five-point Likert Scale from "Strongly disagree" to "Strongly agree," which is used in the questionnaire to measure a survey participant's response.

3.7.1 Correlation analysis

Correlation analysis is a statistical technique used to measure the strength and direction of the relationship between two variables. It involves calculating a correlation coefficient, which is a numerical measure that indicates the degree to which two variables are related.

The correlation coefficient can range from -1 to 1, where a value of -1 indicates a perfect negative correlation (i.e., as one variable increases, the other decreases), a value of 1 indicates a

perfect positive correlation (i.e., as one variable increases, the other also increases), and a value of 0 indicates no correlation (i.e., there is no relationship between the variables).

In addition to the correlation coefficient, the other important concepts related to correlation analysis used for this study was Pearson correlation. The Pearson correlation coefficient is used when both variables are continuous and normally distributed.

Correlation analysis can be used for a variety of purposes, such as:

1. Identifying the relationship between two variables: Correlation analysis can help to determine whether two variables are positively or negatively related, and the strength of that relationship.
2. Predicting one variable based on another: If there is a strong correlation between two variables, it may be possible to use one variable to predict the other.
3. Testing hypotheses: Correlation analysis can be used to test hypotheses about the relationship between two variables, such as whether there is a significant correlation or whether the correlation is stronger for certain subgroups of the data.

3.8 Research Quality

3.8.1 Reliability analysis

It is widely known that Cronbach's Alpha was used to assess the instrument's reliability. Reliability Test: A few content improvements were made as a result of pilot testing before the study's data collection instrument or questionnaire was sent out to collect the final data, and reliability testing was then carried out. Contrarily, Cronbach's alpha (α) is a commonly employed reliability coefficient.

3.8.1.1 Cronbach's Alpha

The following is a presentation of the testing's specifics.

. Cronbach's α is defined numerically as follows:

$$\alpha (\Sigma) = n/n-1 [1-\Sigma Vi/V \text{ test}]$$

Where:

n = number of questions.

Vi = variance of scores on each question.

V test = total variance of overall scores (not percentage's) on

the entire test.

The internal consistency and quality of the questionnaire that was used to gather the necessary data will be examined using Cronbach's Alpha. To declare the questionnaire is internally consistent and reliable alpha (α) coefficient should be larger than or equal to 0.70 (Nunnally, 1978).

Cronbach's alpha is a coefficient (a number between 0 and 1) which is used to rate the homogeneity or the correlation of the items that included in a questionnaire. The reliability test result is more reliable if it is closer to the value one. The best outcome was likely achieved by using items that measure the same construct. Cronbach's alpha, which is used to measure the reliability of test items, rises as the intercorrelations between the test items do. The test items are probably measuring different traits if there is a correlation between them that is closer to zero (Tavakol & Dennick, 2011)

Table 3: The Reduced Form of Instrument Content based on Cronbach's Alpha Reliability Test

Ser. No.	Constructs of CSFs	Number of Items	Cronbach's α
1	Project management practice	9	.724
2	Top management support	10	.864
3	Organizational Culture	7	.789
4	Monitoring and Evaluation of Project performance	6	.733
5	Resistance to change	4	.713
6	IT project success	5	.735

Source: Based on the Computation Result of SPSS.

When the results of these estimations are larger than 0.70, the reliability criteria are generally deemed to have been adequately met (Ganesh and Mehta, 2010, p.68). The reliability tests for each of the preliminary CSFs taken into consideration were completed one at a time, and their measurement scales are listed in the above table. The five CSFs passed the Cronbach's Alpha Reliability Test with scores ranging from 0.713 to 0.864, which is once higher than the cutoff of 0.70.

3.8.2 Validity analysis

The ability of a scale to measure what it is intended to measure can be broadly defined as validity (Saunders et al., 2012). To ensure validity in the research, simple and clear questions were used in the questionnaire. In addition, the pilot research was utilized to assess for internal validity by ensuring the understanding of the respondents is the same as the intended meaning of the question. According to Saunders et al. (2012), external validity relates to how well research findings can be applied to different relevant contexts or groups. This was accomplished by conducting the study in a real-world setting and contrasting the results with previous research literature.

3.9 Ethical consideration

Saunders, Lewis, and Thornhill (2009) noted that ethical issues in research refers to the appropriateness of one's behavior in relation to the rights of those who become the subject of one's work, or are affected by it. Thus, the ethical issues need to be studied in scientific research weighed in this survey. The study ensures that promises to the participant's respecting confidentiality is offered and carefully enforced. By preventing data fabrication, false reporting, or other forms of data misrepresentation, the research works to uphold objectivity in reporting data results. The study makes sure that participants in this study remain anonymous and that data collected was not shared with the competition because the data collection is sensitive because it refers to people's intimate facts, such as bank sensitivity to their secret

CHAPTER FOUR

4.1 INTRODUCTION

This chapter opens with a review of descriptive statistics linked to questions on the respondents' gender, age, occupation, level of education, and response rate to the questionnaires. The background and general information about the respondents are presented in the first section, and the analysis and interpretation of the results from the open-ended and closed-ended questionnaires are presented in the second section. Version 23.0 of the SPSS statistical package was used for the analysis.

4.2 Demographic Information of the respondents.

Analysis of the characteristics of the population working on IS projects is done using the demographic data. The following tables provide an overview of the project implementers' profiles who work in banks' IT departments.

4.2.1 Questionnaire response rate

120 bank employees who were involved in various IT projects were handed questionnaires, and 106 of those employees responded, as shown in table 4.1 below. Orodho (2004) asserts that a large sample of more than 30 items with a response rate of 30% is sufficiently representative, hence the survey's 88.3% response rate was deemed excellent.

Table 4: presents the questionnaire return rate

Return rate	Frequency	Percentage
Response	106	88.3
Non response	14	11.7
Total	120	100

4.2.2 Respondents' Demographic background Distribution

Table 5: Respondents' Demographic background Distribution

		Frequency	Percent
Gender	Male	73	68.9
	Female	33	31.1
Age	25 or below	9	8.5
	23-35	76	71.7
	36-45	13	12.3
	>46	8	7.5
Educational background	first degree	63	59.4
	MA or MSc degree	43	40.6
Work Experience	below 1 year	20	18.9
	1-3 year	27	25.5
	4-7 years	38	35.8
	8-10 years	11	10.4
	>10 years	10	9.4
Current position	program management director	20	18.9
	project manager	10	9.4
	Team leader	20	18.9
	IT project team member	56	52.8

As per the Out of 106 survey participants, 73 (68.9%) were men and just 33 (31.1%) were women, demonstrating that men are primarily used as resources for IT initiatives.

The study requested the respondents to indicate their age. Their responses appear on table above. In terms of the respondents' ages, those between the ages of 23-35 made up the largest percentage of respondents (71.7%), followed by those between the ages of 36 and 45 (12.3%),

those between the ages of 25 or below, and those aged 46 or older (8.5%) and (7.5%) respectively. This revealed that the majority of the responders were in the 26–35 age range.

According to a review of the respondents' educational backgrounds, 63 respondents (59.4%) have an undergraduate degree, while the remaining 43 respondents (40.6%) have a graduate or master's degree. The project team's qualifications in terms of educational background are demonstrated by this profile.

As seen in the table above, 25.5% and 35.8% of survey participants had been employed by the banks for a total of 1–3 years and 4–7 years, respectively, at the time the data was collected. demonstrating that commercial banks dedicate skilled banking personnel to their IT projects

Based on the roles they played in relation to the IT projects at the bank, the survey respondents were divided into four groups: Program Management Director, Project Manager, Team Leader, and IT Project Team Member (regardless of their prior job titles or job grades from either technical team or business job family). As described on table 5 the respondents' role show that the majority of responders (52.8%) were from the project team, with the remaining (47.2%) being project managers, team leaders, and program management directors.

4.3 ANALYSIS OF THE CRITICAL SUCCESS FACTORS

A project manager may find it helpful to identify and rank the success elements in order to design a risk management strategy and choose which risks are acceptable to take (Kerzner, 2010).

Each CSF in particular and primary components (dimensions or sets of CSFs) in general were found to be significantly correlated with the effective implementation of IS/IT projects in banks. With the use of SPSS 23.0 computation results, the research issue for the study and the corresponding hypothesis have been addressed and tested using principal component analysis (mean and standard deviation).

According to the study's descriptive statistics, all five of the important success elements were discovered to have a positive impact on the bank's prior IS/IT project execution efforts. These

data were calculated based on the mean result of the 5-point Likert scale response using SPSS 23.0 version.

It seeks to order all five CSFs that were taken into account at the outset of this project activity or study. That is prior to running certain statistical tests, such as the reliability test of Cronbach's Alpha). In doing so, each of the 106 respondents was only asked to score from 1 to 5 the CSFs that, based on their IS/IT project experiences inside the Bank, they considered were most linked with the success of IT projects in banks.

Table 6: Descriptive Statistics based on the Data Obtained

Lists of Critical Success Factors (CSFs)	Frequency	Percent	Rank	Cumulative Percent
Project management practice	32	32	1	32
Top Management Support	28	29	2	61
Effective Monitoring and Control	23	22	3	83
Organizational Culture	15	12	4	95
Resistance to change	8	5	5	100

4.4 Results of Descriptive Statistics based on Principal Component Analysis

The statistical software for social sciences (SPSS) was used to analyze the data gathered through questionnaires. The gathered information was examined, explained, and given below. The results of the descriptive statistics analysis are shown in table 10 below. In ascending sequence on a 5-point Likert scale, it displays the means and standard deviations of five CSFs (5=Strongly Disagree, 4=Disagree, 3=Neutral, 2=Agree, and 1=Strongly Agree). The standard deviations column informs us that none of the following 5 CSFs have a pronounced outlier. The 'Analysis N' provides the precise number of valid cases, and because it is placed on the same table as the sample, it covers the full sample

Table 7: Descriptive Statistics based on mean & standard deviation

Rank	Ranking Critical Success Factors	Mean	Deviation Standard	Analysis N
1	Top Management Support	2.0885	0.67435	106
2	Project management practice	2.1188	0.5097	106
3	Organizational Culture	2.1195	0.6034	106
4	Effective Monitoring and Control	2.2040	0.7506	106
5	Resistance to change	2.4291	0.899	106

Source: Based on SPSS 23.0 Computation Results

4.5. Correlation Analysis

Table 8: correlation analysis

		pmp	Tms	m_e	oc	Rc	pc
pmp	Pearson Correlation	1	.732**	.568**	.719**	.212*	.471**
	Sig. (2-tailed)		.000	.000	.000	.029	.000
	N	106	106	106	106	106	106
Tms	Pearson Correlation	.732**	1	.525**	.632**	.176	.444**
	Sig. (2-tailed)	.000		.000	.000	.072	.000
	N	106	106	106	106	106	106
m_e	Pearson Correlation	.568**	.525**	1	.548**	.128	.294**
	Sig. (2-tailed)	.000	.000		.000	.193	.002
	N	106	106	106	106	106	106
oc	Pearson Correlation	.719**	.632**	.548**	1	.253**	.424**
	Sig. (2-tailed)	.000	.000	.000		.009	.000
	N	106	106	106	106	106	106
Rc	Pearson Correlation	.212*	.176	.128	.253**	1	.397**
	Sig. (2-tailed)	.029	.072	.193	.009		.000
	N	106	106	106	106	106	106
pc	Pearson Correlation	.471**	.444**	.294**	.424**	.397**	1
	Sig. (2-tailed)	.000	.000	.002	.000	.000	
	N	106	106	106	106	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Based on SPSS 23.0 Computation Results

PMP= Project Management Practice

TMS= Top Management Support

OC= Organizational Culture

RC= Resistance to Change

M_E= Monitoring and Evaluation

From the table above the researcher categorized the variables as significant and Insignificant, their nature (positive and negative) and strength (strong, moderate , weak) depending on Pearson correlation and sig. value. If the value lies between: 0.7 to 1 → strong

0.3 to 0.7 → moderate

>0.3 -→ Weak

Significance level -→ 0.05(5%)

P-value > 0.05 Insignificant

P-value < 0.05 significant

Therefore from the table above the four critical factors (Top management support, project management practice, Organizational culture and Monitoring and Evaluation practices) Pearson correlation value lies between 0.7 to 1 and 0.3 to 0.7 which implies that the correlation is strong and moderate respectively also it's a pure positive relation whereas the Resistance to change has weak and pure negative relation. Regarding the Sig. value again the four critical factors (Top management support, project management practice, Organizational culture and Monitoring and Evaluation practices) has a P-value of less than 0.05 which means the factors are significant. On the other hand the Resistance to change has a p-value of greater than 0.05 which is insignificant.

Based on the result:

H1a: There is a positive significant relationship b/n project Management practice and IT project success is accepted.

H2a: There is a positive significant relationship b/n Top Management Support and IT project success is accepted.

H3a: There is a positive significant relationship b/n Organizational Culture and IT project success is accepted.

H4a: There is a positive significant relationship b/n project Monitoring & Evaluation and IT project success is accepted.

H5o: There is no positive significant relationship b/n Resistance to change and IT project success is accepted.

CHAPTER FIVE

5.1. INTRODUCTION

The study's findings, discussions, conclusions, and suggestions are summarized in this chapter. It also offers ideas for additional investigation. The conclusions are outlined in accordance with the study's goals, which included identifying the crucial success factors for IT initiatives in selected Ethiopian commercial banks.

5.2. Result Summaries and Conclusions

By examining the degree to which project management practices, top management support, organizational culture, monitoring and evaluation practices, and resistance to change each affect the final project outcomes, this study aimed to identify the factors affecting the success of IT projects in selected commercial banks. Both a descriptive and an inferential approach to research design were used by the researcher. This study uses a variety of data sources, including questionnaire surveys and document reviews. 106 staff members who had been involved in various IT projects from implementation through execution—including project directors, project managers, team leaders, and project team members—replied to the questionnaires that were distributed to 120 staff members.

The banking industry as a whole, cannot afford to fall behind in the fastest-changing business environment in the present IT system-based business environment. Therefore, it is an unquestionable issue that organizations fully adopt cutting-edge information and communication technology and integrate it into their company operations (Omorowa, 2011, p. 5).

5.2.1. Conclusion

Respondents were asked simply to prioritize the CSFs that they believed are most associated with successful IT project implementation in selected commercial banks from their IS/IT project experience within the Bank. From this single question and using simple descriptive study the most critical success factors were discovered from 1 to 5 in descending order: Project management practice, Top Management Support, Organizational Culture, Effective Monitoring and Control practices and Resistance to change. After computation of the means and standard deviations that is identification of 5 CSFs the prioritization is changed to Top Management

Support, Project management practice, Organizational Culture, Monitoring and Control practices and Resistance to change in descending order.

From the correlation analysis:

Pearson Correlation analysis: the four critical factors (Top management support, project management practice, Organizational culture and Monitoring and Evaluation practices) pearson correlation value lies between 0.7 to 1 and 0.3 to 0.7 which implies that the correlation is strong and moderate respectively also it's a pure positive relation whereas the Resistance to change has weak and pure negative relation

p-value less than 0.05 which indicated a statistically significant relationship exists between the independent variables (Project management practice, top management support, organizational culture and monitoring & evaluation) and p-value greater than 0.05 for resistance to change which indicates statically insignificant relationship.

Top Management Support

Top management support positively impacts the success rate of IT projects in banks by providing the necessary financial, human, and infrastructural resources, prioritizing IT projects, facilitating change management, maintaining effective communication, and managing risks effectively.

Project Management Practices

project management practices positively impact the success rate of IT projects in banks. The process helps to ensure that technology solutions are aligned with business objectives, comply with regulatory requirements, and meet user needs. Effective project management practices also help to mitigate risks associated with IT projects and ensure effective communication between stakeholders.

Monitoring and Evaluation Practices

Monitoring and evaluation practices are critical components of IT projects in banks. They ensure that the project remains on track, achieves its objectives, and yields the intended benefits. Banks need to establish robust monitoring and evaluation systems that will enable them to oversee IT projects effectively and implement corrective measures where necessary.

Organizational Culture

Banks should strive to create a culture that is supportive of innovation and open to change in order to improve the success of IT projects. Additionally, efforts should be directed towards promoting better communication and collaboration between departments as these are key factors in ensuring the success of IT projects in banks.

Therefore, if an organization wants to increase the chances of success in IT projects, it needs to consider the role of culture development, set the right tone for collaborations, foster creativity, and promote communication between various team members

Resistance to Change

Resistance to change is a critical factor that can impact the success of IT projects in banks. By taking proactive measures to address this resistance, banks can ensure smoother implementation, adoption, and long-term benefits from their IT investments.

To overcome resistance to change in IT projects, banks need to adopt a comprehensive change management approach that involves identifying and addressing the concerns and expectations of all stakeholders. This involves effective communication of the benefits of the IT project, providing adequate training and resources, involving employees in the design and implementation process, and creating a culture of innovation and continuous improvement.

5.3. Recommendation

This project work examines a number of topics that are thought to be beneficial to researchers, experts, and IT project implementers who may be interested in the issues of further identifying and being informed on lists of CSFs and critical CSFs for the success of information system projects.

Overall, in order for an organization to adopt a variety of cutting-edge IS or IT system technologies, they need to concentrate on improving project management practice, top management support, organizational culture, effective monitoring and control, and resistance to change. These factors were found to be at the top of all other crucial factors and were recommended as the right course of action for achieving the major goals of successful implementation. Due to the fact that such expenditures are both expensive and necessary for

large organizations, it is important to recognize the long-term advantages of effectively completing IS/IT projects.

As a result, IT project implementers need to be aware of the factors that are crucial to the success of IS/IT system projects. To put it another way, in order to ensure the success of IS/IT project(s), top management, project managers, project team members, and other key stakeholders must pay closer attention to what has already been identified as critical success factors (similar concerns were also strongly expressed by Fayaz, et al., 2017; p. 73).

To that purpose, the commercial banks were the primary focus of this project's activities. Given that the primary goal of the study is to identify organizational-level CSFs for IS/IT or ICT projects, it might be used to highlight the key challenges encountered by a particular industry. However, I would also suggest any future researchers who are motivated and qualified to perform related project work utilising different or superior methodologies in order to find numerous potential important success criteria for IT project execution across diverse economic sectors. It is claimed that case studies can be utilised to support these findings and to explain sector-specific differences and relationships between the various and general CSFs that can be found within each sector. Last but not least, eager researchers might conduct their upcoming research on identifying crucial success elements for each stage of the implementation of an IT/IS or ICT project in the finance or other connected organisations.

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Questionnaire

Addis Ababa University School of Commerce
Master of Arts in Project Management

This questionnaire is designed to get the relevant information for the current study that aims to address the general and specific objectives of the study. The overall purpose of the study is to identify critical factors that matters to the success of IT system project in private banks of Ethiopia. Besides, the soundness and validity of the final research findings or study outcomes highly depend/relies on your commitment and genuine responses. All the information/responses/ provided is to be used only for this study and any information given will remain be confidential. Therefore, I kindly request you to fill the questionnaire carefully and as much as possible return to me after three (2) days.

THANK YOU IN ADVANCE...!!!

General Note:

1. No need of writing your name
2. If you require further clarification or may be details any issue under concern, please do not hesitate to contact through my email: fritamengistu16@gmail.com

With best regards,

Part (I): Demographic Information

1. Gender:

- Male Female

2. Age:

- 25 or below 26-35 36-45 >46

3. Educational Background /Academic Qualification:

- Diploma First Degree MA or MSc Degree PhD and Above

4. How long you have been serving in the Bank:

- Below 1year 1-5 year(s) 6-10 years 11-15 years >15 years

5. How long have you been working in IT/IS projects as member of the project team?
 Below 1 year 1–3 years 4–7 years 8–10 years > 10 years
6. In how many IT/IS project tasks have you participated in within the Bank?
 1 project 2–4 projects 5–7 projects 8–10 projects > 10 projects
7. Your current position at your current company:
 Program Management Director
 Project Manager
 Team Leader
 IT Project Team Member (that is regardless of your previous job title or job grade from either technical team or business job family)

Part (II): Detailed Question that Aims to Identify Critical Success Factors to IS/IT

Project in private banks in Ethiopia.

Please indicate to what extent you agree or disagree with each of the statements in the following table by putting a mark (√) in each of the respective cells and appropriate column within a range between strongly agree and strongly disagree.

Scale (Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, Strongly Disagree = 5)

Table 9: Questionnaires format table

Ser. No.	Critical Success Factors	SA(1)	A(2)	N(3)	D(4)	SD(5)
A. Project management Practice						

Ser. No.	Critical Success Factors	SA(1)	A(2)	N(3)	D(4)	SD(5)
1.	Existence of the required flexibility in the administration system to apply IT system					
2.	All the required resources were available during executing IT system project in adequate amount					
3.	IT projects have a project champion					
4.	The project champion ensures that marginalized communities are not negatively impacted by its implementation					
5.	The project champion incorporates stakeholders feedback and concerns in to its planning and decision- making processes					
6.	There exists flow of information between the IT system's key project team members and end users.					
7.	Existence of communications between top management and the project team.					
8.	Key members are equipped with good communication skills					
9.	Each participant in the project has a clear role, responsibility, authority and report relationship with others					
<i>B. Top Management Support</i>						
10.	Top management actively engages in the IT project(s) selection process					
11.	Top management actively engages in					

Ser. No.	Critical Success Factors	SA(1)	A(2)	N(3)	D(4)	SD(5)
	recruiting IT project team members					
12.	Top management tries to encourage and/or convincers (processes & sub-processes) to adopt the IS/IT project					
13.	Top management is concerned with the operational performance of the IT project					
14.	Top management tries to take part in prioritizing IT project execution activities					
15.	Top management support initiative of IT System project					
16.	Project leader/manager has been successfully handled change resistant behaviors of processes/subprocesses and employees/users in the Bank					
17.	Project leader/manager(s) has been successful on handling and/or resolving conflicts					
18.	Existence of the leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing, coordinating, and organizing etc					
19.	The project leader/manager(s) have sufficient project experience and educational background					
C. Monitoring and evaluation project						

Ser. No.	Critical Success Factors	SA(1)	A(2)	N(3)	D(4)	SD(5)
performance.						
20.	Proper monitoring and controlling mechanism was there to evaluate the effectiveness of the IT system project implementation activities					
21.	There exists proper system of monitoring and follow up to IT project implementation, and it was successful in preventing incidents and on provides regular feedback					
22.	There has been adequate monitoring and controlling efforts towards IT project implementation activities and were contributed to the success or realization of objectives of the projects.					
23.	IT project implementation related performances were closely monitored (continuously) and Controlled (periodically) by the responsible project personnel					
D. Organizational Culture						
24.	Do the firm value openness to new ideas.					
25.	Do the firm responsive to new ideas.					
26.	Is there a great value on being flexible in our approach for problems					
27.	A willingness to show flexibility is valued					

Ser. No.	Critical Success Factors	SA(1)	A(2)	N(3)	D(4)	SD(5)
	within this firm					
28.	Is there a great value on recognizing and rewarding employees' accomplishments					
29.	Taking time to celebrate employee's work achievements is valued in the firm					
30.	Is there a great value on showing appreciation for the efforts of each employee					
E. Resistance to Change						
31.	The team likes to do the same old things rather than try new and different ones.					
32.	When things don't go according to plan, it stresses you out					
33.	Sometimes find yourself avoiding changes that you know will be good for you					
34.	Once you have come to a conclusion, you are not likely to change my mind.					
IT Project Success						
35	The project is completed within the given amount of budget.					
36	The project completed within the time frame planned at the beginning of the project					
37	The project fulfills all the scope given beforehand.					
38	The project meets customer satisfaction.					

Ser. No.	Critical Success Factors	SA(1)	A(2)	N(3)	D(4)	SD(5)
39	The results of the project are functional.					

Part (III): Based on your previous IT projects experience(s) within the Bank, give rank (from 1 to 5) for the following factors that you think/believe are most associated with successful of IT project in the Bank.

- A. Project Management Practice _____
- B. Top Management Support _____
- C. Organizational Culture _____
- D. Monitoring and Evaluation of Project Performance_____
- E. Resistance to change_____