The Role of National Culture on International Development Projects Performance: Evidence from GIZ and JICA Projects in Ethiopia

A Thesis Submitted to College of Business and Economics at Addis Ababa University in Partial Fulfillment of the Requirement for the Degree of Master of Business Administration

By

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BY

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A RESEARCH SUBMITTED TO ADDISABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION IN MANAGEMENT

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The undersigned have examined the thesis entitled "**The Role of National Culture on International Development Projects Performance: Evidence from GIZ and JICA Projects in Ethiopia"** presented by **Eden Yewondwosen**, a candidate for the degree of Master of Business Administration. And hereby certify that it is worthy of acceptance.

Approved by Board of Examiners

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Chairman	Signature	Date

DECLARATION

I, the undersigned, declare that this study titled "The Role of National Culture on International Development Projects Performance: Evidence from GIZ and JICA Projects in Ethiopia" is the outcome of my in-depth research. This study has not been submitted for a degree in any other university. It is submitted to the College of Business and Economics at Addis Ababa University in Partial fulfillment of the Requirement for the degree of Master of Business Administration. All sources of materials used for the Research have been duly acknowledged, cited, and referenced.

Name: Eden Yewondwosen

Signature: ----------

Date of submission: 19 / 10 /2020

LETTER OF CERTIFICATION

This is to certify that Eden Yewondwosen has carried out her study under my supervision on the topic of The Role of National Culture on International Development Projects Performance: Evidence from GIZ and JICA Projects in Ethiopia. This work is original and is acceptable for Submission in partial fulfillment of the requirement for the award of MBA Degree in Management.

Yitbarek Takele Bayiley (PhD)

Advisor Signature_____

Date_____

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Abstract

The thesis aimed to analyze the influence of National culture on international development projects performance. The study followed a quantitative research method/approach, questionnaire as a data collection instrument and explanatory research design to explain relationships between national culture dimensions and project performance. It also employed Hofstede's Cultural Framework as a theoretical lens to capture the prevailing national cultures and development aid evaluation standard of OECD/DAC to measure IDP performance. Both primary and secondary data were used to gather data. Professional and managerial international employees of GIZ and JICA established the study setting while secondary source of data included extensive review of literature. Data was collected from 89 professional and managerial employees currently participating in the management of development projects at the two international development organizations. Results revealed collectivism, femininity, uncertainty avoidance, and long-term orientation positively influence IDP performance while power distance has a negative influence. When presented in order of their influence, uncertainty avoidance, long term orientation, femininity, power distance, and collectivism dimensions of the donors' country national culture, respectively assumed greater influence in the performance of IDP. The thesis concludes national culture influences the performance of international development projects. Finally, the study recommends promoting collectivism, femininity, uncertainty avoidance, and long-term orientation cultural dimensions in IDP and suppressing power distance, masculinity and individualism cultural dimensions to achieve a better performance in the management of international development projects.

***Keywords**: National culture**,** International Development Projects, Project Performance, Hofstede's cultural Dimensions, GIZ, JICA*

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List of Acronyms

GIZ	Deutsche Gesellschaftfür Internationale Zusammenarbeit
IDP	International Development Projects
JICA	Japan International Cooperation Agency
NC	National Culture
PM	Project management
PD	Power distance
C	Collectivism/Individualism
F	Femininity/Masculinity
UA	Uncertainty avoidance
LTO	Long term orientation
OECD/DAC	Organization for Economic Cooperation and Development (OECD)/ Development Assistance Committee (DAC)

CHAPTER ONE
INTRODUCTION

1.1. Background of the Study

Culture and traditions tend to vary from one country to another. The concept of culture was defined by Newman and Nollen (1996) as "the values, beliefs and assumptions learned in early childhood that distinguishes one group of people from another" (p.754). According to (Alas, R, & Tuulik, K., 2007) culture is understood as the sharing of history, beliefs, ideologies, traditions, and language systems. The inter-cultural studies approach, whose best-known author is Geert Hofstede, argues that culture, specifically national culture, is a collective programming, the software of the mind (Hofstede, G., 2001). This point of view is translated into the way people feel, think, and tend to act, and is learned throughout life, especially in childhood (Hofstede, G., & Minkov, M., 2010). Management is performed by people who are imbued with values and beliefs of the context they belong to, so it is also influenced by culture (Berdillet, C., Yatim, F., & Ruiz, P., 2010).

International development projects often comprise of people and organizations from different national cultures such as multicultural teams, foreign managers, and international partners. International developmental (ID) projects are undertaken by the involvement of different countries in the same project (e.g. donor countries and receiver countries). In these cases, differences between values and cultures can create considerable cross-cultural problems. The most frequent differences relate to culture, religion, language, managerial processes, and knowledge (Kwak, Y. H., & Dixon, C.K., 2008). The successful management of projects is an essential element aiming to cope with the complex challenges that could be caused by cultural factors on the management of projects (Baumann, 2013).

As noted by (Chan, E. H., & Tse, Raymond Y. C., 2003), cultural differences are a major source of conflict among parties, and they may raise additional challenges in the development of a project. Although there are some studies on the cultural traits of countries that may affect managerial processes for example: (Hofstede, 1991; Flynn & Saladin, 2006). Developing countries often face severe and very complex problems in implementing and managing projects (Lock, 1996). Management performance is particularly critical in developing countries due to the magnitude of the issues such as lack of resources, lack of well-established administrative systems and procedures, and shortage of well-trained and efficient managers, etc (Wang Yanwen, 2012). Among the reasons for poor management performance

in the developing countries, the following can be identified as relevant to this topic (Munns and Bjeirmi, 1996): the direct adaptation of management skills and techniques from developed countries has often proved impractical, due to little account being taken of the great cultural differences that exist. Thus, it could be beneficial to include these types of risks and considerations in implementing ID projects in developing countries to enhance their social impact and the performance of IDP in general.

Despite their importance, a recent study by McKinsey and Devex(Lovegrove et al., 2011) confirms that ID projects are often inefficient or ineffective. A similar finding is reported by (Ika et al., 2012). RuggeroGolini& Paolo Landoni (2014) also has observed that many of the day-to-day challenges faced by ID projects include difficult contexts, cultural clashes, long-term and implicit objectives, and multiple stakeholders corresponding to the new challenges of business projects. That is why it is worthwhile investigating differences in how the international development projects (IDP) are managed by the different donor organizations from different culture could influence the performance of IDP. The study helps to extract best practices and lessons that can be adapted and used in locally initiated and implemented projects.

According to Lewis (2006), organizational culture is based on the national country, even when considering the huge difference of business styles. Corporate culture, as an artifact comprising routines and repertoires, ways of organizing and managing business activity, is shaped by the national culture of the firm's founders and the national circumstances of their foundation (Morosini, 1998). Cultural context has an influence on managing people, because values in the workplace are culturally based, and this influence vary between countries, and within countries with different cultures (Muriithi and Crawford, 2003). Based on these studies, the researcher assumed the national culture and norms of the donor country influence the management team, the local employees of GIZ and JICA and the working environment of the organization in general.

This paper examined the empirical relationship between a specific set of national culture dimensions and the performance of projects as perceived by the project managers and project team members of GIZ and JICA. It also attempted to investigate the national culture practice in both organizations and significance of the national culture dimensions on IDP performance.

1.1.1 Background of the organizations

The **Deutsche Gesellschaftfür Internationale Zusammenarbeit (GIZ)** GmbH has been working in Ethiopia on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) since 1964. Currently, 693 national and 125 international employees, seven integrated specialists, and 13 development workers are working in the country (as of 31.12.2018).

Ethiopian Government has adopted an ambitious five-year Growth and Transformation Plan (2015-2020), its aim is to achieve the Sustainable Development Goals adopted by the United Nations and double Ethiopia's GDP. Combating poverty and promoting economic growth and education are key elements of government policy. In line with these objectives, the German development cooperation in Ethiopia currently focuses on supporting the country on three priority Areas: Labor-market-oriented Education and Training, Sustainable Land Management, Agriculture and Food Supply, and Biodiversity. Other fields of activity for GIZ in Ethiopia are urban governance and decentralization, quality infrastructure, renewable energies, and conflict management together with the Civil Peace Service (CPS). GIZ is also involved in developing partnerships with the private sector.

GIZ's corporate culture and standard processes are: promoting effective solutions for sustainable development, strengthen democratic governance and modern management, meet the needs of a wide range of stakeholders at all levels, react flexibly and systematically to the increasing complexity of development, epitomize quality and innovation. GIZ uses central project evaluations to evaluate the impact, cost-effectiveness, and sustainability of projects that it carries out together with its partners on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Japan International Cooperation Agency (JICA), an incorporated administrative agency in charge of administering Japan's ODA (Official Development Assistance), is one of the world's largest bilateral aid agencies supporting socio-economic development in developing countries in different regions of the world. Ethiopia is one of the main users of JICA's development assistance. Under its new vision set out in July 2017, JICA supports the resolution of issues in developing countries through a flexible combination of various types of assistance methods. Working on human security and quality growth in accordance with the Development Cooperation Charter is stated as JICA's mission.

Japan International Cooperation Agency (Act No. 136, 2002), JICA aims to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic

stability of developing regions. Leading the world with trust JICA, with its partners, will take the lead in forging bonds of trust across the world, aspiring for a free, peaceful and prosperous world where people can hope for a better future and explore their diverse potentials are the visions of JICA.

In line with the Ethiopian Government's policy and aim to achieve the sustainable development goals, Japanese development cooperation focuses on four priority areas: Agriculture and rural development, Industrial development, Infrastructure development, Education, and health. JICA's project evaluation and measurement are classified according to the project stage on which evaluation is carried out.

1.2. Statement of the Problem

Plethora of research report relationship between national culture and project management (Bredillet C, Yatim F, Ruiz P., 2010; Bony J. Project, 2010; Hofstede G, Hofstede GJ, Minkov M., 2010; Zwikael et al., 2005). According to Mohammed UK, White GR, Prabhakar GP (2008), cultural patterns in a project environment reflect cultural patterns of organizations, societies, and teams involved in it. National culture may influence projects in terms of scope, managerial approach, management performance, problem-solving methods, and many other related issues. Culture also influences practices, an aspect which is important in the field of management.

As proposed by many researchers the success or failure of an organization relies on how a particular project is managed, and the proper use of project management (Abednego, M. P., & Ogunlana, S. O., 2006; Milosevic, D., &Patanakul, P., 2005). To be successful, it is important that the participants and the management team in multicultural projects understand cultural differences and what those differences imply on the project operation. Many of the factors that have been identified as significant causes of project failure could be culture-dependent. Culturally diverse project teams may, additionally, be affected as a result of having conflicting views of project planning (Zwikael and Ahn, 2011), the importance of the individual over the team (Varnum et al., 2010), the importance of 'masculine' over 'feminine' qualities (Henderson and Stackman, 2010) and differences in perceptions of risky outcomes (Weber and Hsee, 1998).

Abundant literature called for paying a better attention in the analyzing the impact of national culture on the management of projects (Rees,2008; Shore and Cross, 2005). For instance, Zwikael et al (2005) studied the relationship between national culture and project

performance. They found cultural differences in the intensity of planning processes and proposed more research to be carried out in other countries. Hofstede et al. (2010) also argued planning (attempt to reduce uncertainty) and controlling (an exercise of power) are extremely influenced by specific national cultures. These authors argue that planning and controlling in organizations reflect basic cultural assumptions.

Even though, there are several researches conducted to investigate the relationship between national cultural dimensions and project management performance, most of them studied such relationships in business projects that too using planning and controlling aspects of project management. Nonetheless, little or no research has been carried out to examine the role of national culture (i.e. culture of the donor countries) on the performance of international development projects using project management processes as a theoretical lens. The current research, aimed to fill this gap by analyzing the relationship between donor countries national culture on the performance of development projects implemented in a host country using Hofsted's national culture dimensions from cross cultural studies and project management processes as theoretical lenses.

1.3. Objective of the study

1.3.1. General Objective

The general objective of the study was to examine the influence of the donor country (GIZ and JICA) national culture on the performance of international development projects carried out in host country (Ethiopia).

1.3.2. Specific Objectives

The study has the following specific objectives:

1. To identify the dominant national culture dimension in the management of IDP projects both at GIZ and JICA.
2. To establish the overall relationship between national culture and performance of international development projects both at GIZ and JICA.
3. To establish the relationship between national culture and performance of international development projects at GIZ.
4. To establish the relationship between national culture and performance of international development projects at JICA.

1.4. Research Questions

This research is guided by the following central research question:

- Does home country national culture influence the performance of international development projects in Ethiopia?

The research has also the following sub-research questions

1. What is the state of national culture both at GIZ and JICA projects?
2. What is the overall relationship between national culture and IDP performance both in GIZ and JICA?
3. What is the relationship between national culture and IDP performance in GIZ?
4. What is the relationship between national culture and IDP performance in JICA?

1.5. Significance of the Study

The research provides an insight into the impact that cultural differences have on project management success in the IDP of GIZ and JICA in Ethiopia and also how the different national culture dimensions influence the project team performance and the results expected or outcome of the project. This research was conducted to close a research gap of limited studies in the influence of national culture in international development projects in the context of developing countries.

Furthermore, the research helps project management practitioners in IDP to adopt and maintain the best national culture practices and techniques that contribute to the performance of projects. Learning about the values of one's culture (the national culture dimensions) is important for managers and the organization as whole to decide what type of management practice should be established or instituted which is going to be practically effective and suitable to the host country culture. Also creates a better understanding between employees in multicultural projects and creates a collaborative work environment by looking at how the different cultures interrelate and cooperate when working together.

1.6. Scope of the Study

The study was conducted based on two donor organization's projects to observe their project management practice and project performance that comes with the divergence in cultural dimensions. The study was limited to projects of GIZ and JICA in Addis Ababa. The limitation of time and resources was the setback to further explore the influence of culture on

IDPs' performance by using cultural dimensions other than Hofstede's cultural model and international development organizations other than GIZ and JICA.

The scope of this research work was also limited to the five cultural dimensions of Hofstede namely; Power distance, Collectivism/Individualism, Femininity/ masculinity, uncertainty avoidance, long term orientation. Due to a lack of adequate resources regarding the sixth dimension, indulgence was not considered in this study.

1.7. Limitations

Due to the declaration of emergency state in preventing the spread of the COVID-19 pandemic, collecting data through interview and focus group discussion had become impossible. The busy schedule of managers together with the fear of personal contact due to the pandemic has made data collection extremely challenging. Therefore, this research work was done based on the collected standard questionnaires only.

1.8. Definition of terms and concepts

Culture: The collective programming of the mind that distinguishes the members of one group or category of people from others. (Geert Hofstede, 1980)

National Culture is about the value differences between groups of nations and/or regions. (Geert Hofstede, 1980)

Development projects, unlike large construction projects, are essentially community-driven in nature and aim at redistributing national resources to the community to bring facilities and services closer to people to alleviate poverty, create employment, and eventually raise people's standard of living through better schools, healthcare facilities and the like. (D Das, 2017)

Project is a temporary endeavor undertaken following a specific cycle of Initiation, Definition, Planning, Execution, and Close to create a unique product, service, or result through novel organization and coordination of human, material, and financial resources (PMBOK, 2004). The PMI has defined project as "A temporary endeavor undertaken to create a unique product or service" (Project Management Institute, 2004, p. 5).

Project management is the application and integration of modern management and project management knowledge, skills, tools, and techniques to the overall planning, directing, coordinating, monitoring, and control of all dimensions of a project from its inception to completion, and the motivation of all those involved to produce the product, service or result of the project on time, within authorized cost, and to the required quality and requirement,

and the satisfaction of participants (Atkinson, 1999; Kerzner, 2003).

Project success reflects the effective use of the project's final products and or services provided and the sustainable achievement of the project purpose and long-term goals. Success is often evaluated at the end of the project by a different set of criteria that are based essentially on the relevance, efficiency, development impacts, sustainability, and the acceptance of the project achievements by the stakeholders and the development community in general and the targeted group in particular. (Khang, D.B., and Moe, T.L., 2008).

1.9. Organization of the study

The rest of the thesis is structured as follows. Chapter two covers the literature review namely theoretical and empirical review. The third chapter deals with the methodology of the research. It includes a research approach and design, target population, sample size and techniques, data sources and instruments, data analysis, reliability and validity, and ethical consideration. Chapter four is dedicated to data analysis and the findings of the research. Chapter five includes discussion, conclusions that are derived from the findings and recommendations together with an indication of further research areas.

CHAPTER TWO
LITERATURE REVIEW

2.1 Theoretical Review

2.1.1. Culture

Culture has various definitions because it is not static rather it is dynamic, this means that there is no standard definition for culture (Birukouq, 2007, p. 2). According to Birukouq (2007), culture can be defined as "*Culture is the socially transmitted knowledge and behavior shared by some group of people*". Other definitions could include "*The culture of any society consists of the sum total of ideas, conditioned emotional responses, and patterns of habitual behavior which the members of that society have acquired through instruction or imitation and which they share to a greater or less degree*". In this study it has been described as basic values assumptions and values, policies, and behavioral conventions that are shared by a group of people and that control each member's behavior. In analyzing the culture of a certain organization or a group, it is advantageous to categories the three levels in which culture manifests itself: values, observable effects, and basic underlying assumptions (Spencer-Oatey, 2012, p. 3).

2.1.2. Culture in project

Culture is one of the most influential factors in the success of a project, and it is also part of the overall organizational culture. Project culture is the general attitude to projects with the business or the organization. Most projects do not work in isolation, and they have to operate within a business environment that complements the requirements of the organization (Plessis & Hoole, 2006, p. 36). The culture affects project management, strategic planning, and planning and implementation. Organizational culture affects the project in four ways. First, the culture influences the level of the workers' commitment to the goals of the project especially when it comes to balancing the goals with other activities of the organization. Second, it affects how the departments are expected to support and interact with another n pursuit of the goals of the project. The culture also affects how the managers determine the performance of the team and how they view the project's outcome. Finally, the culture influences the project planning such as how resources are estimated or how work is estimated.

Culture is made up of values, attitudes, behaviors and beliefs of its workforce and underlying assumptions. If an organization's culture is not accommodating of project management, project management is often viewed as interference or a burden to the daily work of the organization. If there exists no effective project management office and no standard procedures, processes, measurement and organizational culture across projects, project performance across various projects will differ. Project culture within an organization can break or make the project within an organization (Mohammed & White, 2008, p. 3)

2.1.3. Hofstede's Four Cultural Dimensions of National Culture

Based on a large number of survey data about the values of IBM employees in over 50 countries around the world, Geert Hofstede identified common problems among societies. All these 116000 IBM employees he analyzed were similar in all respects except nationality, which improved the authenticity of influences on nationality differences. According to Hofstede (2005, 23) the four dimensions are:

- Power distance (from small to large)
- Collectivism versus Individualism,
- Femininity versus Masculinity,
- Uncertainty Avoidance (from weak to strong).

According to Hofstede, (2005) power distance, collectivism, masculinity and uncertainty avoidance are defined as follows. Power Distance can be defined as the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally (Hofstede, 2005, 46).

Collectivism versus Individualism means the degree to which individuals are inte-grated into groups. On the individualist side we find societies in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find societies in which people from birth onwards are integrated into strong, cohesive in-groups. Moreover, in collectivist society, the interests of the group prevail over the interests of the individual.

Masculinity versus Femininity refers to the distribution of roles between the genders which is another fundamental issue for any society to which a range of solutions are found. A society is called masculine when emotional gender roles are clearly distinct: men are supposed to be

assertive, tough, and focused on material success. On the other hand, a society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life.

Uncertainty Avoidance can be defined as the extent to which the members of a culture feel threatened by ambiguous or unknown situations. This feeling is, among other things, expressed through nervous stress and in a need for predictability: a need for written and unwritten rules (Hofstede, 2005, 167).

2.1.4. International Development Projects

Most international corporations have to adopt to the requirements of globalization by working in international joint ventures or international projects outside their well-known home markets. International development (ID) projects are the most common instrument used by policy makers to deliver international aid. These ID projects are delivered by donor countries under diverse forms of funding and collaboration, for example, using bilateral agreements with recipient governments or through a "middlemen" frequently a non-governmental organization (NGO) (Crawford and Bryce, 2003; Zetland, 2010). International development (ID) projects are recognized as pillars of international aid to developing countries (Diallo&Thuillier 2004, 2005; Roodman 2006). ID projects usually take place in more stable contexts, with the aim of improving living standards, education or health. For these reasons, ID projects are less visible to society, but they generally yield more sustainable and longer-lasting results. (RuggeroGolini& Paolo Landoni, 2014)

2.1.5. An Overview of Project Success

Erling et al (2006) stated that overall project success deals with the wider and longer term impact of the project, which means both project management success and project product success. Baccarini (1999) views project success as product success, which implies the quality and impact of the end product to the end user (in terms of satisfaction of user(s) needs, meeting strategic organizational objectives, satisfaction of stakeholders‟ need) when a project execution is finished.

2.1.6. National Culture and Its Impact on Project Environment

Culture has various definitions because it is not static rather it is dynamic, this means that there is no standard definition for culture (Birukouq, 2007, p. 2). According to Birukouq (2007), culture can be defined as "*Culture is the socially transmitted knowledge and behaviour shared by some group of people*". Other definitions could include "*The culture of any society consists of the sum total of ideas, conditioned emotional responses, and patterns of habitual behaviour which the members of that society have acquired through instruction or imitation and which they share to a greater or less degree*".

Cultural diversity in national and international project environments presents a complex challenge for project managers (Cusworth and Franks, 1993). Lacks of understanding can, for example, induce conflict arising from misunderstandings and differing priorities (Atkinson, 1999). It can also induce serious miscommunication, misinterpretations, frustration, and disputes, which can obstruct the growth and the productivity of an organization (Burchell and Gilden, 2008). The major strength of the cultural perspective lies in its recognition of the fact that, for a project manager to succeed in the twenty-first century; they must learn to maintain, support, and embrace cultures rather than perceive these as a risk to project success. This perspective assumes there are strong elements of different stakeholders with different cultures involved in most Projects and different cultural groups are likely to behave differently under similar circumstances because of differences in their underlying values and attitudes (Milosevic, 1999).

Ramaprasad and Prakash (2003), and Milosovic (1999) both stress that it is not only important to try and understand the local culture, it is also important to identify the differences between that culture and the Project manager's own culture. There is mounting evidence which argues against the indiscriminate and uncritical transfer of techniques and practices to developing countries which are based on western thought and value systems (Mendonca and Kanungo, 1996). Project that are highly successful in the industrialized, developed countries of the West can, and often do, fail in the developing countries not because of any deficiency in or unsuitability of the projects, but because these projects were uncritically implemented without any regard to their congruence with the internal work culture (Ramaprasad and Prakash, 2003). It must be clearly emphasized that organizations in developing countries do indeed need the sound, efficient management practices incorporated in these projects (Milosovic, 1999). For example, there is absolutely no question that the

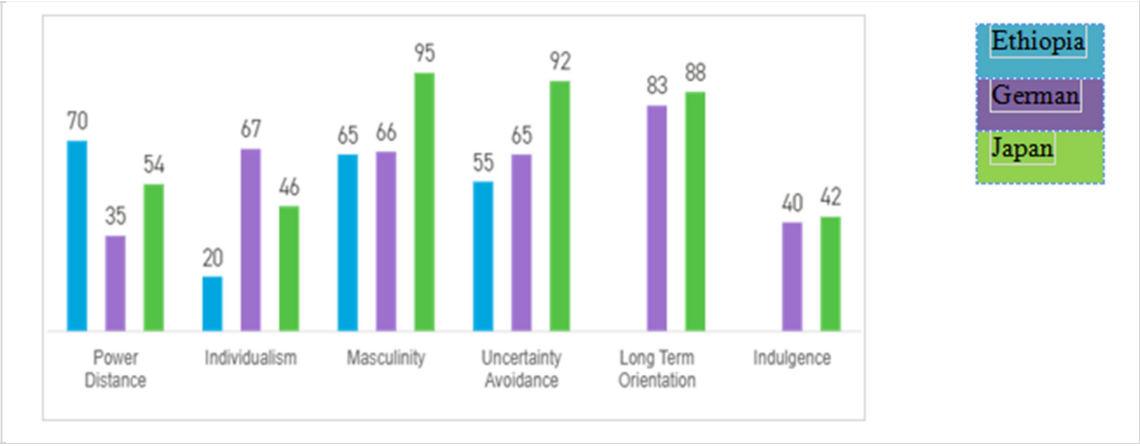
employee's job performance in any culture will improve through the practices of goal setting, performance feedback, and valued rewards. The underlying psychological principles of work motivation incorporated in these practices are universally valid and, therefore, have pan cultural applicability (Atkinson, 1999). What is being questioned is the manner in which these practices are carried out (Burchell and Gilden, 2008).

2.1.7. Hofstede's Cultural Framework for Ethiopia, Germen and Japan

The most influential cultural perspective has been that of Hofstede (Søndergaard, 1994). But there are also other researchers who contributed for the knowledge of national culture influence on organizations' management processes (Trompenaars and Hampden-Turner, 1998; House et al., 2004 and Lewis, 2005). The conceptualization and flexibility with which Hofstede's cultural model has been developed makes it a suitable framework to adopt in project management research involving cross-cultural aspects (Ojiako et al., 2012). Therefore, this paper will follow the famous approach of Hofstede's cultural dimensions. These cultural dimensions can help to accelerate the analysis process regarding national culture influences on project management as recommended by many researchers.

Here the most recent 3rd edition Geert Hofstede's work in 2010 is presented regarding the culture of Japan, German and Ethiopia through the lens of the 6-D Model. The scores were listed for 76 countries and regions. The scale runs from 0 – 100, with 50 as a mid-level. The rule of thumb is that if a score is under 50 the culture scores relatively LOW on that scale and if any score is over 50 the culture scores HIGH on that scale. In the case of IDV – the LOW side (under 50) is considered "Collectivist" and above 50 considered "Individualist".

Figure 2.1: Hofstede's score of national culture



Source: https://www.hofstede-insights.com/country-comparison/ethiopia,germany,japan/

Japan, with a low score of 42, is shown to have a culture of Restraint. Societies with a low score in this dimension have a tendency to cynicism and pessimism. Restrained societies do not put much emphasis on leisure time and control the gratification of their desires. People with this orientation have the perception that their actions are restrained by social norms and feel that indulging themselves is somewhat wrong.

The low score of 40 on this dimension indicates that the German culture is restrained in nature. Societies with a low score in this dimension have a tendency to cynicism and pessimism. Also, in contrast to Indulgent societies, restrained societies do not put much emphasis on leisure time and control the gratification of their desires. People with this orientation have the perception that their actions are restrained by social norms and feel that indulging themselves is somewhat wrong. There is currently no score for Ethiopia on this dimension.

As it can be seen from the study of Hofstede, the German and Japan societies seem different in the dimension of power distance and individualism, with German being highly individualist and low in power distance (highly decentralized). They have similar tendency towards masculinity and uncertainty avoidance with some amount of intensity difference. And they have similar culture towards long term orientation and indulgence.

2.2. Empirical Review

This part of the literature review will discuss related articles and journals to the topic under study. Some researchers have explored the effects of social and cultural factors on project management (PM) (Bredillet et al., 2010). The literature indicates that culture can influence a variety of PM issues including: Teams (Ochieng and Price, 2009; Binder, 2007) Leadership (de Bony, 2010; Makilouko, 2004; Yasin et al., 1997), Trust (de Bony, 2010), Communication (Ochieng and Price, 2009; Loosemore and AlMuslmani, 1999), Performance (Eriksson et al., 2002), Risk assessment (Zwikael and Ahn, 2011; Keil et al., 2000), Business negotiations (Hurn, 2007), PM deployment (Bredillet et al., 2010) and Planning (Zwikael, 2009; Zwikael et al., 2005).

Cultural differences may affect the performance of a project manager (Milosevic, 1999). Global project managers report that NC has an influence on PM work (Shore and Cross, 2005). Hofstede (1983) noted that the differences found between countries affect PM. It has been indicated that project managers must be familiar with the background and culture of

diverse stakeholders in that specific project (Zwikael, 2009). Problem-solving differs between cultures as some prefer to look at the whole problem before acting, whilst others prefer trial and error (Eriksson et al., 2002). Yasin et al. (1997) assert that it is beneficial for project managers to possess those competencies that are specific to the culture in which the project is undertaken. "…PM is culture-bound, which means … members with different cultural backgrounds interpret the same PM practices differently" (Milosevic, 1999:27). Turner (1999) also argued that PM applications vary with culture.

Stuckenbruck and Zomorrodian (1987) suggests that, the strategy for implementing project management in developing countries must be consistent with the culture and the characteristics of the particular society and the configuration of its economic, political, and administrative system. A project manager must be aware of the difficulties that may arise from these differences. First, in the appraisal phase, different perspectives and cultures should be taken into account. What is considered 'good' in one country may not be so in another. Second, the project manager must be aware that the imposition of project management methodologies in places where such tools may be unknown or uncommon can be problematic.

As proposed by Lock (1996), the factors that could influence the environment of a particular Project are categorized into four main broad areas, and these include: a) Physical, b) Economic and financial, c) Institutional and political, d) Socio-cultural. *Socio-cultural environmental impact* is among the factors that could influence the environment of a particular project. Many Projects are specifically designed to develop human resources as a major objective (Hofstede, 2001). These people oriented Projects include most agricultural Projects, health, education and welfare Projects, Urban housing, water and supply, and rural industrialization Projects. Their crucial feature is that they can be implemented only by through people who are not directly part of the formal Project organization (Tampoe, 1989).

The Project organization provides resources, training, services and infrastructure to the population but does not in any way control their-decision making or actions (Tampoe, 1989). As a result, in order for such Projects to be successful, its objectives will need to be consistent with the values and practices of those people it is designed to assist. Assumptions about socio-cultural values and practices may not be valid for a whole variety of reasons, especially, if they are made by planners who are not closely identified with the target group (Sinha, 1985). In addition, societies are complex structures which cannot be easily defined in

terms of a single set of behaviour patterns and great differences are often observed within nations and inside regions within nations (Doh and Ramamurti, 2003). It is important for Project personnel to be sympathetic to the local culture and to have understanding of 'why things are done the way they are'.

Cultural diversity, categorized into six cultural dimensions by Geert Hofstede (2011), performs a major role in determining both a person's style of management and the way in which employees respond to that style of management. Hofstede et al. (2010) argue that planning and control are extremely influenced by culture: planning is an attempt to reduce uncertainty, and control is an exercise of power. These authors argue that planning and control in organizations, rather than rational tools, contain an element of ritual and reflect basic cultural assumptions. As Chevrier (2003) states, projects involving teams with members from different countries are not only international projects, but mainly inter-cultural projects. According to this author national culture has an impact on project management, specifically on planning and control.

Kendra and Taplin (2004) emphasize that planning and control are basic management functions, and therefore undoubtedly critical factors to lead a project to success. Similarly, Frank et al. (2011) presented planning and control (monitoring) as two of the top 10 project critical success factors. On the other hand, a study by Kelly Rees-Caldwell, Ashly H. Pinnington, 2013 has found project management is influenced by NC in Scope, Time, planning, Integration, Innovation/Technology and Communication.

A study by Lars Baumann (2013) illustrates a strong increase in power distance is observed if the project manager and the team member do not originate from the same cultural background. Additionally, differences in time perception and the characteristics of the dimension long term orientation (LTO) result in fundamental differences for the application of the PMBoK (Project Management Body of Knowledge) processes. Thus, a number of authors have recommended for more attention to be given to the impact of national culture on project management processes (Shore and Cross, 2005).

2.2.1. The impact of cultural dimensions on performance and Hypothesis of the Study

Although researches have produced conflicting results on the impact of national culture on performance of organizations, some researches show that some of the national culture dimensions are supportive of high performance in manufacturing and other business sectors.

Power distance

Lower power distance improves performance because it fosters communication and openness. It allows employees to make independent decisions irrespective of their hierarchical level in the organization, and it improves motivation and morale (Nakata and Sivakumar, 1996). Decentralization leads to empowerment and creative freedom. Then, empowerment should lead to higher performance (Anderson, 1994). A study conducted by Naor, Linderman, & Schroeder (2010) also depicted the negative relationship between high power distance and manufacturing performance. In high power distance cultures, because of the lack of input from lower-level employees as well as poor communication and information sharing, the quality of decisions is very poor. A study on Chinese organizations by Farh, Hackett, and Liang (2007) emphasizes that high power distance blocks employees from getting organizational support to yield better performance and productivity.

Collectivism

Scholars have argued that high collectivism creates teamwork. It increases the involvement of the employees in the organization and breaks down barriers between departments. Organizations adopting cooperative relationships and cross-functional teams have lower costs, less scrap, and higher productivity. Collaborations between employees avoid misunderstandings that can lead to delays in delivery time. Team activities such as quality circles have been found to improve quality and decrease the number of defects in a manufacturing organization (Flynn et al., 1994).

Collectivism makes employees proud of their own work and their organization's achievements. This generates commitment and loyalty since the employees feel they can make valuable contributions and improve performance. A study conducted by Naor, Linderman, & Schroeder (2010) on the relationship between national and organizational culture and its impact on manufacturing performance also confirmed for the national culture dimension of collectivism is supportive of high manufacturing performance. An investigation conducted by Boubakri, Mirzaei, & Samet (2017) also verified that banks located in high collectivist culture perform relatively better during crisis.

Femininity

Femininity behavior is characterized by an emphasis on communication in order to seek consensus. Negotiation, compromise, and sensitivity are vehicles for conflict resolution. These traits make relationships between various functions and divisions more productive,

which can help implement high performance manufacturing practices (e.g. Total Quality Management). Femininity encourages employee participation and promotes willingness to share information and resources. Naor, Linderman, & Schroeder (2010) find the positive association of uncertainty avoidance with manufacturing performance.

Uncertainty avoidance

In uncertainty avoidance societies, people feel threatened by uncertainty and ambiguity. Their low tolerance for uncertainty and anxiety in the face of ambiguity leads individuals to be more risk averse, and to prefer a more predictable environment (Kwok and Tadesse ,2006). High uncertainty avoidance cultures should have a higher probability to succeed in planning, since they are more detail oriented. Hofstede (2001) also explained how uncertainty avoidance plays a critical role in business and market transactions. Recent evidence in Kanagaretnam et al. (2014) establishes that banks in high uncertainty avoidance societies tend to take less risk. Banks in countries with high uncertainty avoidance culture tend to take lower risk, and should thus perform better during a crisis. An investigation conducted by Boubakri, Mirzaei, & Samet (2017) on National culture and bank performance also found that banks located in high uncertainty avoidance culture perform relatively better during crisis.

Long Term Orientation

Scholars have argued that in a manufacturing setting a long term oriented culture encourages employees to utilize new innovative technologies, which can enhance long-term performance. Long term orientation helps develop a tolerance to errors and encourages risk taking and experimentation to improve process performance (Naveh and Erez, 2004). A long term oriented culture promotes continuous improvement, which leads to higher performance (Flynn et al., 1994). In supply chain management, Choi and Hartley (1996) also found that creating an extended planning horizon leads to higher performance.

According to Kothari (2004), hypothesis is a logical conjectured relationship between two or more variables expressed in the form of testable statements. It is a formal statement of an unproven proposition that is empirically testable (Zikmund, et al., 2009). Moreover, hypothesis testing is undertaken to explain the variance in the dependent variable or to predict organizational outcomes (Sekaran, 2000).

At this point it is imperative to state clearly what kind of result are expected from the study and it is necessary to explicit about any assumption the research method rests up on. The factors affecting project performance might have multiple roots or single root.

Accordingly, for the purpose of this study, the following 5 (five) hypotheses are formulated based on previous research findings that were conducted on manufactures, other business organizations and financial institutions and were tested.

H1. Power distance has a negative and significant effect on project performance of JICA and GIZ in Ethiopian context.

H2. Collectivism has a positive and significant effect on project performance of JICA and GIZ in Ethiopian context.

H3. Femininity has a positive and significant effect on project performance of JICA and GIZ in Ethiopian context.

H4. Uncertainty avoidance has a positive and significant effect on project performance of JICA and GIZ in Ethiopian context.

H5. Long term orientation has a positive and significant effect on project performance of JICA and GIZ in Ethiopian context.

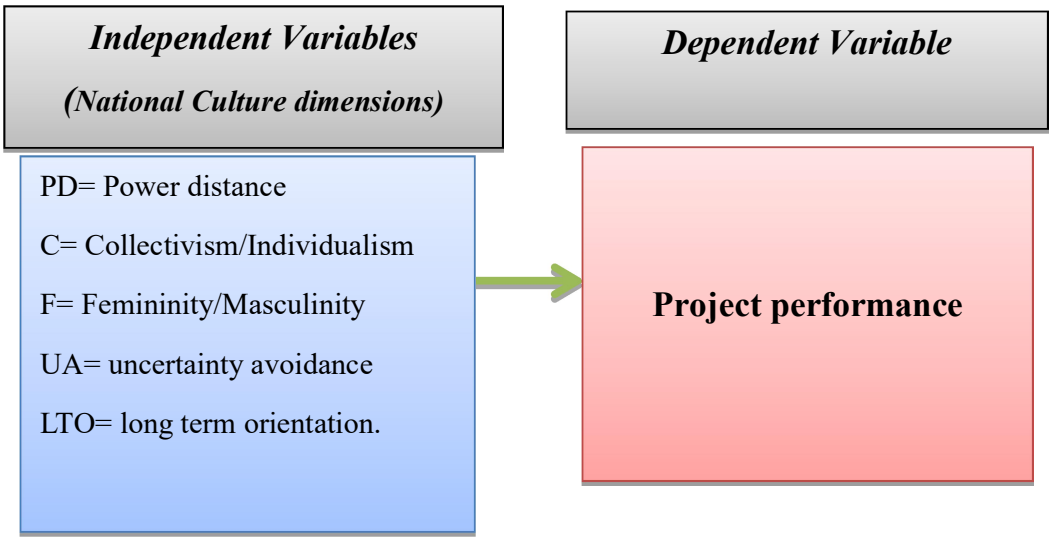
2.2.2. Conceptual Framework

According to Creswell (2008), there are six types of variables: Independent, dependent, Intervening or Mediating, Moderating, Control and Confounding variables. For this research, Independent and dependent variables are preferred, because of their relevancy for the research topic. Thus, National cultural dimensions are the independent variable and Project performance considered as dependent variable.

According to Wilson et al., (2015), conceptual framework can be defined as a visual or written product, one that "elucidates either graphically or in narrative system, the main issues to be investigated. This model also explains concepts, variables and the presumed relationship among the variables." The researcher in such ways adopts the conceptual framework in which the figure below illustrates the research questions, literatures and presumed relationship between the national culture and Project performance.

This research is concerned to investigate the national factors that determine project performance of two selected IDPs in Ethiopia. It tries to answer the question "What cultural factors determine the Project performance of GIZ AND JICA?". Based on the Hofstede's six dimensions of national culture model conceptual framework is developed and five variables namely; Power distance, Collectivism/Individualism, Femininity/ masculinity, uncertainty avoidance, long term orientation are identified as independent variables and project performance as dependent variable.

Figure 2. 2 Conceptual framework



Source: Adopted form Hofstede (Søndergaard, 1994), Solace AiwanfoAkade , 2017 and Ojiako (Ojiako et al., 2012; Ojiako) with modification

CHAPTER THREE
RESEARCH METHODOLOGY

3.1. Introduction

This chapter explains the research methodology which was employed in the study. According to Kothari (2004), Research methodology is a method to scientifically solve the research problem. It may be expected as a science of studying in what way research is performed systematically.

The chapter is arranged into different subsections, starting from a description of the study area, followed by research method/approach, research design, population, sample size and sampling techniques, data sources and types, data collection procedures, measurement of instrument, and method of data analysis. Additionally, Ethical consideration and Reliability and Validity of instruments were presented in the chapter.

3.3. Research Approach

According to Creswell (2007), there are three approaches available for researchers to design their research methodology namely Quantitative, Qualitative, and Mixed research approaches. According to Kothari (2004), the quantitative approach contains the group of data in quantitative form which can be subjected to difficult quantitative analysis formally and informally. On the other hand, the qualitative approach is concerned with subjective assessment of attitudes, opinions, and behavior. Thus, for this study the researcher used a quantitative research approach, as a quantitative technique helps to explore, present, describe and examine relationships and trends within data and as it also supports collecting results in numerical and standardized data (Saunders, Lewis, and Thorhill, 2009).

3.4. Research design

Research design is the conceptual structure within which research is conducted; it contains the blueprint for fulfilling research objectives and answering research questions (C.R.Kothari, 2004). It ensures that the study would address the problem. The same authors discuss three types of research design: They are exploratory- the discovery of ideas and insights, descriptive which is concerned with determining the frequency with which an event occurs or with relationship between variables, and explanatory which deals with hypothesis testing. According to Kumar (2005) and Saunders, et.al (2009), the major aim of descriptive study is

to describe and provide information on what is available regarding a group of people, community, and situation. Explanatory research establishes causal relationships between variables. The study aims to examine the relationship between national culture and Project performance of JICA and GIZ in the context of Ethiopia. To test the hypotheses of the study explanatory research design was considered as appropriate. Thus, explanatory research design was employed to conduct the study.

3.5. Target Population

According to Saunders, et.al (2009), population is a full target group from which a sample is taken. It is the total number of subjects targeted by the study or the group of elements to which the researcher wants to make inference (Mundia et al., 2015). The target population for the purpose of this study was project managers and project team members of JICA and GIZ participating in various project activities.

As per the data from the organizations, GIZ has 76 staffs of project offices in Addis Ababa that are directly participating on projects and JICA had 51 staffs that are directly participating on projects. The focus of this study was peoples that have experience and exposure on the tasks as project managers, project team leaders, project team members and related tasks. The justification to choose these people is because the level of analysis of this study is individual level analysis. Moreover, the items of data collecting instrument are designed in such a way that they collect personal level data.

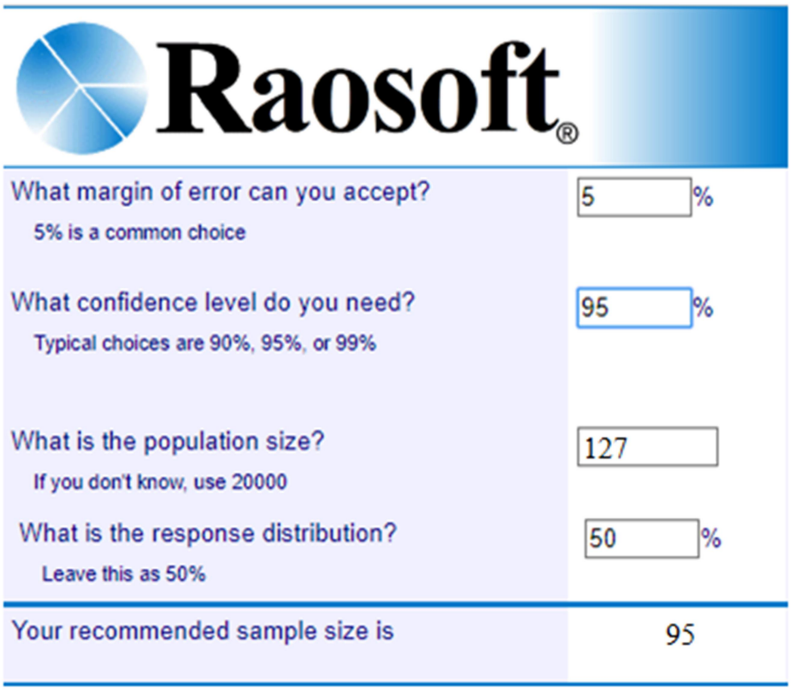
3.6. Sample Size of the Study

The total population of the study was 127. To get a representative sample for the population under study for which the size is known, Yamane's (1967) provides a simplified formula to calculate sample size. The sample was calculated from the target population at the confidential interval of 95% letting a marginal error of 5% and a response distribution of 50% using an online calculator at www.Raosoft.com. This online calculator is based on the formula below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, e is the margin of error and N is the population size. Based on the numbers selected above, the sample size n and margin of error e and the population size N the sample size had been 127/ (1+ (127)(0.05)(0.05)) = 95. Here below is the screen shoot of the online result.

Figure 3.1: The Online Calculated Result of Sample Size



Source: www.Roasoft.com (as retrieved in Oct 2020).

3.7. Sampling Technique

The sample was supposed to be the representative of the whole and generalization is made based upon the result found using the analysis of data collected from the sample. In order to include the Japanese, Ethiopian, and Dutch culture, a stratified random sampling technique was implemented in the study. There were two strata. These are GIZ and JICA staff. Samples were selected proportionally randomly from these two strata as follows:

Table 3.1: The Proportional Sample Size

Stratum	No. of Staffs (n)	Proportional sample size (n/Total)*95
GIZ	76	57
JICA	51	38
Total	127	95

Source: Data from their respective head offices and analyzed by the researcher. Oct 2020

3.8. Data Collection Instruments

A questionnaire was adopted from the previous study of Hofstede (Søndergaard, 1994; Solace AiwanfoAkade, 2017; Ojiako; Ojiako et al., 2012; Ojiako). And the questionnaire regarding performance of international development projects was adopted from Organization for Economic Cooperation and Development (OECD) standards. The five criteria to evaluate development interventions (relevance, effectiveness, efficiency, impact, and sustainability) has been by far the most known and influential work in the evaluation of development projects that emerged from the OEDC/DAC evaluation guidelines.. The instrument is repeatedly tested and used in the area of project performance globally. Questionnaire was distributed by a Google form (an online survey tool) to employees of the organizations that have experience and exposure to the tasks as project managers and project team members. The reliability and validity test is conducted frequently. A five-point Likert scale was used to rate items in the questionnaire.

3.8.1. Reliability

A reliability test was conducted to measure the internal consistency of the data items even though previous studies show the reliability of the items. According to Kothari (2004), reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. The term reliability is defined as the consistency or stability of measurement over a variety of situations in which similar outcomes should be obtained. The most popular method of testing for internal consistency in the behavioral sciences is Cronbach's alpha. Cronbach's alpha

reliability/consistency coefficient normally spreads/ranges between 0 and 1. According to Gliem and Gliem (2003), the following rule of thumb is provided.

- if "α > 0 .9 it will be excellent
- α > 0.8 it will be good
- α > 0.7 it will be acceptable
- α > 0.6 it will be questionable
- α > 0.5 it will be poor and
- Finally, α < 0.5 it will be unacceptable".

A five scale likert type scale was implemented for its convenience and ease of analysis. All items are responded to a Likert scale of 1-5, where 5 = strongly agree and 1 = strongly disagree. Cronbach's alpha is most commonly used when you want to assess the internal consistency of a questionnaire (or survey) that is made up of multiple Likert-type scales and items. Cronbach's alpha can be interpreted as a correlation coefficient, it ranges in value from 0 to 1 (Coakes and Steed, 2007). The closer value of reliability coefficient to 1.0 are better and the result of reliabilities that are less than 0.6 is considered being poor (Saunders, Lewis and Thornhill 2012).

Reliability test on items was conducted. It has been conducted to make sure the instrument used in the study is reliable. The elements under analysis are the twenty elements with the additional fourteen project performance measurement instrument. As we can see from table 4.2 below, The Cronbach's alpha for the general instrument is found to be 0.797. All the values have an alpha value above 0.7 which is in the acceptable range.

Table 3.2: Reliability Statistics of the General Instrument

Reliability Statistics	
Cronbach+'s Alpha	N of Items
0.797	20

Source: Researcher, 2020

Cronbach's alpha was computed and compared with the threshold value of 0.7. An overall value of 0.797 was obtained as indicated in Cranach's alpha reliability test table below (table 3.2), which implied a high level of internal consistency of research instruments.

Table 3.3: Cronbach's alpha reliability test values of items in independent variables

S. N	Cultural Dimension	Cronbach's alpha value	No. of Items	Reliability
1	PD= Power distance	0.715	4	Good
2	C= Collectivism/ Individualism	0.740	4	Good
3	F= Femininity/ Masculinity	0.828	4	Good
4	UA= uncertainty avoidance	0.822	4	Good
5	LTO= long term orientation.	0.881	4	Good
Overall		**0.797**	**20**	**Good**

Source: researcher's data, 2020

Similarly the reliability test for items of dependent variable which is project performance was shown in Table 4.3 below. Here is also found that the values have an alpha value above 0.7 which is in the acceptable range.

Table 3.4: Cronbach's alpha reliability test values of items in the dependent variable

S.N	Project Performance Parameter	Cronbach's alpha value	No. of Items	Reliability
1	Relevance	0.790	3	Good
2	Efficiency	0.760	3	Good
3	Effectiveness	0.774	3	Good
4	Impact	0.769	3	Good
5	Sustainability	0.795	2	Good
Overall		**0.797**	**14**	**Good**

Source: researcher data, 2020

3.8.2. Validity

According to Hassan et al. (2006), a pilot test is one of the significant stages in research. It is conducted to detect possible problem areas and deficiencies in the study instruments before implementation during the full study. According to Hazzi and Maldaon (2015), the reasonable number for conducting a pilot study commonly from 10% to 20% of the main sample size. To ensure that the measurement instrument (questionnaire) was understandable and appropriate and that the questions were well defined and offered reliably; conducting the pilot study was crucial. A pilot test was undertaken before the main study by selecting 10

respondents (10% of the main sample size) from the target population. The selected respondents for the pilot test were asked to answer if the study instrument(s) is asking the intended questions, the format is understandable and the selected tool is appropriate for the target population. For instance, The question under Long term orientation which was" The policy of my company does not encourage safe behavior on site.'' was modified to '' the policy of my company encourages safe behavior on site'' because policy of safety has direct relation with long term oriented culture and such similar slight modifications like this question to keep the consistency of the questionnaire. The feedback from the pilot test helped in adjusting some of the items in the measuring instrument. The respondents who were participating in the pilot test were not again used in the main research.

Validity is the extent to which a test accurately measures what it claims to measure (Lakshmi and Mohideen, 2013). According to Kindy et al. (2016), content validity is the extent to which the item in an instrument covers the entire range of the significant aspects of the area being investigated. It is the degree to which the measurement device, in this case, the measuring questions in the questionnaire, provides sufficient coverage of the research investigative questions. Also, pilot testing of questionnaires was conducted to obtain feedback from the respondent on validity, and responses were collected and the questionnaire was adjusted subsequently.

3.9. Software Tools and Techniques

The freely accessed SPSS version 24, MS Office, and Google form (an online survey tool) were used for data analysis and data collection. These tools were used for their free availability, ease of use, ability to process the required data, ease of learning, and minimal hardware requirement.

3.10. Data Analysis and Interpretation

Quantitative data collected through questioner was analyzed through descriptive and inferential statistics. The descriptive statistics include: Mean, Standard deviation and variance and frequency and the inferential statistics include: correlation and multiple linear regression functions. These functions are widely used for the analysis of the relationship between dependent and independent variables and the latter is appropriate to hypothesis testing.

After collection of the data, its completeness was verified, coded, and entered in a computer using SPSS. The data was subject to analysis using application software packages known as

Statistical Package for Social Sciences (SPSS) of version 24. Through descriptive and inferential statistics data analysis was done. According to Boone and Boone (2012), Likert scale data are analyzed at the interval measurement scale. Therefore, the composite score for Likert scales was analyzed at the interval scale. In descriptive statistics for interval scale items, there are mean and standard deviations. The mean is used for central tendency and standard deviations for variability. The Pearson's r, Model summary, ANOVA, and regression procedures are also appropriate analysis procedures for interval scale items.

3.10.1. Descriptive Statistical Analysis

Descriptive statistics were used to describe different characteristics. The researcher applied frequencies and percentages to analyze general information about respondents. The researcher applied also mean and standard deviation to describe the statuses of national culture and to measure variation. The outcomes of the research were presented using tables accompanied by descriptions.

3.10.2. Inferential Statistical Analysis

In Inferential statistical analysis, the researcher applied correlation and multiple linear regression analysis. Correlation analysis was used to determine the relationship between the independent variable (National culture) and the dependent variable (Project performance). A multiple linear regression was used to test the influence of National culture on Project performance. The results are presented using tables taking from the SPSS outcomes shown in the next chapter. Each table was accompanied by result interpretation. Correlation and a multiple linear regression are explained below.

I. Correlation Analysis

Correlation may be defined as the degree of relationship existing between two or more variables (Koutsoyiannis, 1977). The linear correlation coefficient (r) is a measure of the degree of covariability of the variables. The strength and the direction of a linear relationship between the two variables (dependent and independent) are measured by the linear correlation coefficient (r). The values that the correlation coefficient may assume vary from -1 to +1. When r is positive, there exists a positive correlation between the variables. r = 1 implies that there is a perfect positive correlation between variables. When r is negative, there exists a negative correlation between the variables. r = -1 implies that there is a perfect negative correlation between variables. When r is zero, then the variables are not correlated.

The closer the value of r is to one, the greater is the degree of covariability. On the other hand, the closer the value of r is to zero, the lesser is the degree of the covariability. According to Samuel and Okey (2015), the linear correlation coefficient is sometimes known as the Pearson Product Moment Correlation Coefficient in honor of its developer Karl Pearson.

As statistical estimation, r is unavoidability subject to some error and should be verified for its consistency by conducting some test of significance (Koutsoyiannis, 1977). While computing a correlation, the level of significance shall be set at 95% with alpha value of 0.05).

II.Multiple Regression Analysis

The term regression was introduced by Francis Galton (Gujarati, 2004). The investigation of the dependency of one variable, the dependent variable, on one or more other variables, the explanatory variables is referred to as Regression analysis. The multiple regression analysis was used to determine whether culture have influenced the project performance of GIZ and JICA in Ethiopian context. The study took the five determinant factors as independent variables and the project performance as dependent variable in the regression model. The study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

$$Y = \beta 0 + \beta 1X1 + \beta 2X\ 2 + \beta 3X3 + \beta 4X4 + \beta 5X5 + \varepsilon$$

Where:

Y = Project performance of GIZ and JICA

β0 = Constant (value of project performance, Y) when the five cultural factors X1, X2, X3, X4 and X5 are = 0)

β1 = Regression coefficient for level of power distance

X1 = power distance

B2 = Regression coefficient for level of collectivism/ individualism

X2 = collectivism/ individualism

β3 = Regression coefficient for level of femininity/ masculinity

X3 = femininity/ masculinity

β 4= Regression coefficient for level of uncertainty avoidance

X4 = uncertainty avoidance

β 5= Regression coefficient for level of long term orientation

X5 = long term orientation

In the model, β0 = Constant, β1 to β5 = Regression coefficients represented the mean change in the dependent variable for one unit of change in the independent variable while holding other independent variables in the model constant and Ɛ= error term which captures the unexplained variation in the model.

3.11. Ethical Consideration

Researchers need to protect their research participants; develop trust with them; promote the integrity of research; guard against misconduct and impropriety that might reflect on their organizations or institutions; and cope with new, challenging problems. (Isreal& Hay, 2006). Therefore, ethical responsibilities were considered by providing information about the use of the information and the purpose of the study to the respondents. The respondents had informed that every person involved in the study had entitled to the right of privacy and dignity of treatment, and no negative consequence will be caused to subjects in the research. Information obtained is held in strict confidentiality by the researcher. The following ethical considerations had been strictly followed. (i) Fairness. (ii) Openness of intent. (iii) Disclosure of methods. (iv) The integrity of the individuals. (v) Informed willingness on the part of the subjects to participate voluntarily in the research.

CHAPTER FOUR
DATA ANALYSIS AND DISCUSSIONS

4.1. Introduction

The previous two chapters were dedicated to literature reviews, research methodology, theoretical model selection, drawing of conceptual frame work and hypothesis formulation. This chapter presents data analysis and discussion of findings.

4.2. Response Rate

The target population of the study was 127. The sample size of the study was 95. Out of the 95 distributed questionnaires 91 questioners were returned. This represents 95.7% response rate. In the data cleaning process, the collected questionnaires were checked for errors and two incomplete questionnaires were identified and discarded. Therefore, 89 were found to be valid and used for the final analysis. So, the analysis was made based on 89 successfully responded questionnaires. The analysis is done in line with the research questions and objectives set in the proposal and it is presented in the form of descriptive statistical analysis and inferential statistics analysis.

Table 4.1: Response Rate

Target Population	127	
Questioners	Response Rate	
	Number	Percentage
Recommended Sample Size	95	100%
Distributed	95	100%
Collected	91	95.7%
Appropriately filled	89	93.6%
Incomplete responses	2	2.1%

4.3. Demographic Characteristics of the Respondent's

The below table presented the analysis of demographic and general data. From a total of 89 data 35(39.3%) of the respondents were from JICA and the remaining 54(60.7) were from

GIZ. From the data presented in the table below, we can see male dominance. The majorities (64%) of the respondents were male and the remaining (36%) of the respondents were female. We can see a fair percentage of females have participated.

Regarding the educational level of the respondents, the table below depicts that the majority (82%) of the respondents had Second Degree and above, 11.2 % had first Degree, and nearly (6.7%) of the respondents were Diploma holders. Therefore, the educational background of most respondents is appropriate to understand and answer the research questions.

Nearly 92% of the respondents had more than three years experience on project work. Only 7.9% of the respondents had work experience less than three years. Regarding their participation on the project, 17% of the respondents participated in more than ten projects so far. Similarly, nearly half of the respondents had participate in more than six projects, 26% of the respondents participate in 2-5 projects. Only 7% of the respondents participate in two and fewer projects. Again, the experience of most respondents is appropriate to answer the research questions.

Table 4.2: Demographic Information of Respondents

General and Demographic Variables		Frequency	Percent
Sex of Respondents	Male	57	64,0
	Female	32	36,0
	Total	89	100,0
Education Level	Diploma	6	6,7
	First Degree	10	11,2
	Masters and above	73	82,0
	Total	89	100,0
Work Experience	Less than 3 years	7	7,9
	Greater than 3 years	82	92,1
	Total	89	100,0
Name of Your Organization	GIZ	54	60,7
	JICA	35	39,3
	Total	89	100,0
job title (position)	Manager	21	23,6
	Project Team Member	68	76,4
	Total	89	100,0
Nationality	Ethiopian	71	79,8
	Japanese	15	16,9
	Deutsche	3	3,4
	Total	89	100,0
No. of participated	Less than 2 project	7	7,9
	2-5 projects	16	18,0

project	6-10 projects	48	53,9
	More than 10 projects	17	19,1
	Total	88	98,9
Missing	System	1	1,1
Total		89	100,0

Source: Researcher, 2020 (SPSS Output)

4.4. Descriptive Statistics

The first objective of the study was to examine the nature of national culture of GIZ and JICA. The respondents were requested to show the state of national culture in GIZ and JICA projects. The national culture constituted of power distance, collectivism, femininity, uncertainty avoidance, and long-term orientation. A five-point Likert scale with 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree was used to rate the state of national culture in GIZ and JICA projects.

Analysis of the statues of the national culture in GIZ and JICA projects was done using means and standard deviations. The means recorded were interpreted as follows: 1-1.49 = Strongly Disagree; 1.5-2.49 = Disagree; 2.5-3.49 = Neutral; 3.5-4.49 = Agree; 4.5-5.0 = Strongly Agree (Lady, 2016).

4.4.1 Power Distance (national culture)

The study wanted to determine the state of power distance (national culture practices) in the GIZ and JICA projects. The research findings are presented in table 4.6 below:

Table 4.3: Power Distance practice

Items	Mean	Std. Deviation
Major decisions regarding site project issues, do not always take place after consulting project team members	3.80	.625
I am not always encouraged to raise any project concern with my supervisor	3.72	.543
Project decisions is exclusively a management function	3.79	.846
I am not always being consulted by my supervisor regarding preparation of project plans and policies	4.03	.411
Overall	**3.8343**	**0.34736**
Valid Number	89	

Source: Researcher, 2020

As shown in table 4.6 the data indicates that an overall mean and standard deviation of (**M= 3.8343**, **SD= 0.34736**) were recorded indicating that culture of power distance is highly practiced in GIZ and JICA. The above table (table 4.6) demonstrates that I am not always being consulted by my supervisor regarding preparation of project plans and policies responded by respondents was agree with the highest mean (M= 4.03, SD= 0.411) coupled with Major decisions regarding site project issues, do not always take place after consulting project team members practiced by GIZ and JICA (M= 3.80, SD= 0.625). The statement that states Project decisions is exclusively a management function (M= 3.79, SD= .846) was great extent. The statement that states I am not always encouraged to raise any project concern with my supervisor practiced by GIZ and JICA with great mean (M=3.72, SD= .543) was greatly carried out. The analysis further displayed that moderately high standard deviations spread from 0.411 to 0.846 which implies that respondents were more varied in their opinions to the responses given under power distance culture.

The finding about power distance culture in GIZ and JICA projects (table 4.6) agrees with the literature review that was presented in the second chapter of the study.

4.4.2 Collectivism (National culture)

The study sought to unravel the state of collectivism culture in GIZ and JICA projects. The results are shown in table 4.7 below:

Table 4.4: Collectivism

Items	Mean	Std. Deviation
Project decisions made by me alone are usually more effective than decisions made in consultation with my team members	3.72	.812
My team members often collaborate and support me in resolving project issues	4.03	.463
Project success has a lot of personal meaning to me and my team members	3.66	.521
Responsibility for Project success or failure is shared by project team members rather than a single individual	3.70	.647
Overall	**3.7781**	**0.30488**
Valid Number	89	

Source: Researcher, 2020

As shown in table 4.7, the mean and standard deviation scores for the overall perception of respondents towards collectivism national culture were **(M=3.7781**, **SD= 0.30488)**. This demonstrates that the collectivism is practiced to a great extent in GIZ and JICA. As presented in the table, the statement that my team members often collaborate and support me in resolving project issues was the most highly rated with mean of (M= 4.03, SD= 0.411) indicating that the response was great extent by the respondents in combination with project decisions made by me alone are usually more effective than decisions made in consultation with my team members (M= 3.72, SD= 0.812. Responsibility for project success or failure is shared by project team members rather than a single individual (M= 3.70, SD= 0.647) and project success has a lot of personal meaning to me and my team members (M= 3.66, SD=. 0.521) were practiced at great extent. The analysis exhibited that a relatively high standard deviation spread ranging from 0.463 to 0.812 signifying that respondents were more varied in their opinion to the responses given under collectivism culture. The findings in the above table agree with the literature review that was conducted in the second chapter of the study.

4.4.3 Femininity (National culture)

The study attempted to establish the state of femininity culture in GIZ and JICA. The outcomes were analyzed as shown in table 4.8 below:

Table 4.5: Femininity

Items	Mean	Std. Deviation
Managers and supervisors do encourage feedback regarding project issues from team members	3.31	.535
When team members ignore project procedures, I feel it is none of my business	3.78	.703
I feel nervous or tense at work	3.56	.543
It is always important to have good working relationship with my supervisor	3.53	.545
Overall	**3.5449**	**0.37417**
Valid Number	89	

Source: Researcher, 2020

When we evaluate the overall perception of respondents towards femininity culture, the aggregate mean and standard deviation scores show **(M = 3.5449, SD = 0.37417)** demonstrated that femininity culture is greatly practiced. As can be observed in the above

table (table 4.8), the response of respondents when team members ignore project procedures, I feel it is none of my business was great extent with relatively highest mean (M= 3.78, SD= 0.703). Furthermore, the statement that states I feel nervous or tense at work and it is always important to have a good working relationship with my supervisor were great often practiced with mean of (M= 3.56, SD= 0.543) and (M= 3.53, SD= 0.545) respectively. The least rated statement was managers and supervisors do encourage feedback regarding project issues from team members with mean and standard deviation of (M=3.31, SD= 0.535) showing most of the respondents were neutral regarding this cultural view. The analysis moreover showed that a high standard deviation range from 0.535 to 0.703 which indicates that respondents were a little more varied in their views to the responses given under femininity national culture dimension. The findings in the above table (table 4.8) agree with the literature review that was conducted.

4.4.4 Uncertainty Avoidance (National culture)

The study tried to determine the state of uncertainty avoidance culture in GIZ and JICA. The responses from respondents were presented in table 4.19 below:

Table 4.6 Uncertainty Avoidance

Items	Mean	Std. Deviation
Generally, team members follow project procedures without being told to do so	3.83	.772
Project failure just happen, there is little anyone can do to avoid them	3.70	.647
I am rarely worried about meeting project objectives	3.31	.535
Project procedures should not be broken even when I believe it affects the project	3.78	.703
Overall	**3.6545**	**0.48486**
Valid Number	89	

Source: Researcher, 2020

As shown in the above table an overall mean and standard deviation of **(M=3.6545, SD= 0.48486)** was recorded indicating that uncertainty avoidance culture was very often practiced. As revealed in the table generally, team members follow project procedures without being told to do so was very often practiced with relatively highest mean (M= 3.83, SD= 0.772) followed by project procedures should not be broken even when I believe it affects the

project and Project failure just happen, there is little anyone can do to avoid them were very often practiced with mean of (M= 3.78, SD= 0.703) and (M= 3.70, SD= 0.647) respectively. The least rated statement was I am rarely worried about meeting project objectives (M=3.31, SD= 0.535) most of the respondents had a neutral view regarding this question. The analysis also showed that a little bit high standard deviation spread ranging from 0.535 to 0.772 signifying that respondents were less varied in their opinion to the responses given to uncertainty avoidance culture.

The finding about uncertainty avoidance culture in GIZ and JICA (table 4.9) agrees with the literature review that was presented in the second chapter of the study.

4.4.5 Long Term Orientation (National culture)

The study tried to establish the state of long term orientation culture in GIZ and JICA. The responses from respondents were presented in table 4.10 below:

Table 4.7: Long Term Orientation

Items	Mean	Std. Deviation
Project implementation is a top priority for this organization	3.56	.543
Measurement of project performance is usually based on past events on-site	3.73	.495
I prefer to work safely even if it costs a lot	3.66	.521
The policy of my company encourages safe behavior on site	3.66	.722
Overall	**3.65**	**0.357**
Valid Number	89	

Source: Researcher, 2020

When we evaluate the overall perception of respondents towards long term orientation culture the aggregate mean and standard deviation scores **(M = 3.65, SD = 0.357)** show that long term orientation culture is very often practiced. As can be observed in the above table, measurement of project performance is usually based on past events on-site was very often practiced with highest mean (M= 3.73, SD= 0.495) followed by the policy of my company does not encourage safe behavior on-site and I prefer to work safely even if it costs a lot with mean of (M= 3.66, SD= 0.722) and (M= 3.66, SD= 0.521) respectively. As shown in the above table, project implementation is a top priority for this organization (M= 3.56, SD= 0.543) was to great extent. The analysis also showed a relatively high standard deviation

spread ranging from 0.495 to 0.722 which indicates that respondents were more varied in their opinion to the responses given under long-term orientation culture.

The finding from the above table agrees with the literature review showed in the second chapter of the study.

4.5 GIZ and JICA IDP Performances

In this section of data analysis, the study sought to identify the extent to which national culture contributes to the IDP performance of GIZ and JICA. Different parameters were used to measure project performance. Analysis of the national culture and IDP performance of the GIZ and JICA was done using means and standard deviations. The means recorded were interpreted as follows: 1-1.49 = Not at all; 1.5-2.49 = Small extent; 2.5-3.49 = Moderate extent; 3.5-4.49 = Great extent; 4.5-5.0 =Very great extent.

Table 4.8: Project Performance of both GIZ and JICA

Project Performance Parameter	Mean	Std. Deviation	N
Relevance	3.71	0.589	89
Efficiency	3.80	0.604	89
Effectiveness	3.82	0.498	89
Impact	3.93	0.432	89
Sustainability	3.87	0.410	89
PP= Project Performance (Overall)	**3.83**	**0.349**	**89**

Source: Researcher, 2020

As shown in the above table (table 4.11), an overall mean and standard deviation of **(M=3.83, SD= 0.349)** was recorded indicating that the performance of the GIZ and JICA projects were great extent. As evidenced from the table, the impact of the projects were relatively great extent with a mean of (M= 3.93, SD= 0.432) followed by the sustainability of the projects and effectiveness of the projects with mean of (M= 3.87, SD= 0.410) and (M= 3.82, SD= 0.498) respectively. The efficiency of the projects with mean of (M= 3.80, SD= 0.604) and the relevance of the projects with mean of (M=3.71, SD= 0.589). Since all the parameters of Project Performance were evaluated as great extent, it can be said that most of the projects that the project managers and project team members' of GIZ and JICA participated had high performance according to their perception. The analysis also indicated that a little bit of high

standard deviation range from 0.410 to 0.604 which infers that respondents were less varied in their opinion to the responses given regarding the extent of project performance of GIZ and JICA.

The findings in the above table (table 4.11) agree with the literature discussed in chapter two. IDP Performance is evaluated by the five parameters (Impact, Sustainability, Effectiveness, Efficiency, and Relevance).

4.6. Correlation

Pearson's Product Moment Correlation Coefficient was computed to determine the relationships between dependent and independent variables. The strength of correlation can be described using Evans (1996) guide. "Evans (1996) suggests that the absolute value of linear correlation coefficient (r)", as cited in (Beldjazia and Alatou, 2016). "If

r = 0.00-0.19 it is very weak relationship

r= 0.20-0.39 it is weak relationship

r = 0.40-0.59 it is moderate relationship

r = 0.60-0.79 it is strong relationship

r = 0.80-1.0 –it is very strong relationship".

The inferential statistics in Table 4.12 below reveals that four of the factors namely collectivism, femininity, uncertainty avoidance, and long-term orientation had a strong positive relationship with Project Performance with their respective correlation coefficient values of **0.758, 0.652, 0.724, and 0.594**. However, power distance had a strong negative relationship with Project Performance with r value of **-0.847.**

Table 4.9: Correlation Matrix/coefficients

Variables	PP	PD	C	F	UA	LTO
PP	1					
PD	-0.847**	1				
	.000					
C	0.758**	0.675**	1			
	.000	.000				
F	0.652**	0.632**	0.375**	1		
	.000	.000	.000			
UA	0.724**	0.651**	0.609**	0.783**	1	
	.000	.000	.000	.000		
LTO	0.594**	0.516**	0.288**	0.536**	0.149	1
	.000	.000	.000	.000	.001	

** . These two stars indicate that correlation is significant at the 0.01 level (2-tailed).

Key: PP= Project Performance, PD= Power distance, C= Collectivism, F= Femininity, UA= uncertainty avoidance, LTO= long term orientation.

4.7. Multiple Regressions

Multiple regression analysis is a statistical tool used to adopt when the researcher has one dependent variable which is presumed to be a function of two or more independent variables. The objective of this analysis is to predict the dependent variable based on its covariance with all the concerned independent variables (Balance, 2004). Before the implementation of multiple regression analysis, the satisfaction of multicollinearity, normality, autocorrelation, Heteroscedastisity, and linearity tests were conducted on the data.

According to Balance (2004), the correct use of a multiple regression model requires that several critical assumptions are satisfied to apply the model and establish validity. To ensure that the regression results are reliable and unbiased, the assumptions underlying a regression analysis are examined. Inferences and generalizations about the theory are valid only if the assumptions in the analysis have been tested and proven reliable.

Before carrying out multiple regression analysis, the researcher has checked the compulsory assumptions that the data must meet to make the analysis reliable and valid. The following assumptions of a multiple linear regression were tested using SPSS version of 24 software program.

4.7.1. Assumptions Testing

A. Multicollinearity Test

The term multicollinearity refers to correlation exist among the independent variables. The multicollinearity test is one of the tests to be conducted before the implementation of multiple regressions function. There are cases where independent variables are mutually correlated. If the correlation between two variables is high, it may lead to problems of wrong regression results. To detect multicollinearity, variance inflation factor (VIF) or its reciprocal which is Tolerance were used for this research. According to (Field, 2009), the value of VIF below 10, and the value of tolerance above 0.1 is considered to be acceptable. Table 4.13 below depicts the absence of multicollinearity criteria was met among independent variables. Therefore, the independent (predictors) variables are not overlapped or highly related. They are free from multicollinearity problems which possibly hinders the prediction ability of the multiple linear regressions model.

Table 4.10: Multicollinearity Test

0	Collinearity Statistics	
	Tolerance	VIF
Power distance	0.333	3.007
Collectivism	0.367	2.723
Femininity	0.147	6.806
uncertainty avoidance	0.132	7.577
long term orientation	0.321	3.117

Source: Researcher, 2020

B. Normality Test

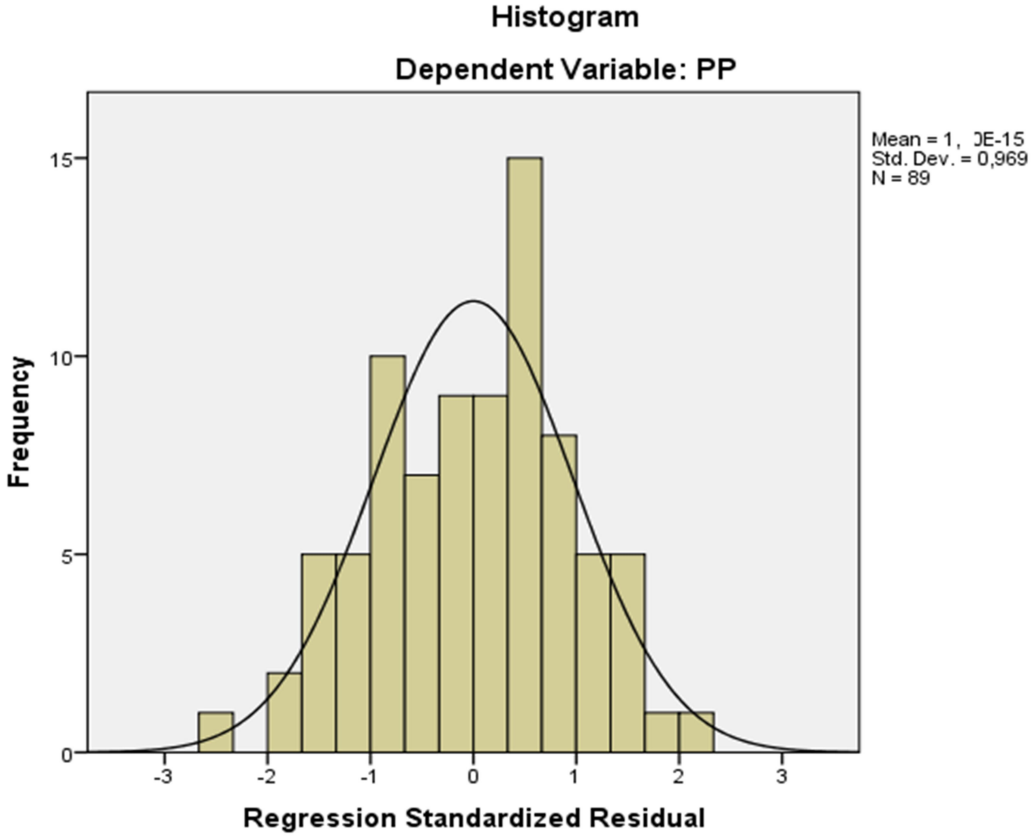
The second test which was done before multiple regressions is test for the normality of the data. Regression requires the independent variables in the analysis to be normally distributed. This study used skewness and kurtosis to show the normality of the data. As proposed by (Field, 2009), skewness values within an absolute value of less than 2 and kurtosis values within an absolute value less than 7 is generally acceptable. As we can see from Table 4.18 below the assumption of normality of data in this study is found to be acceptable. Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores in the middle combined with smaller frequencies towards the extremes.

Table 4.11: Normality Test

Explanatory Variables	Skewness	Kurtosis
	Statistic	Statistic
PD	-.317	-.697
C	-.489	-1.255
F	.476	-.276
UA	-.159	-1.014
LTO	-.392	-1.030

Source: researcher, 2020

Figure 4.1: Bell Shaped Curve to Depict Normality of the Data



Therefore, it can be concluded that normality is guaranteed as the histogram generated is normally distributed.

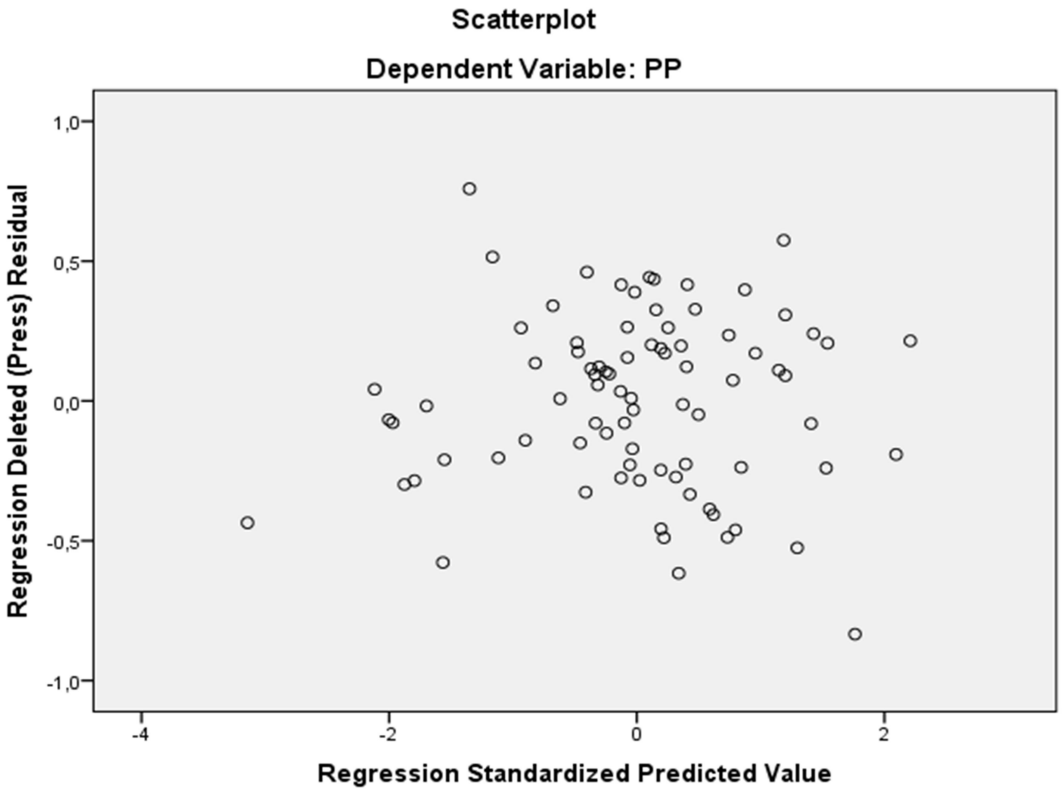
C. Hetroscedasticity Test

Testing for the absence of Heterscedasticity is the third prerequisite to compute multiple regressions. It refers to the variability in scores for explanatory variables should be similar at all values of the explanatory variable. This means that the residuals are normally distributed

and that the residuals have constant variance. In this study, we used a graphical method to depict no Heteroscedasticity.

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Heteroscedasticity is indicated when the scatter is not even; fan and butterfly shapes are common patterns of violation. Accordingly, the researcher created a scatterplot of standardized residuals versus standardized predicted values using SPSS software program.

Figure 4.2: Homoscedasticity Test



As shown in figure 4.2 the standardized residuals in this research are distributed evenly and is concluded that Heteroscedasticity is not a serious problem for this data.

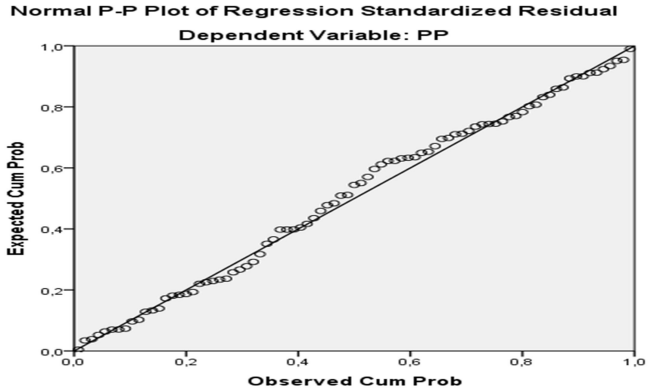
D. Autocorrelation Test

It refers to a systematic correlation that exists between one observation of the error term and another error term. It is more difficult to get accurate estimates of the standard errors of the coefficients if there is an autocorrelation. It occurs when the residuals are not independent of each other. A multiple linear regression analysis requires that there is little or no autocorrelation in the data. If the covariance between the error terms over time is zero there is no autocorrelation between residuals. Autocorrelation can be checked with the Durbin-Watson test. In this study the Durbin Watson test was used. The value of Durbin Watson between 1.5 and 2.5 is considered to be no autocorrelation. In the model summary below, it can be shown that the Durbin Watson test value is 2.178, which is in the acceptable range. This can depict the absence of correlation between error terms.

E. Linearity Test

Linearity defines the dependent variable as a linear function of the independent variable or predictor (Balance, 2004). Moreover, linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. Linearity assumption was tested by producing Normal Probability Plots of the relationship between each of the independent variables which are cultural dimensions and the dependent variable which is project performance. In a normal probability plot of the regression, standardized results lie in a regularly straight diagonal line from bottom left to top right in Figure 4.3 below:

figure 4.3: Linearity of the Data



Source: researcher, 2020

From an explanation of the information presented in the entire five tests one can conclude that there are no significant data problems that could lead to the conclusion that the

assumptions of multiple regressions have been seriously violated. Consequently, multiple regression analysis was carried out to determine the following:

(i) The degree to which the regression model fits the data (Model Summary),

(ii) Independent variables significantly predict the dependent variable (ANOVA) and

(iii) Statistical significance of each of the independent variables (Regression Coefficients).

4.7.2. Regression Results

i. Regression Model Summary

The study efforts were made to determine the relationship between national culture and project performance in the GIZ and JICA. The outputs produced by SPSS software program were presented in table 4.15 below:

Table 4.12: Model Summary

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	**.946[a]**	**.895**	**.889**	**.116**	**2.178**
a. Predictors: (Constant), LTO, UA, C, PD, F					
b. Dependent Variable: PP					

Source: SPSS output

As shown in the model summary table (table 4.15), the "R" column represents the value of R, the multiple correlation coefficient. R-value of 0.946 indicates a very strong correlation between project performance and the five independent variables and that shows a good level of prediction. The "R Square" column denotes the R2 value, known as the coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by the independent variables. As presented in the table above, R2 value of 0.895 indicates that 89.5% of the variation in the Project performance of the GIZ and JICA can be explained by the national culture (independent variables included in the model). However, the remaining 10.5% changes in Project Performance in GIZ and JICA are caused by other factors that are not included in the model. Therefore, the five national culture dimensions of GIZ and JICA (power distance, collectivism, femininity, uncertainty avoidance, and long-term orientation) are good explanatory variables to predict the project performance of the case organizations.

ii. ANOVA

The F-ratio in the ANOVA table below tests whether the overall regression model has been a good fit for the data. To be statistically significance, the value of Sig. is less than 5% ($P < 0.05$). The outputs produced by SPSS software program were presented in table 4.16 below:

Table 4.13: ANOVA

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9,639	5	1,928	141,496	,000[b]
	Residual	1,131	83	,014		
	Total	10,770	88			
a. Dependent Variable: PP						
b. Predictors: (Constant), LTO, UA, C, PD, F						

Source: SPSS output

The table shows that Sig. value 0.05 is greater than the calculated sig. value of 0.000. This shows that there exists statistically significant relationship between the two variables. In other words, this indicates that the independent variables statistically significantly predict the dependent variable. F = 141.496, calculated sig. value of 0.000 < sig. value 0.05. Therefore, the regression model is a good fit for the data at a 5 percent level of significance.

iii. Régression Coefficients

The study tried to determine the statistical significance of each of the independent variables in the GIZ and JICA. The outputs produced by SPSS software program were presented in table 4.17 below:

Table 4.14: Régression Coefficient

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-0.279	0.185		1.512	0.134
	PD	-0.293	0.062	-0.291	4.718	0.000
	C	0.181	0.067	0.158	2.688	0.009
	F	0.348	0.087	0.372	4.009	0.000
	UA	0.473	0.071	0.655	6.694	0.000
	LTO	0.494	0.062	0.500	7.966	0.000
a. Dependent Variable: PP						

Source: Researcher, 2020

Standardized Coefficients

The standardized coefficients (Beta) are useful to know which of the different independent variables is more important. They are used in comparison of the impact of any independent variable on the dependent variable. Based on multiple linear regression analyses, the above table reveals the impact of each determining factor in Project Performance and their significance. Most social science researchers use a p-value of 0.05 as a cutoff point to decide the statistical significance of a relationship between the dependent and independent variables (Vanderstoep and Johnston, 2009).

As indicated in the regression coefficients table (table 4.17), uncertainty avoidance had the highest standardized coefficient (0.655) followed by long term orientation (0.500). This explains that uncertainty avoidance has the highest relative effect on project performance. Femininity, power distance, and collectivism ranked from three to five respectively in their relative importance on project performance in JICA and GIZ in the context of Ethiopia. Accordingly the significant level $p<0.05$ is used for this study. All the variables considered in this study have p-values less than 0.05.

4.7.3. Regression Equation

From the above regression results the following equation could be derived:

$PP= \beta 0 + \beta 1PDi+ \beta 2Ci+ \beta 3Fi+ \beta 4UAi+ \beta 5LTOi + \varepsilon i$,

Where:

PP= Project Performance, PD= Power distance, C= Collectivism, F= Femininity, UA= uncertainty avoidance, LTO= long term orientation and εi = error term at time i.

The meanings of the product of the coefficients with their respective explanatory variables are interpreted as:

- $\beta 0$ (the constant) refers the value of project performance holding all factors zero (in the absence of all the mentioned determent factors)
- B1PDi refers to the partial change in the PP due to a unit change in power distance where all other things remain constant.
- $\beta 2Ci$ refers to the partial change in the PP due to a unit change in collectivism where all other things remain constant.

- β3Fi refers to the partial change in the PP due to a unit change in femininity where all other things remain constant.
- β4UAi refers to the partial change in the PP due to a unit change in uncertainty avoidance where all other things remain constant.
- β5LTOi + refers to the partial change in the PP due to a unit change in long term orientation where all other things remain constant.
- εi captures the unexplained variation in the model.

Regression Equation could be:

PP= -0.279-0.293PDi+0.181Ci+0.348Fi+ 0.473UAi+0.494LTOi + εi ,

The positive and negative sign in the equation above reflects how the independent variables and dependent variables are correlated. If the sign is positive, it means the increase in one unit of the independent variable increases the dependent variable with the amount of the coefficient value. While, the negative sign, in contrast, means that the a one unit increase of the independent variable leads to a decrease of the dependent variable scores with the amount of the coefficient value. Then, the value of regression coefficients reflects the value of the decreasing or increasing of the variables.

Unstandardized Coefficients

Hence, the model above illustrates that when all independent variables are held at zero or constant, the value of the magnitude of Project Performance in GIZ and JICA would be -0.279. Likewise, holding other factors constant, a unit increase in power distance would lead to a 29.3% **decrease** in the magnitude of Project Performance; a unit increase in collectivism would lead to an 18.1% increase in the magnitude of Project Performance; a unit increase in femininity would lead to a 34.8% increase in the magnitude of Project Performance; a unit increase in uncertainty avoidance would lead to a 47.3% increase in the magnitude of Project Performance; a unit increase in long term orientation would lead to a 49.4% increase in the magnitude of Project Performance.

4.8. Discussion

This section discusses the hypotheses testing result regarding the factors that influence the Project performance of JICA and GIZ in the Ethiopian context. There are five factors proposed in this study as the determinant factors of Project Performance. As it is presented in

chapter two, this study has got five separate hypotheses that are connected to each of the five explanatory variables under consideration.

Accordingly, in this study, the following 5 (five) hypotheses are formulated based on previous research findings from literature and were tested.

H1. Power distance has a negative and significant effect on the project performance of JICA and GIZ in the Ethiopian context.

H2. Collectivism/Individualism has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.

H3. Femininity/Masculinity has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.

H4. Uncertainty avoidance has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.

H5. Long-term orientation has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.

As it is shown in regression coefficient table 4.17 above, the four factors namely collectivism, femininity, uncertainty avoidance, and long term orientation had unstandardized coefficient values of 0.181, 0.348, 0.473, and 0.494 respectively and p-value < 5% which shows that they have a positive and significant contribution to Project Performance in JICA and GIZ in the context of Ethiopia. The power distance culture had an unstandardized coefficient of -0.293. and p-value < 5% which shows that it has a negative and significant contribution to Project Performance in JICA and GIZ in the context of Ethiopia. Hence, all the five hypotheses H1, H2, H3, H4, and H5 are confirmed.

Summary of Hypothesis Testing

Hypothesis	Result
H1. Power distance has a negative and significant effect on the project performance of JICA and GIZ in the Ethiopian context.	Hypothesis supported
H2. Collectivism/Individualism has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.	Hypothesis supported
H3. Femininity/Masculinity has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.	Hypothesis supported
H4. Uncertainty avoidance has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.	Hypothesis supported
H5. Long-term orientation has a positive & significant effect on the project performance of JICA and GIZ in the Ethiopian context.	Hypothesis supported

The above results confirm that the five independent variables under consideration contribute individually and jointly to the magnitude of Project Performance.

4.8.1. Separate Correlation and Regression Result of GIZ and JICA

This subsection considers the inferential statistical results of the two organizations separately. To examine on which NC dimensions these two donor organizations are significantly different and to examine which of the NC dimensions has high magnitude to the contribution of the success of their projects.

i. Correlation and Regression Result of GIZ Data

As we can see from table 4.18 below five of the factors namely power distance, collectivism, femininity, uncertainty avoidance, and long-term orientation had a strong positive relationship with Project Performance with their respective correlation coefficient values of 0.835, 0.805, 0.692, 0.752, and 0.606. This correlation result is consistent with the one obtained using the whole data (both GIZ and JICA).

Table 4.15: Correlation Matrix of Data from GIZ

Correlations							
		PP	PD	C	F	UA	LTO
PP	Pearson Correlation	1					
PD	Pearson Correlation	-0.835**	1				
C	Pearson Correlation	0.805**	0.689**	1			
F	Pearson Correlation	0.692**	0.680**	0.501**	1		
UA	Pearson Correlation	0.752**	0.696**	0.672**	0.822**	1	
LTO	Pearson Correlation	0.606**	0.519**	0.410**	0.573**	0.242	1
**. Correlation is significant at the 0.01 level (2-tailed). N= 54							

Source: Researcher, 2020

Model Summary of GIZ

Similarly, the R-value of the regression model of the data of GIZ shown in Table 4.19 below is consistent with the overall result of regression. The R-value of the over whole data was 94.6% while the GIZ data alone was 93.4% which is much-close result.

Table 4.16: Model Summary of Data from GIZ

Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,934[a]	,872	,859	,1442	,872	65,548	5	48	,000	2,098
a. Predictors: (Constant), LTO, UA, C, PD, F										
b. Dependent Variable: PP										
Source: SPSS out										

Regression Coefficients of GIZ

The unstandardized coefficient value of the variables namely power distance, collectivism, femininity, uncertainty avoidance, and long term orientation are 0.301, 0.252, 0.281, 0.411, 0.421 respectively, and p-value all less than 5% which shows that they are also significantly contribute to Project Performance in the case of GIZ alone. Hence, the five hypotheses are also supported by the regression coefficient of the GIZ.

Table 4.17: Regression Coefficients for Data from GIZ

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.324	,260		-1,247	0.219		
	PD	-0.301	,087	-0.303	3,473	0.001	,350	2,860
	C	0.252	,105	0.216	2,396	0.021	,329	3,042
	F	0.281	,134	0.301	2,102	0.041	,130	7,692
	UA	0.411	,114	0.546	3,599	0.001	,115	8,664
	LTO	0.421	,097	0.400	4,357	0.000	,315	3,175
a. Dependent Variable: PP								

Regression Equation for GIZ could be:

PP= -0.324-0.301PDi+0.252Ci+0.281Fi+ 0.411UAi+0.421LTOi + εi ,

ii. Correlation and Regression Result of JICA Data

As we can see from Table 4.21 below four of the factors namely collectivism, femininity, uncertainty avoidance, and long-term orientation had a strong positive relationship with Project Performance with their respective correlation coefficient values of 0.633, 0.568, 0.663, and 0.578. The power distance culture had a strong negative relationship with Project Performance with its correlation coefficient value of -0.881. This correlation result here is also consistent with the one obtained using the whole data as well as the GIZ alone.

Table 4.18: Correlation Matrix for Data from JICA

Correlations							
		PP	PD	C	F	UA	LTO
PD	Pearson Correlation	-0.881**	1				
C	Pearson Correlation	0.633**	0.634**	1			
F	Pearson Correlation	0.568**	0.509**	0.068	1		
UA	Pearson Correlation	0.663**	0.547**	0.469**	0.708**	1	
LTO	Pearson Correlation	0.578**	0.520**	0.035	0.468**	0.029	1
**. Correlation is significant at the 0.01 level (2-tailed). N= 35							

Source: Researcher, 2020

Model Summary of JICA

Similarly, the R values of the regression model of the data of JICA as it is shown in the table 4.22 below is consistent with the overall result of regression. The R-value of the over whole data was 94.6% while the GIZ data alone was 93.4% which were much-closed result. The R value for JICA alone was 98.4% which is also much closer to the over whole data as well as that of the GIZ.

Table 4.19: Model Summery of Data from JICA

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,984[a]	,968	,963	,0558	,968	178,277	5	29	,000	2,131
a. Predictors: (Constant), LTO, UA, C, PD, F										
b. Dependent Variable: PP										

Source: Researcher, 2020

Regression Coefficients of JICA

As we can see from the table 2.23 below, the value of the unstandardized coefficient of the variables namely power distance, collectivism, femininity, uncertainty avoidance, and long term orientation are 0.244, 0.075, 0.503, 0.589, 0.622 respectively, and p-value all less than 5% for the four variables namely power distance, femininity, uncertainty avoidance and long term orientation which shows that they are significantly contributing to Project Performance in the case of JICA alone. Whereas, the p-value of the variable collectivism of the data from JICA was 23.2% which is not in the acceptable range. Hence, hypothesis H1, H3, H4, and H5 were confirmed while H2 was rejected.

Table 4.20: Regression Coefficients for Data from JICA

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	-0.038	,195		-,197	0.845		
	PD	-0.244	,068	-0.235	3,591	0.001	.253	3,949
	C	0.075	,062	0.069	1,221	0.232	.345	2,900
	F	0.503	,078	0.543	6,423	0.000	.152	6,567
	UA	0.589	,057	0.908	10,245	0.000	.138	7,227
	LTO	0.622	,055	0.734	11,292	0.000	.257	3,886
a. Dependent Variable: PP								

Regression Equation for JICA is:

PP= -0.038-0.244PDi+0.075Ci-0.503Fi+ 0.589UAi+0.622LTOi + εi

CHAPTER FIVE
SUMMARY, CONCLUSION, AND RECOMMENDATION

The study was intended to investigate the role of national culture on project performance of GIZ and JICA. This chapter presents the summary of key data findings with respect to the objectives of the study with conclusions drawn from the findings and makes appropriate recommendations. Accordingly, the conclusions and recommendations drawn focused on addressing the three objectives of the study: which were to determine the state of the national culture in the GIZ and JICA, establish the relationship between national culture and project performance in the GIZ and JICA and to determine the effect of national culture on project performance of GIZ and JICA separately. Furthermore, this chapter provides limitations and suggestions for future research.

5.1 Summary

This research work is aimed at the investigation of cultural determining factors that affect the performance of projects in GIZ and JICA Ethiopia. To identify the various cultural factors affecting the project performance, several former research work of scholars are reviewed. In this study, quantitative method was used. As the objective of the research is to investigate the cultural factors that contribute to the performance of GIZ and JICA projects, quantitative method is believed to be more appropriate to measure the impact of the affecting factors both the magnitude as well as the direction of the impact. Data is collected using structured questionnaire through paper and Google form (an online survey tool).

The standard questionnaire was developed based on the previous studies of Hofstede (Søndergaard, 1994), Solace AiwanfoAkade , 2017 and Ojiako (Ojiako et al., 2012; Ojiako) for the national culture questions and the IDP performance evaluation questions were adopted from Development Assistance Committee (DAC) from the Organization for Economic Cooperation and Development (OECD). It was a five point Likert scale questionnaire ranging from strongly disagree, disagree, neutral, agree and strongly agree. The questionnaires are distributed to project managers, team leaders, team members and other project work participants. A reliability test is conducted using Cronbach's alpha to measure the internal consistency of the data items even though previous studies show the reliability of the items in the questionnaire. Validity test is done to measures whether an instrument actually measures what it is supposed measure using pilot test on 10% of the target population.

The analysis was made on one dependent variable and five explanatory variables. The dependent variable of the analysis is project performance and the explanatory variables are Power distance, Collectivism, Femininity, uncertainty avoidance and long term orientation. These factors are the most critical parts of the conceptual framework and basic research variables of this study. For the descriptive analysis of all these variables, mean and standard deviation was used. Particularly mean value of the respondents was considered to indicate the state of each variable and to what extent they are practiced.

The dependent variable which is project performance is considered to be averaged from the parameters that include relevance, efficiency, effectiveness, impact and sustainability. In order to specify the relative importance of the questionnaire items to highlight the degree of project performance activities and to determine the values of variables an ordinal scale is developed to give meaning to the arithmetic mean. In this regard, the means recorded were interpreted as follows: 1-1.49 = Not at all; 1.5-2.49 = Small extent; 2.5-3.49 = Moderate extent; 3.5-4.49 = Great extent; 4.5-5.0 =Very great extent.

The data is analyzed using SPSS version 24 as well as WS Excel 2007. The result of descriptive statistics of factors determining the project performance on GIZ and JICA in the context of Ethiopia shows that responses are nearly above the upper bound of the average score which is 3.688. The mean (M) and the standard deviation (SD) of the result of the descriptive statistics of factors is found to be: Mean of Power distance was 3.83 and Standard deviation 0.347, Mean of Collectivism was 3. 77 and Standard deviation 0.304, Mean of Femininity was 3.54 and Standard deviation 0.374,Mean of uncertainty avoidance was 3.65 and Standard deviation 0.484, Mean of long term orientation was 3.65 and Standard deviation 0.354 respectively.

The inferential statistics reveals that all of the four of the factors namely collectivism, femininity, uncertainty avoidance and long term orientation had strong positive relationship with Project Performance with their respective correlation coefficient values of 0.758, 0.652, 0.724 and 0.594. The power distance national cultural factor had strong negative relationship with Project Performance with its correlation coefficient value of -0.847. Very closer result was found when the data of the two organizations were taken separately. In the case of the GIZ, collectivism, femininity, uncertainty avoidance and long term orientation had strong positive relationship with Project Performance with their respective correlation coefficient values of 0.805, 0.692, 0.752 and 0.606. The power distance cultural factor had strong

negative relationship with Project Performance with its correlation coefficient value of -0.835. In the case of the JICA collectivism, femininity, uncertainty avoidance and long term orientation had strong positive relationship with Project Performance with their respective correlation coefficient values of 0.633, 0.568, 0.663 and 0.578. The power distance cultural factor had strong negative relationship with Project Performance with its correlation coefficient value of -0.881.

The result of regression analysis also reveals that all the variables considered in this study have p values less than 0.05 and the unstandardized coefficient value of the variables namely collectivism, femininity, uncertainty avoidance and long term orientation are 0.181, 0.348, 0.473, 0.494 respectively and p value < 5% which shows that they have positive and significant contribution to Project Performance in JICA and GIZ in the context of Ethiopia. The power distance has negative and significant contribution to Project Performance in JICA and GIZ in the context of Ethiopia with its unstandardized coefficient value of -0.293. Hence, the five hypotheses of the study were confirmed. The model summary has also revealed that the proportion of the variation in project performance is explained by the five explanatory variables are 88.9% and the remaining 11.1% of the variance is explained by other cultural variables.

The R values of the regression model of the data of GIZ and JICA independently are 93.4% and 98.4% respectively. The R value of the over whole data was 94.6%. This shows much closer results were found from the regression as a whole and separately. The p value of the collectivism variable was 23.2% which is greater than 5% that fail to support the hypothesis H2 when the data of JICA were independently considered.

5.2 Conclusion

This study investigates the national culture practice of the German development organization (GIZ) and the Japanese development organization (JICA) and the associated impact on the performance of their projects.

Based on the findings presented in the former sections, the study has drawn the following conclusions. From the descriptive statistical analysis result regarding the statues of national culture in GIZ and JICA the study drew the following conclusions:

In this study, five cultural factors that would potentially affect project performance are identified through literature review. These are Power distance, Collectivism/Individualism, Femininity/ masculinity, uncertainty avoidance, long term orientation.

As we can see from the results of analysis, the four factors have strong and positive contribution to project performance in GIZ and JICA in the context of Ethiopia. The power distance cultural dimension has strong and negative contribution to project performance in GIZ and JICA in the context of Ethiopia. A separate statistical inference was also shows a much closer result in the case of GIZ while the case of JICA had a variation only on the variable called collectivism. Generally, all the national cultures on this study have strong influence on project performance of GIZ and JICA.

The obvious research conclusion is that when looking at international development project practices to improve high performance, it is important to give attention for the elements of national culture. From the model derived from the result of the study, uncertainty avoidance determine project performance more than the other factors followed by long term orientation and then by femininity. Power distance and collectivism contributes relatively lesser for performance of IDP respectively. This can be visible by the standardized coefficient values of the model where the standardized coefficient value is useful to know which of the independent variables are more important. Thus, the standardized coefficient of uncertainty avoidance was 0.655 which was the largest followed by standardized coefficient of long term orientation which resulted 0.5; and standardized coefficient of femininity was 0.372. The least standardized coefficient values were the standardized coefficient value of power distance which was -0.291 and the standardized coefficient value of collectivism which was 0.158.

5.3. Recommendations

The results are important from both a research and a practice standpoint. From a practical point of view, the results yield greater insights into the practice of project management. The present research can play a significant role in guiding managerial thinking. Managers need to recognize how various elements of national culture will influence the performance of international development projects. Thus, this study guides managers about which dimensions of organizational culture lead to high performance. More specifically, an organization characterized by high uncertainty avoidance, high long term orientation,

femininity, low power distance, and high collectivism national cultures leads to enhanced IDP performance.

A higher degree of uncertainty avoidance can be achieved by implementing fact-based managerial decision-making rather than relying on intuition and by training employees to strictly follow statistical data analysis processes instead of relying on gut-feeling. The utilization of scientific methods and data analysis improves the accuracy of forecasts and planning, leading to a reduction in unnecessary costs and a better ability to project on-time delivery.

A project manager should encourage a culture of self-control in its people to ensure long term orientation in the organization. This would ensure that all people work together towards achieving a sustainable legacy instead of achieving short term individual praises. Ensuring accountability also fosters long term orientation, as the more people feel responsible and accountable for their actions, the more passionate and careful they'll be in the way they conduct their tasks. Managers also should encourage employees to stick towards the long term goal of the organization to ensure high performance of IDP.

Femininity can be achieved by strengthening relationships between the employee and the organization and initiating a collaborative work environment. It is also important if project managers promote social integration and networks within their organizations to foster the culture of femininity.

Low power distance can be realized through assuring empowerment to employees and allowing employees to participate actively in decision making. Similarly, project managers can promote the culture of collectivism by developing a team mentality between employees and encouraging them to work as a group.

Thus, project managers can train employees to improve their ability to make accurate forecasts and planning, build accountability of employees, avoid conflicts and building a collaborative work environment, giving empowerment to employees, and train them to cooperate as a team to enhance the performance of international development projects.

5.4. Further Research Areas

This research could be extended to further investigation by including other cultural factors affecting project performance like indulgence. And also, further study can be done in order to examine the impacts of other cultural factors and their result using other various cultural models other than the one implemented in this study which is Hofstede's cultural model.

This study considers all projects as a single entity assuming they have exactly the same feature. However, Projects by themselves may have varying nature. Projects on agriculture may have its own special behavior than projects in construction; projects on health may have its own special feature than projects on energy. Therefore, future researchers can focus on only a specific type of project and examine how it would be influenced by cultural factors.

The cross-cultural literature tends to be descriptive and qualitative in nature, whereas this study followed a quantitative method to investigate the relationship between project performance and the national culture dimensions across different organizations from different cultural background. Due to lack of time and unavailability of the participants to conduct an interview and focus group discussion because of the risk related with the COVID 19 pandemic, the research was limited to follow only the quantitative research approach. But, future researchers can take it into an advanced level by incorporating a qualitative technique and following a mixed type research approach.

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APPENDIX 1: QUESTIONNAIRE

COLLEGE OF BUSINESS AND ECONOMICS

MASTERS OF BUSINESS ADMINISTRATION PROGRAM

Questionnaire to be filled by employees of GIZ and JICA

Dear Participant,

I am a postgraduate student at Addis Ababa University college of Business and Economics, and I am conducting a study on "The Role of National culture on the performance of international development projects". The purpose of the questionnaire is to collect primary data to conduct the study for the partial fulfillment of Masters of Business Administration. This is purely for academic purpose and the information you provide will be kept strictly confidential. Hence, I kindly request you to fill the questionnaire genuinely. Thanks in advance for your cooperation.

General Instruction

- Please do not write your name or address on the questionnaire.
- Please put a tick (√) mark in the appropriate box of your answer

Eden Yewendwosen

Section A: General information

1. Gender:

Male ☐ Female ☐

2. Education level:

Diploma ☐ Second degree and above ☐

First degree ☐

3. Work experience in your Organization:

Less than 3 years ☐ Greater than 3 years ☐

4. Name of Your Organization

GIZ ☐ JICA ☐

5. What is your job title (position)?

Manager ☐ project team member ☐

Others ☐

6. Please state your nationality

Ethiopian ☐ Japanese ☐ Deutsche ☐ Others ☐

7. In how many projects do you participate so far?

Less than 2 project ☐ 2-5 projects ☐ 5-10 projects ☐

More than 10 projects ☐

Section B: Factors (National Culture) affecting International Project Performance

8. Questions related with national culture (factors) affecting the performance of International Development Project. Please put a tick (√) mark on the appropriate number to indicate the state of project performance in GIZ and JICA.

The items are five-point scales with:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

Item	National Culture	Scale				
		1- Strongly Disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly Agree
1	**Power Distance**					
1.1	Major decisions regarding site project issues, do not always take place after consulting project team members					
1.2	I am not always encouraged to					

	raise any project concern with my supervisor					
1.3	Project decisions is exclusively a management function					
1.4	I am not always being consulted by my supervisor regarding preparation of project plans and policies					
2	**Collectivism**					
2.1	Project decisions made by me alone are usually more effective than decisions made in consultation with my team members					
2.2	My team members often collaborate & support me in resolving project issues					
2.3	Project success has a lot of personal meaning to me & my team members					
2.4	Responsibility for Project success or failure is shared by project team members rather than a single individual					
3	**Femininity**					
3.1	Managers and supervisors do encourage feedback regarding project issues from team members					
3.2	When team members ignore project procedures, I feel it is none of my business					
3.3	I feel nervous or tense at work					
3.4	It is always important to have good working relationship with my supervisor					
4	**Uncertainty Avoidance**					
4.1	Generally, team members follow project procedures without being told to do so					
4.2	Project failure just happen, there is little anyone can do to avoid them					

4.3	I am rarely worried about meeting project objectives					
4.4	Project procedures should not be broken even when I believe it affects the project					
5	**Long Term Orientation**					
5.1	Project implementation is a top priority for this organization					
5.2	Measurement of project performance is usually based on past events on site					
5.3	I prefer to work safely even if it costs a lot					
5.4	The policy of my company does not encourage safe behavior on site					

Section C: Project performance

9. Questions related with project performance. Please put a tick (√) mark on the appropriate number to indicate the performance of project in GIZ and JICA.

The items are five-point scales with:

1 = Not at all

2 = Small extent

3 = Moderate extent

4 = Great extent

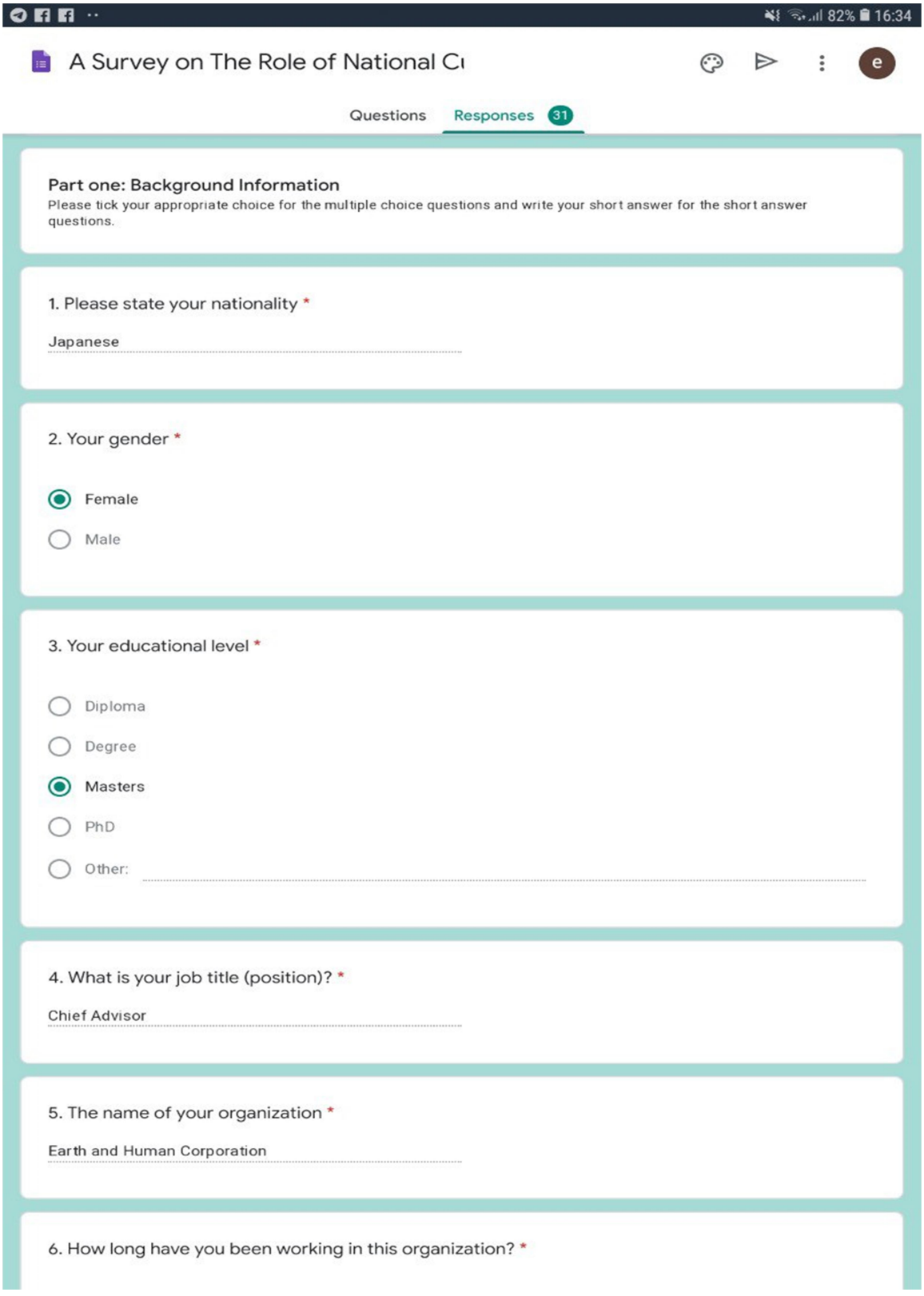
5 = Very great extent

Items	**Project performance Parameter**	**Scale**				
		1- Not at all	**2- Small Extent**	**3- Moderate Extent**	**4- Great Extent**	**5- Very Great Extent**
1	**Relevance**					
1.1	The objective of the projects are still valid					
1.2	Activities and outputs of the projects were consistent with the overall goal and attainment of its objectives					
1.3	Activities and outputs of the projects were consistent with the intended impacts and effects					
1.4	The aid activities are suited to the priorities & policies of the target group, recipient, and donor.					

2	**Efficiency**					
2.1	We used cost-efficient (used least costly approach)					
2.2	Objectives achieved on time					
2.3	We implemented projects in most efficient way.					
3	**Effectiveness**					
3.1	Attained their objective (met their goals)					
3.2	Achievement of overall short term (annual) objectives					
3.3	Achievement of overall long term (five years) objectives					
4	**Impact**					
4.1	Made real difference to the beneficiaries					
4.2	Affected many people					
4.3	Beneficiary satisfaction with services provided					
5	**Sustainability**					
5.1	The benefits of the project continue long after the donor funding has been withdrawn or ceased					
5.2	Were environmentally as well as financially sustainable					

APPENDIX 2

i) Sample data collected by Google form



ii) Data Analysis (descriptive statistics) by Google form