ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

GRADUATE PROGRAME MA IN PROJECT MANAGEMENT

THE ROLE OF ORGANIZATIONAL CULTURE ON PROJECT PERFORMANCE: IN CASE OF ETHIO TELECOM

BY: BILISUMA MATEWOS NESGEA

A Project Work Submitted to Addis Ababa University College of Business and Economics School of Commerce in Partial Fulfillment of the Requirements for the Award Masters of Arts Degree in Project Management

ADVISOR: MAHIR JIBRIL (PhD)

June, 2023

ADDIS ABABA, ETHIOPIA

THE ROLE OF ORGANIZATIONAL CULTURE ON PROJECT PERFORMANCE: IN CASE OF ETHIO TELECOM

DECLARATION

I hereby certify that this thesis, titled "The Role of Organizational Culture on Project Performance: In Case of Ethio Telecom," is entirely my own original work, and that it was carried out with the support and feedback of Mahir Jibril (PhD), my advisor. All of the sources of the data used in the thesis have been properly cited. I further affirm that I am the sole author of this thesis and that neither its entirety nor any portion has been made available for assessment. The author of this thesis, Bilisuma Matewos, owns the copyright to it. It may only be used educationally with due credit given to the author.

Declared By: Bilisuma Matewos Nesgea

Signature: _____

Date: _____

CERTIFICATION

This is to certify that the thesis is titled " The role of organizational culture on project performance: In case of Ethio telecom. This thesis is submitted by Bilisuma Matewos. He actually worked on this thesis under my direction and guidance. This research thesis has not been submitted to any other institution for the award of a degree and all sources materials used for the study has been duly acknowledged.

Advisor: Mahir Jibril (PHD)

Signature: _____

Date:_____

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

GRADUATE PROGRAME MA IN PROJECT MANAGEMENT

THE ROLE OF ORGANIZATIONAL CULTURE ON PROJECT PERFORMANCE: IN CASE OF ETHIO TELECOM

A Project Work Submitted to Addis Ababa University College of Business and Economics School of Commerce in Partial Fulfillment of the Requirements for the Award Masters of Arts Degree in Project Management

By: Bilisuma Matewos Nesgea

Approved by:

Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
Meskerem M (PhD)		_____

ACKNOWLEDGMENTS

First and foremost, I give thanks to God, the Almighty, for giving me this chance and giving me the capacity to take use of it.

My advisor, Mahir Jibril (PhD), who made this effort possible, deserves a special acknowledgment and my sincere gratitude. At every level of the project, his guidance and advice have been important, and his comments and recommendations have aided this thesis as well. My gratitude goes out to every member of the Ethio Telecom staffs who assisted me with my paperwork, whether directly or indirectly.

I want to thank my mother Serkalem Meressa last but not least since without her, none of this would be possible.

Table of Contents

List of Tables

List of Figures

List of Acronyms

IT: Information Technology

HQ: Head quarter

PMBOK: Project management body of knowledge

SPSS: Statistical package for social sciences

NRC: National Research Council

IBM: International Business Machines Corporation

Abstract

The major objective of the study was to determine how organizational culture affects project performance. The four organizational culture dimensions that were examined were teamwork, communication, reward and recognition, and training and development. The dependent variable was project performance, while the independent variables were these four elements, which were represented using the Jolly and Ricardo model. In order to accomplish the research's goal, a descriptive and explanatory research design using a quantitative approach was used. The study's target population consisted of 1370 Ethio Telecom permanent employees located in Addis Ababa. Using a stratified random selection technique, 253 respondents were chosen from a total of 1370 employees. A standardized questionnaire with a five point Likert scale was used to collect the data. This study utilized 205 questionnaires in total, and descriptive and inferential statistics were employed to analyze the data. The data was tabulated, summarized, classified, and analyzed using SPSS version 27.0.1. The findings of the Spearman correlation test show that the four organizational culture dimension variables and project performance have a highly significant positive relationship. The results of ordinal logistic regression show that 86.9% of the variance in project performance can be predicted by the independent variable. It is advised that the current organizational culture be enhanced through the development of work units for the enhancement of the organizations project performance because the mean average of all cultures was above average.

Keywords; Organizational Culture, Project performance, Training and Development, Reward and Recognition, Communication, Teamwork

CHAPTER ONE

1. INTRODUCTION

This section contains the study's background, problem statement, research questions, research objectives, significance of the study, scope of the research, definitions of words, and study organization.

1.1.Background to the study

There are organizations everywhere around us, including communities, unions, social movements, and businesses, hospitals, schools, and government organizations (Martinez et al., 2015). Organizational culture is a collection of elements, such as common values, assumptions, beliefs, habits, and languages, that influence how people behave and make decisions within an organization. The goal and vision of the organization also influence organizational culture. An organization that has what the organization believes in and stands for defines a fantastic organizational culture. Organizational culture describes the relationship that organization members have with their work environment, which, in turn, determines their relationship with their job and the organization they work for. According to Heritage et al. (2014) organizational culture is the most influential area that has a significant effect on work place behavior, cognitions and results.

A few factors that managers in organizations believe are essential to a project's success were identified by Elbeik and Thomas (1998). These elements include having the ability to stop a project, clear project objectives, effective planning and control techniques, good management support, adequate time and resources, commitment from every team member, high user involvement, good communications, appropriate project organization structure, and so on.

According to Abdullahi & Luketero (2018) a group's culture is a collection of core beliefs that the group has come to share as it deals with issues of external adaptation and internal integration, and that have shown to be reliable enough to impart to new members as the proper perspective, style of thinking, and way of feeling in connection to such issues. Muhammad & Muhammad

(2011) found that there is strong relationship between organizational culture and performance, and they make it relevant to study organizational culture and project performance.

Organizational culture, according to Furnham & Gunter (2003) is responsible for the internal integration and management of a company's operations and personnel. Internal integration is concerned with the societal interaction of new members with existing ones, the creation of organizational boundaries, a sense of identity among individuals, and commitment to the organization.

According to Rosenbloom and Markus (2010), project managers and project sponsors do not address the friction points between the project's objectives and the organizational culture until trouble arises and success is jeopardized. The potential clash between the organization's culture and the project, on the other hand, must be controlled proactively, just like any other project risk.

The efforts towards measuring project performance needs clear definition and accurate measurement in order to correctly understand and monitor project operations) Decotiiset al., 2017). Prior practice shows that project performance is referred to as comprising of the triple constraints, namely quality, time and cost (Sunindijo, 2015).Project management performance indicators are obtained from tactical and limited time perspectives, based on quantitative measurements (cost, time and effort variance) and number defects (Bernardo, 2014). Performance of short-term projects is the achievement of project, including project efficiency and timely success of the project, while long-term project performance is the potential created by the project for further future projects.

Usually organizations perform, be a management, construction, health related, manufacturing, or scientific research, projects to achieve their mission, vision, and objectives. The success or failure of these projects which are executed with in established organizations are affected by the organizational culture they operate in. Project members that lack the cultural awareness can have difficulties in understanding and adapting to different norms and behaviors across the organization (Kendra and Taplin, 2004).

PMBOK (2013) also discussed the corporate culture dimensions in different parts of the document. Accordingly, an organization’s culture, style, and structure influence project performances and it became a critical factor in defining project success, and multicultural

competence becomes critical for the project manager. There are ten dimensions of organizational culture, which are communication, training and development, rewards, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork, adaptability, involvement and consistency in management practices (Ricardo and Jolly, 1997: Denison, 1990).

These organizational culture dimensions are considered to be relevant and adopted by scholars to see their effect on project performance. For instance, Kerzner (2009) noted that attention to team building to be critical for a project success. He also states that one of the main responsibilities of the project manager is to provide an atmosphere which fosters a climate of teamwork that will create good relations, sharing of knowledge, open communication for common understanding of tasks and objectives. Furthermore, it is stated that project team member's motivation and rewards are considered by project management as one influencing factor of project success (Beel, 2007).

A strong culture, according to Suda (2017), influences an organization's decision-making process, drives actions, and influences the individual behavior of all members. In addition to being crucial to the success of organizational projects or increased performance, understanding and preserving work culture can give several benefits. However, if they are not adequately managed, they might pose issues that jeopardize the project's success. Work culture management that is ineffective can lead to issues such as workplace conflicts, decreased productivity, and resource inefficiencies, all of which have a negative impact on project performance. According to Manetje (2009), organizational culture separates one organization from another.

Ethiopian Telecommunications Corporation was taken over by Ethio Telecom, which was founded in 2010. In the past, it was the sole telecom service provider. However, it is now competing with Safaricom Telecommunication Ethiopia to be the top provider of digital solutions. The expansion of IT and rising consumer demand are driving the nation's deployment of cutting-edge telecom infrastructures, goods, and services. The goal of this research is to investigate the impact of Ethio Telecom's organizational culture on project performance.

1.2.Statement of the problem

Organizational culture has significant effects on the operation and performance of the organization's projects. According to Anne and Lumwagi (2014), organizational culture has an effect on project performance; it raises productivity and performance (Eaton & Kilby, 2015).

Organizational culture is a set of underlying assumptions that are represented in an organization's behavior. Positive organizational culture is thought to be a catalyst for performance improvement (Cheung et al. 2012). Furthermore, organizational culture at work has a significant impact on strategy implementation and organizational effectiveness. Managers confront more difficulties in building an effective organizational culture, which is required for boosting performance and productivity (Kenny, 2012).

Ethiopian enterprises are regularly accused of lacking an appropriate workplace climate capable of competing with global competitors. To deal with a changing climate and increasing rivalry, Ethiopian Telecom must make changes. Ethio-telecom is about to undergo structural change by opening up its market, so ending its long monopoly. Ethio telecom is now working on a number of projects, including multimillion-dollar projects with several parties and sophisticated project work. Ethio telecom is now in fierce competition with other companies. Among other things, this ambitious endeavor necessitates excellent cultural management since organizational culture generates both effectiveness and efficiency for organizations in terms of cost, time, quality, and project effectiveness.

Ethio telecom is now working on a number of projects, including multimillion-dollar projects with several parties and sophisticated project work. Despite the size of the investment and the amount of work to be done, the company's project management team is still struggling to complete projects on time and within budget. Lack of standardized project management approach: assigning project managers, measuring project performance, managing stakeholder participation, and project teams, to mention a few. According to an internal Ethio telecom study (2020), the bulk of these projects failed to complete the project work within the given budget and time frame, particularly those managed by Ethio telecom's own force building teams.

Despite extraordinary growth in telecom services, notably mobile penetration, Ethio Telecom continues to fall behind the African average in advanced services. (Dr. Lishan Adam 2012) explained that while Ethiopia has taken one step forward in expanding access to communication services through vendor credit from the Export-Import Bank of China, the scheme has taken the country two steps back in terms of innovation and competitiveness (dynamics that have been the hallmark of ICT sector growth in neighboring Kenya). The absence of abilities in planning, creating, implementing, and maintaining communication networks, mobile applications,

distributed databases, and IT-enabled services demonstrates a lack of competitiveness and innovation.

Delayed project deliverables and inadequate project closure processes were discovered to be frequent practices in Ethio Telecom (Ethio Telecoms' annual Report 2021). According to the studies, project costs are reported to be within the Total Cost of Ownership. However, the quality of project outcomes is not explicitly indicated in any of the reports, so the study resorted to using the company's customer satisfaction survey (10th round national CSS, 2018). The survey found that network-related service quality is below average.

With such a large investment, subscribers' perceptions of the quality, reliability, and long-term viability of telecom products and services have been called into doubt. Furthermore, the company failed to achieve its aim of being a lead provider of digital solutions.

Though there are researches that illustrate the association of organizational cultures to project performance, no empirical studies on the topic of the study unique to Ethio Telecom can be discovered. The study demonstrated the relationship between Ethio Telecom's organizational culture and project performance as a new contribution to the knowledge area in filling the gap and identifying limitations of Ethio Telecom's corporate cultures that adversely affect project performance and assisting Ethio Telecom in adopting suitable culture in line with its vision and mission.

The study of Ethio Telecom organizational cultures and their effect on project performance to investigate the relationship between the functional and project structures of the organization was judged to be time and effort well spent. The identification of the relationship between these permanent and temporary structures is thought to contribute to the company's healthy sustainability in the upcoming and projected competitive climate.

1.3.Research Questions

The research set out to respond to the following important questions.

- How is organizational culture (i.e. team work, communication, reward and recognition, training and development) practiced in Ethio telecom?

- What is the level of project performance in Ethio telecom?
- What relationship exists between the dimensions of organizational culture (i.e. Team work, communication, reward and recognition, training and development) with project performance?
- How is organizational culture (i.e. team work, communication, reward and recognition, training and development) affects project performance in Ethio telecom?

1.4.Research Objectives

1.4.1. General Objective

The main objective of the study is to examine the role of organizational culture on project performance at Ethio telecom.

1.4.2. Specific objective

The study considers the following specific objectives.

- To assess the organizational culture (i.e. team work, communication, reward and recognition, training and development) practice in Ethio telecom'.
- To determine the level of project performance in Ethio telecom.
- To find out the relationship exists between the four dimensions of organizational culture (i.e. team work, communication, reward and recognition, training and development) and project performance.
- To evaluate how project performance is affected by organizational culture (i.e. team work, communication, reward and recognition, training and development) in Ethio telecom.

1.5.Significance of the Study

The researcher is unable to locate enough prior research that addresses how organizational culture affects project performance at Ethiopian Telecom. The majority of Ethio Telecom's research focuses on how organizational culture affects employee retention and customer

satisfaction. In order for Ethio Telecom to achieve its vision of becoming a leading provider of digital solutions, it would be useful to suggest an organizational culture that is suitable for achieving well-performed projects. It could also be used as secondary data, a source for other academics and researchers who are interested in examining how organizational culture affects project performance.

1.6.Scope of the Study

The study's scope is narrow, focusing solely on how organizational culture influences project performance. Although there are other cultural factors, the researcher limited the study to four to keep it simple. According to the literature, the researcher chose four cultural variables that had a stronger influence on organizational performance. Accordingly, the cultural characteristics of this study that are examined are only teamwork, communication, training and development, and reward and recognition. The research has mostly focused on Addis Ababa, the headquarters of Ethio Telecom. The key data source for the study is Ethio telecom personnel from various divisions of the company's headquarters.

1.7.Limitations of the study

When evaluating the findings of this study, it is critical to take certain restrictions into account. The study was constrained by the time frame used to carry it out from these. Because of the large sample size, the time frame allotted for the study makes it difficult to collect the questionnaires on schedule.

1.8.Organization of the Study

This report is divided into five chapters, the first of which provides an overview of the study's context, problem statement, key research questions, objectives, significance, and scope as well as definitions of key terms and concepts. The theoretical review, empirical review, and conceptual framework of the study are all covered in the second chapter's review of the relevant literature to support the thesis. The third chapter gives an overview of the research methodology, research design/type, sampling technique, data sources, and data collection tool, as well as validity and reliability, and research ethics. The research findings from the thesis methodology are presented in chapter four by demonstrating how each research question would be answered and how the

findings as a whole contribute to the study's main goal. In chapter five, the thesis was completed with a summary, a conclusion, and a set of recommendations based on the results of the research and the work's conclusion. References are provided at the end of the document, along with a number of appendices that include the survey forms and questionnaires used to gather the study's primary data as well as some of the findings.

1.9. Definition of Concepts and Terms

Organizational Culture: According to Jones and George (2006), organizational culture is the totality of attitudes, standards, norms, and practices that influence how people interact with one another and work together to achieve organizational goals.

Communication: The social process of information exchange, which derives from the Latin word communication, addresses the need for interpersonal contact and understanding (Anton A. 2003).

Training and Development: The process of giving staff member's specific skills or aiding them in improving performance flaws.

Reward and Recognition: Defined as rewards given as a result of outward recognition for exceeding expectations, including pay raises, bonuses, and promotions.

Project Team: are interdependent groups of people who collaborate to achieve a common objective and who each bear some responsibility for a project's specific results, according to Project Management Institute (2008).

Project performance: is defined for this purpose as balancing conflicting demands for project quality, time, and cost as well as meeting the varied concerns and expectations of the project stakeholders, Project Management Institute (2008).

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

The following literature review provides a foundation for the study on organizational culture and project performance. It focuses in detail on the four dimensions of organizational culture and the determinants of project performance followed by the empirical review. In the empirical review an insight into previous studies on project performance and organizational culture is given. Finally, a summary of the research gaps and conceptual framework of the dependent and independent variable closes this review.

2.2. Theoretical Review

2.2.1. Organizational Culture

Defining the values, beliefs, and behaviors that influence how employees interact with one another and with stakeholders outside the organization are key components of organizational culture. Although the ideologies of the founding members can have an impact on organizational culture, Martnez-Caas & Ruiz-Palomino (2014) and Schein (2010) found that this is most frequently the case. According to Uddin, Luva, and Hossian (2013), learning experiences of group members, as well as new managers' and employees' fresh viewpoints and preconceptions, can affect organizational culture. As a result, the founders have the opportunity to unveil the organization's strategy and direction in the early phases of the firm. According to Andish et al. (2013), founders have a significant influence on an organization's management style.

In recent years, there has been increasing interest in the role of organizational culture in facilitating innovation and performance. According to Naranjo-Valencia et al. (2016), an organizational culture's values can either foster innovation and organizational performance or act as a barrier to both. They have suggested that a strong organizational culture can help organizations to innovate and respond to new challenges which in turn support organizational performance.

The connection between organizational culture and project performance is a key topic for research on organizational culture. According to Nguyen and Watanabe (2017), organizational culture has a significant impact on a project's likelihood of success or failure. As a result, there is a beneficial relationship between a strong organizational culture and project performance outcomes like high quality, cost-effectiveness, and timeliness.

According to Schein (2010), culture is a collection of precepts that a group of people have learnt and shared as they attempted to overcome external adaption and internal integration challenges. He believed that each organization has its own personality and method to acting and reacting to problems.

According to Serpa (2016), organizational culture is the shared way of being, thinking, and acting in a coordinated group of people with reciprocal expectations; it is shaped, propagated, learned from, and altered over time, providing some predictability in any organization. He tried to help define organizational culture. He contends that organizational culture is an interdisciplinary, multidimensional concept whose mobilization demands a grasp of its scientific implications.

Organizational culture is defined by Trompenaars and Prud'homme (2004) as the shared values, beliefs, assumptions, and practices that shape the behavior of individuals and groups within an organization. They contend that a range of elements, including the organization's history, leadership style, communication patterns, and external environment, influence organizational culture. Overall, they stress the need of understanding organizational culture in order to manage and lead effectively inside an organization.

Organizational culture has a considerable impact on how projects are completed and managed inside a company. Several studies have been performed to better understand how organizational culture effects project success. Cameron and Quinn (2011) developed a four-type framework for gauging organizational culture: clan, adhocracy, market, and hierarchy. Clan cultures are known for their pleasant, collaborative environment, whereas adhocracy cultures are known for their innovation and entrepreneurship. Market cultures emphasize competition and results, whereas hierarchy cultures are rigid and structured.

According to Schein (2010), organizational culture is difficult to modify since it is deeply established in an organization's history and traditions. He classified cultural transformation into three stages: unfreezing, changing and refreezing. Organizational culture dimensions were classified by Ricardo and Jolly (1997) into eight categories: communication, training and development, rewards and recognition, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork, and fairness and consistency in management practices. Communication, rewards, training and development, and teamwork are the four elements of culture change chosen because they have previously been recognized as having the greatest effects on project performance.

Overall, the literature demonstrates that organizational culture has a considerable impact on project performance. Organizations that prioritize a positive culture of collaboration, communication, and trust have higher levels of project success, whereas those with a negative or dysfunctional culture have lower levels of performance. As a result, it is critical for organizations to prioritize the creation of a good culture in order to promote successful project outcomes.

2.2.1.1. Effective Communication

Organizational communication is an important part of every organization since it allows individuals and groups within the organization to exchange information, ideas, and expertise. Effective organizational communication promotes better decision-making, collaboration, and coordination, as well as increased employee engagement and job satisfaction. Shrivastava and Prasad (2019) investigate the critical role that excellent communication plays in the development of a successful organization. It descends into different sorts of communication and how they might be used to foster a pleasant work environment. Furthermore, Schein (2010) emphasized the importance of communication in building organizational culture. He contended that communication is an important means of conveying and reinforcing cultural norms and attitudes.

There are numerous ways to communicate throughout projects, including verbally, in writing, and nonverbally. Oral communication is most commonly utilized in face-to-face meetings, over the phone, and in group situations. Lee and Kim (2020) discovered that good employee communication can boost employee engagement and work performance. They emphasized the significance of developing a communication culture that promotes open debate and feedback.

Nordby, H (2020) outlines important communication theory principles and explains how they are relevant for understanding and changing culture. Furthermore, he contended that attention, language, interpretation, and attitudes may all be employed to improve a communicative organizational culture.

According to Zulch (2014), communication is vital for transmitting information concerning cost, scope, time, and quality. His research demonstrates a link between communication and critical project management components. He often believed that communication is the function that combines cost, scope, and time to produce a quality product and may be viewed as having a foundation function to support all areas; the instrument that helps achieve the cornerstone areas.

Numerous studies have found that effective communication is critical for attaining organizational goals, developing strong employee connections, increasing employee motivation and job satisfaction, and minimizing misunderstandings and conflicts.

2.2.1.2. Teamwork

Nowadays, practically everything is accomplished by teams. According to Driskell, J. E., Salas, E., and Driskell, T. (2018), teamwork is the actions that translate team inputs into team outputs such as team effectiveness and satisfaction. This indicates that a team in any organization takes as input people resources, raw materials, time, money, hardware, software, machines, and tools. It generates outputs by utilizing its skills, knowledge, experience, competencies, and procedures to process the input resources. Collaboration can result in the development of commodities, services, outcomes, technological processes, business processes, techniques, procedures, platforms, or any other frameworks that benefit stakeholders, clients, or internal users.

Many authors consider teamwork to be a crucial component of every endeavour. According to Kerzner (2006), team formation is essential for project success. He says that one of the project manager's key responsibilities is to foster teamwork. It should have characteristics such as team members' commitment, positive interpersonal relationships, clearly stated goals, strong leadership and top-level support, open communication, and a low amount of detrimental conflict.

2.2.1.3. Training and Development

Training and development are referred to as a model for assessing the performance and effectiveness of an organization (Oyewole Oluwaseun, 2020). The knowledge, skills, and abilities of employees within an organization can be improved with training and development. It entails giving employees the chance to learn in order to improve their performance and productivity in their current positions or to get them ready for future employment within the company. Giving workers the skills and knowledge they need to do their jobs well and effectively is the aim of training and development, which also helps the organization, succeed. Therefore, it is advised that employers increase the proportion of their workforce that participates in training and development in order to improve employee performance for organizational performance.

The purpose of training and development is to improve employee performance through the development of knowledge, skills, and attitudes. Employees are prepared for future responsibilities by being given specific knowledge and skills through training, while their overall capabilities are improved through development (Noe, 2017).

Jiang, Lepak, Hu, and Baer's (2012) study found that training and development increased employee skills and knowledge, improved employee motivation and job satisfaction, and strengthened organizational commitment, all of which had a positive impact on organizational performance(project performance).

According to Cherrington (1995), an effective training and development would encourage more positive employee attitudes and loyalty in addition to assisting employees in advancing personally. Training and development gives employees specific skills or assisting them in improving performance flaws.

Some of the advantages which an organization may enjoy from a well-trained staff include increased productivity, reduced employee turnover, increased efficiency resulting in financial gains and decreased need for supervision.

The primary goal of training, according to Lanning (2001), is to help people understand and accept change before teaching them how to use the new tool in application-specific training.

Despite the benefits of training and development, organizations face a number of obstacles when it comes to implementing effective training and development programs. One of the difficulties is the high cost of training and development. Organizations may lack the financial resources to provide extensive training and development to all employees. Another issue is the amount of time required for training.

2.2.1.4. Reward and Recognition

According to Ndungu (2017), reward and recognition are actions that organizations take to appreciate and motivate their members in response to specific actions. Reward and recognition is the process of acknowledging and appreciating the efforts and achievements of individuals or groups in an organization. Reward and recognition are two important elements of employee motivation and engagement. Several studies have shown that rewards and recognition improve employee motivation and engagement. According to Herzberg's two-factor theory of motivation, rewards are hygiene factors that prevent dissatisfaction, whereas recognition is a motivator that leads to job satisfaction. DeNisi and Kluger (2000) discovered that rewards and recognition had a significant impact on employee motivation and performance, especially when they were tied to specific performance goals.

The nature of the rewards and recognition also influences their effectiveness. In a study conducted by Kasser and Ryan (1993), it was discovered that intrinsic rewards (such as job satisfaction and autonomy) were more effective than extrinsic rewards (such as salary and bonuses) in motivating employees. The timing and frequency with which rewards and recognition are delivered are also important factors in their effectiveness.

2.2.2. Project Performance

Project performance is a fundamental part of project management that determines whether a project succeeds or fails. According to Jitpaiboon et al. (2019), individual team members' performance is more sensitive to project performance than team performance. According to their findings, project performance parameters are equally crucial to project success during implementation. The performance of each endeavor determines its success. It is used to determine whether the objectives, goals, and expectations of the project were met. When

analyzing project performance, various aspects such as project scope, schedule, budget, quality, and stakeholder satisfaction are taken into account.

Project scope is an important factor that affects project performance. The project scope refers to the project's goals and objectives, including deliverables, timeline, and budget. According to Pinto and Slevin (1988), one of the critical factors influencing project success is project scope. Cho and Gibson (2001) argued that poor scope definition is a cause of project failure, negatively affecting projects in terms of cost, schedule, and quality.

The project schedule is another important factor influencing project performance. According to Lamoreaux (2009), a project schedule is an important part of project success because it specifies who does what and when, as well as the timeline for completing project tasks and deliverables. According to Shenhar et al. (2001), a quality schedule is required for a project to be well performed. The study discovered that projects that meet their deadlines are more likely to be well performed than those that do not.

Project budget is another critical factor that affects project performance. Uwiragiye and Mulyungi (2020) discovered that if the budget is poorly implemented, the project cannot be successfully completed, resulting in the failure to meet project objectives, and that working outside the budget may result in resource waste and failure to meet the desired objectives. The study discovered that when planned budgets and resources are not properly implemented, the project cannot be completed successfully.

The quality of a project has a significant impact on its overall performance. Project quality is a success factor in project management, according to Garvin (1988). The study concludes that successful projects are those that meet their quality standards. It also emphasizes the importance of continuous improvement, customer satisfaction, and employee satisfaction, all of which are dependent on effective quality management.

Finally, stakeholder satisfaction is another aspect that influences project performance. According to Turner and Muller (2005), stakeholder satisfaction is a significant success element in project performance.

2.3. Empirical Review

This study is based on an existing telecommunication project, which is the product of Ethio Telecom's telecom initiatives. Projects are linked to organizational culture and the organization's commitment to a supportive environment, a constraint-free environment, research and development encouragement, strategic direction, a technically sound team, and adequate funding.

Zuo et al. (2005) suggest five elements for a project culture model: integrative, cooperative, goal-oriented, adaptable, and people-oriented. Their model primarily focuses on contract procurement relationships in the Chinese construction industry, and the study's findings show that positive medium to large correlations exist between the five project dimensions, namely, satisfaction with project success, commercial success, future business opportunities, and satisfaction with relationships. Goal orientation and flexibility have unfavorable relationships with the majority of project performance measures. According to the findings, organizational culture can boost project performance.

Stare (2011) investigated how organizational culture influences project performance in Slovenian enterprises. He established an organizational culture model that focuses on the attitudes of top and line management in a wide range of business operations (for example, IT, product development, and civil engineering). Finally, he discovered that top management attitude and the presence of explicit project priorities are the most critical determinants for project performance.

2.3.1. Teamwork and Project Performance

Many scholars think that effective teamwork is an essential component of project success. According to Kerzner (2006), team formation is critical to project success. He also contends that one of the primary roles of project managers is to foster a cooperative environment. Individual project performance is less satisfying than team project performance (Fung, 2013). He also states that project execution may be dangerous if the team result variables are not fully understood. As a result, a project manager is responsible for guiding and inspiring the team to achieve the project objectives by understanding team outcome variables and their correlations with project outcomes.

2.3.2. Training and Development and Project Performance

According to NRC (2001), poor project results are caused by a lack of knowledge, which is related to a lack of training and development opportunities for project management experts. The research also suggested raising the necessary training budget for project managers, as well as management to guarantee that resources are available because participation in training programs is mandatory.

2.3.3. Effective Communication and Project Performance

Careful effective communication planning and creating appropriate goals for all project stakeholders are critical to project success. When starting a project, the initial interaction within the project team is critical to success in order to create team dynamics and learn the client's preferences. Without effective communication, project performance can occur at a higher cost of success; without effective communication, project performance can take longer than intended and may fail (Toader et al, 2010).

2.3.4. Reward and Recognition and Project Performance

According to Beel (2007), confidence is likely to be very low in a project team when participants have never worked together and will likely never work together again. In this case, the team member should earn individual rewards rather than team incentives. A seasoned and high-performing project team, made up of highly trained and extraordinary team members, is perhaps best motivated by team incentives.

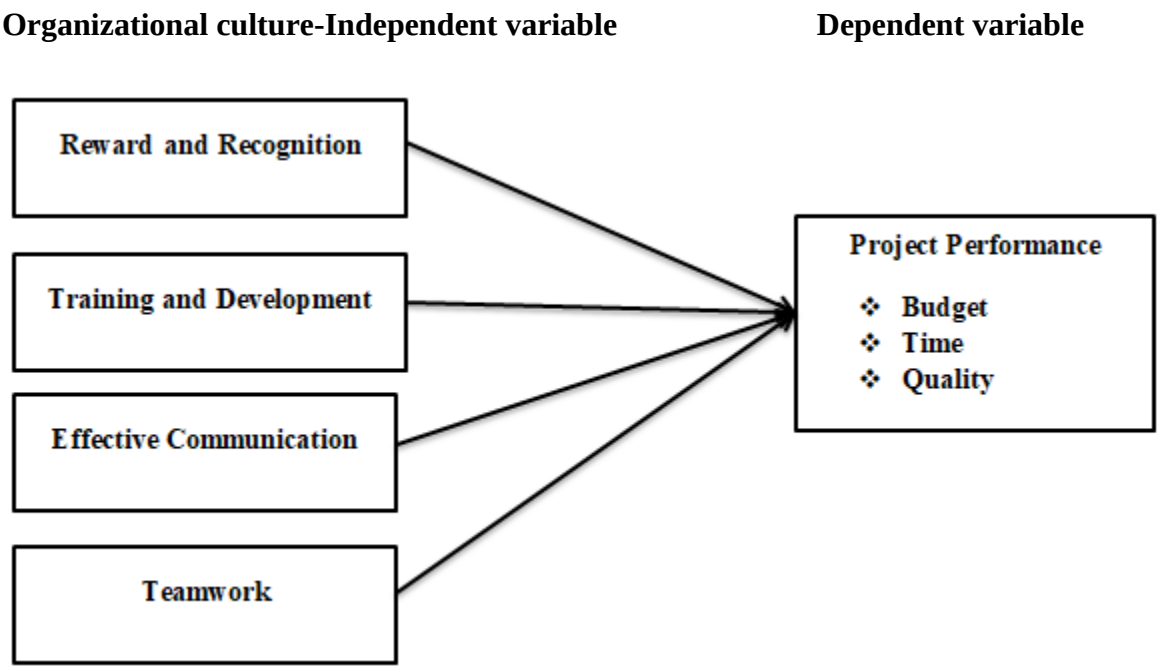
The majority of the literatures in the general review focused on the influence of organizational culture on project performance. Organizations must ensure that project teams embrace a strong organizational culture in order for projects to be successful. When there is good communication, reward and recognition, well-trained staff, and teamwork among project teams, project goals are more likely to be reached, resulting in project success.

2.4. Conceptual Framework

Figure 2.1 depicts the discussion of the conceptual framework of the effect of organizational culture on project performance. To reflect the four components of organizational culture, the

model includes teamwork, communication, reward and recognition, and training and development as independent variables. These organizational culture attributes were chosen because they have been shown to have the greatest impact on project performance. Ricardo and Jolly, 1997.The independent variable is organizational culture, and the dependent variable is project performance.

Figure 2.1 Conceptual Frameworks



Source: Jolly and Ricardo (1997), Jumba (2013) and modified by the researcher *(2023)*

2.5.Hypothesis of the study

In order to address the research questions and to achieve the objectives of the study, the following hypotheses are developed and tested in the course of the study.

H_1: Training and development has a positive significant effect on project performance.

H_2: Reward and recognition has a positive significant effect on project performance.

H_3: Communication has a positive significant effect on project performance.

H_4: Teamwork has a positive significant effect on project performance.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

A necessary condition of carrying out quality research is the development of the appropriate research methodology. This chapter discusses the research methodology used to achieve the study's goal and covers a description of the research area, research design, sampling design, types of data and data sources, study population and sample design, data collection techniques, data analysis and presentation, validity and reliability tests, and ethical considerations. Each issue is discussed in detail in the sections that follow.

3.2. Research approach

Apuke (2017) asserts that a quantitative approach entails the use of numerical data and the analysis of that data using particular statistical techniques to answer questions like who, how much, what, where, when, how many, and how, as well as the quantification and analysis of variables to obtain results. Consequently, a quantitative research strategy was used to carry out this study.

3.3. Research Design

A research design ought to be a conceptual framework that guides the way the study is carried out, in accordance with Kothari (2004). Investigating how organizational culture affects project performance is the main goal of this study. This paper was employed a descriptive and explanatory research design in light of the goal of the study and the characteristics of the phenomenon. A descriptive study is one that seeks to describe a population, a situation, or a phenomenon, and an explanatory study is one that seeks to establish a causal relationship between variables, according to Saunders, et al., (2009). Here is on studying the problem in order to assess the practice of organizational culture and project performance in Ethio Telecom descriptive research design used and to explain the effect of organizational culture on project performance explanatory research design used.

3.4. Sample Design

The term "sample design" refers to a pre-established method for selecting a sample from a specific population. Due to the fact that stratified random sampling provides more accurate results than simple random sampling for a given sample size, the study was used this method for its quantitative approach. As a result, stratified sampling is used if data on all population members can be divided into strata that seem relevant.

3.4.1 Target Population

The entire group of variables from which a researcher hopes to draw conclusions is referred to as the target population, in accordance with Cooper and Schindler (2014). The staff/project team members and managers at all levels from Project Management Offices, particularly from the service operation center division, network infrastructure division, and Strategic Planning and program management department, have been taken into consideration for this study. Users are the ones who are most concerned about the outcomes of projects, even though executives and the project management office assume responsibility for their success. The target audience primarily focuses on those departments that contributed a significant amount of managers and professionals to the formation of project teams. The population is a sizable sample of the population. When confined to the headquarters, the population size is summed up to be 1370

Table 3.1 Summary of target population

No	Target population	Total number of target population
01	Strategic Planning and Program management	78
02	Service operation center	376
03	Network infrastructure division	537
04	Fixed Network Division	379
	Total	1370

Source: Ethio Telecom Human Resource Division (2023)

3.4.2. Sampling technique

Taherdoost (2016) claims that the sampling method involves choosing a subset from either the entire population or a specific sampling frame. Sampling can be used to draw conclusions about a population or to generalize an existing theory. In essence, it depends on the sampling method you select. In this study, the probability sampling method was used. Stratified random sampling was used because the sampling frame divides the population by corporate function. The researcher used stratified random sampling to select sample from the target population. Stratified random sampling allows taking into account the different subgroups of people in the population (such as different divisions & departments) and helps guarantee that the sample accurately represents the population on specific characteristics. The researcher started by dividing the population into departments or strata and in this study cases the criteria of strata identification is departmental units. Then sample is randomly selected from each stratum or department units. Therefore, the target population divided into four sub groups such as; service operation center division, network infrastructure division, and Strategic Planning and program management department. These groups can be considered as stratum. Finally lottery random sampling was employed. The number of samples is determined proportionally by considering the number of employees in each departments of the Ethio Telecom.

3.4.3. Sample Size

Conducting the research on all of the population's employees proved to be somewhat challenging due to data management and resource issues. Therefore, the sample size for this study is determined using a condensed formula for estimating sample sizes of finite populations. The sample size is determined using the formula below, with a 95% confidence level being assumed at an e value of 0.05 (Sekaran, 2003).

$$Nr = N / [1 + N * (e)2]$$

Where:

Nr = size of sample

N= size of population

e = acceptable error (the precision), assumed to be ±5%

Nr=1370/[1+1370*(0.05)2]

Nr=310

The reduced the sample size required.

The formula for this is: $na = nr / \{1 + [(nr – 1) / N]\}$

Where *na* = the adjusted sample size,

nr = the original required sample size and

N=population size.

$$na = nr / \{1 + [(nr – 1) / N]\}$$

$$na=310/\{1+[(310-1)/1370]\}$$

$$na=310/[1+(309/1370)]$$

$$na=253$$

Therefore, sample size was determined to be 253. Because the sample population is heterogeneous, the study uses the above sampling frame to redistribute the samples to delimited Ethio Telecom divisions.

3.5. Sources of Data

The study's data source is primary sources. Questionnaires are the primary data collection method used in this research study.

3.5.1. Primary Data Source

Questionnaires were employed to collect the study's primary data. According to reports, Ethio Telecom employees provided the main source of data. Primary information about the current organizational culture and project performance was gathered. The questionnaire received scores from strongly disagree (1) to strongly agree (5) on a Likert scale with five possible outcomes.

3.6. Research Instruments

The study was employed primary data collection tools in order to gather information from the sources. The primary data collection is done through structured questionnaires that are given to employees at the headquarters of Ethio Telecom. The questions on the questionnaire were taken from earlier research (Jumba, 2013). According to the study's context, the adopted items have been slightly modified.

3.7. Method of Data Analysis

Quantitative data analysis techniques were used to code the data and ensure its accuracy, consistency, and completeness. Utilizing the Statistical Package for Social Science version 27.0.1, the data from the questionnaires were coded and entered into the computer.

The use of descriptive and inferential statistics was made. Descriptive analysis using frequency and cross tabulation was used to analyze the respondents' backgrounds, evaluate organizational culture in practice, and evaluate the level of project performance. The researcher used Spearman Correlation coefficient due to the nature of the data to investigate the connections between project performance and each of the four chosen factors. After performing a reliability test, descriptive statistics, and Spearman correlation, the study also performs ordinal logistics regressions to further analyze the data.

Utilizing ordinal logistics regressions, inferential statistics was used to examine the effect of the independent variable (organizational culture, i.e. communication, training and development, reward and recognition, and teamwork) on project performance.

The regression equation on the variables can be expressed as follows in accordance with the conceptual framework presented in Chapter 2:

$$Y= \beta 0 + \beta 1X1 + \beta 2\ X2 + \beta 3\ X3 + \beta 4X4 + Ei$$

Where:

Y = response or dependent variable-Project performance

X1 = Training & Development,

X2 = Reward & Recognition,

X3 = Effective Communication,

X4 = Teamwork

Ei = Error term set up to demonstrate the unexplained portion of the dependent variable through the above five important exogenous variables.

Besides β0 indicates constant which shows the magnitude or the value of satisfaction when the coefficient for the above four explanatory variables become zero.

3.8 Validity and reliability of Data

The questionnaire was pre-tested by the researchers on a sample of respondents in order to ensure validity and reliability. The pre-tested research served as a guide for enhancing and bettering the research questionnaires.

3.8.1. Validity

Validity is the most crucial factor because it shows how effectively an instrument captures the data it is designed to capture (Kothari, 2004). Validity in this instance meant that the instruments produced the data the researcher had hoped for. My advisor reviewed and made comments on the instrument before it was given to the respondents. To further refine the questionnaire, the researcher also carried out a pilot study. It was very helpful for the researcher to make these corrections before the questionnaire was distributed because the pilot test revealed some questions and technical terms that needed to be clarified.

3.8.2. Reliability

The reliability of the questionnaire was evaluated using the internal consistency metric, Cronbach's alpha. By determining whether a specific item measures the same construct, Cronbach's alpha measures internal consistency. For each objective, the Alpha Cronbach's alpha was calculated to determine whether it would yield consistent results if the study were to be repeated in the future.

Cronbach's alpha reliability coefficient typically falls between 0 and 1. Cronbach's alpha values should be between >.9 excellent, >.8 good, >.7 acceptable, >.6 questionable, >.5 poor, and >.5 unacceptable, according to George and Marllery (2003). As a result, table 3.2 shows the findings of the validity of measurement of organizational culture dimension and project performance.

Table 3.2 Measure of internal consistency - Cronbach's alpha

Measurements	Items	Alpha level	Internal Consistency
Training and development	5	0.82	Good
Reward and recognition	6	0.867	Good
Communication	2	0.802	Good
Teamwork	4	0.816	Good
Project Performance	3	0.91	Excellent

Source: Survey data (2023)

As illustrated in table 3.2, all organizational culture dimensions have a good level of internal consistency and project performance had an excellent level of internal consistency.

3.9. Ethical Consideration

The researcher guarantees the project work's quality and integrity, the participants gave their consent after being fully informed of its purpose, volunteers' confidentiality and anonymity are guaranteed, and this independent and objective project work was not perceived as harming respondents in any way. As a result, the researcher maximizes consideration of all ethical perspectives.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

4.1. Introduction

The main objective of this chapter is to analyze and interpret the data received from respondents via questionnaire; on the study aimed at analyzing an effect of organizational culture on project performance in Ethio telecom. The questionnaire data was analyzed using IBM statistics package for social sciences (SPSS) version 27.0.1. The data was processed and analyzed in accordance with the outline and for the aim of constructing the research plan.

After collection of data the next logical step is to analyze and interpret data with a view to reach at empirical solution to the problem identified. The data analysis for this research is done quantitatively with the help of both descriptive and inferential statistics. The data analysis chapter has three sections. The first section is descriptive statistics which summarize the main features of the study variable by using descriptive statistical technique such as mean, frequency and percentage. The second section is the correlation analysis which shows the degree and the direction of association between the study variable using Spearman correlation. The last section of this chapter reports ordinal logistic regression output and hypothesis test.

4.2. Response rate

The sample size of this study is shown to be 253 in section 3.4.4 of this study. The research questionnaire consisting of 24 questions has been distributed in two phases. In the first phase, a test questionnaire has been distributed to 18 (eighteen) respondents to test the reliability of the instrument before applying the instrument at full scale. Out of the 18 questionnaires distributed, 12 of the respondents have replied. Accordingly, a reliability test has been in order using Excel and the value of overall Cronbach's Alpha was determined to be 0.91. Subsequently, the second phase followed with the distribution of the questionnaire to the remaining 235 respondents. From the second phase distribution, 193 of the respondents have replied.

Table 4.1 Response rate of respondents

Item	Correctly filled and returned	Not returned
Number of Questionnaire	205	48
Percentage	81%	19%

Source: Survey data (2023)

The response rate refers to the percentage of study participants who respond to the research instruments. According to Kothari and Gang (2014), a response rate of 50% was deemed adequate for analysis and reporting, a response rate of 60% was considered good, and a response rate of 70% or higher was considered very good. This implies that the respondent rate is large enough to analyze the data. As shown in Table 4.1, of the 253 questionnaires distributed, 205 were fully completed, representing an 81% response rate.

4.3. Descriptive analysis on demographic characteristics of respondents

This section presents the findings of descriptive analysis. The demographic profile of the respondents was limited to age, level of education, gender, current position of the employee, and demographic characteristics were considered important in providing relevant background of the respondents from whom data was generated and had a bearing on the respondents understanding of the relationship between the study variable.

Table 4.2 Descriptive analysis of demographic characteristics of respondents

Description		**Frequency**	**Percentage**
Sex	Male	120	58.5%
	Female	85	41.5%
	Total	205	100%
	20-30	99	48.3%

Age	31-40	55	26.8%
	41-50	34	16.6%
	Above 50 years old	17	8.3%
	Total	205	100%
Position	CXO/ Director	0	0
	Project Manager	37	18.0%
	Supervisor/ Coordinator	26	12.7%
	Staff/Project Team member	142	69.3
	Total	205	100%
Level of Education	Certificate /Diploma	0	0
	Graduate	118	57.6%
	Post graduate	85	41.5
	PhD	1	0.5%
	Other	1	0.5%
	Total	205	100%

Source: Survey data (2023)

According to table 4.2, 120 (58.5%) of all respondents are male, while the remaining 85 (41.5%) are female. This implies that male respondents outnumbered female respondents. According to the age distribution of respondents, 99 of the total (48.3%) were under thirty years old; 55 of the total (26.8%) were between the ages of 31 and 40 years; 34 of the total (16.6%) were between the ages of 41-50 years; and 17 of the total (8.3%) were over 50 years old. Respondents' current

job titles include 37 (18%) project managers, 26 (12.7%) supervisors, and 142 (69.3%) staff/project team members.

The following are the respondents' educational backgrounds: 118 (57.6%) had a bachelor's degree, 85 (41.5%) had a master's degree, 1 (0.5%) had a PhD and the remaining 1 (0.5%) had no degree. Unfortunately, no Certificate/Diploma holders were among those who responded. As a result, the vast majority of respondents had a college degree. This implies that the majority of respondents would be able to identify the company's culture with ease.

4.4. Descriptive analysis on organizational culture dimensions and Project performance

The researcher summarized the cultural dimension using mean and standard deviation to see the general perception of the respondents regarding the organizational culture dimensions. Nunnally and Bersteien (1994) define a very low mean score as one between 1 and 1.8, a low mean score as one between 1.8 and 2.6, a moderate mean score as one between 2.6 and 3.4, a high mean score as one between 3.4 and 4.2, and a very high mean score as one greater than 4.2. The higher the mean, the more respondents agree with the statement, and the lower the mean, the more respondents disagree.

Table 4.3 Descriptive statistics of project performance and organizational culture dimension

Variable	Number of Respondent	Mean	Standard Deviation
Training and Development	205	3.85	1.04
Reward and recognition	205	3.76	0.9665
Effective Communication	205	3.755	0.866
Team work	205	3.8	1.01
Project Performance	205	3.80	1.12

Source: Survey data (2023)

Table 4.3 shows that Training and development has a high mean score (3.85). This mean score indicates that Ethio telecom employees strongly agree on the existence of a training and

development dimension of organizational culture in their workplace. The standard deviation of involvement of 1.04 shows that the data set is relatively consistent. And according to Khan (2012) appropriate trainings that are related with the tasks employees perform should be arranged in order to instill confidence in the employee by providing them with the required knowledge and skills to carry out their jobs.

Table 4.3 shows that reward and recognition have a high mean score of 3.76 and a standard deviation of 0.9665. The mean score indicates that Ethio telecom employees strongly agree on the existence of the reward and recognition dimension of organizational culture in their workplace. The standard deviation indicates that the data sets are more consistent. According to Jumba (2013) rewards and recognitions that are made in contingent on employees' performance are helpful in order to encourage employees to put extra effort. The above results indicate that there is a culture of giving rewards at Ethio Telecom and that workers are rewarded based on the quality of their performance.

Table 4.3 shows that Effective Communication has a high mean score of 3.755 and a standard deviation of 0.866. The mean score indicates that Ethio telecom employees strongly agree on the existence of the Effective Communication dimension of organizational culture in their company. The standard deviation shows that the data sets are more consistent than other variable data sets. According to Khan (2012) through open and clear communication, administrators and employees can get to mutual understanding of each other's expectations and the goals of the task at hand. The above results show there is an open and transparent communication culture at Ethio Telecom. The results with regard to the communication culture at Ethio Telecom also showed the importance of communication is appreciated and that there is a good flow of information at the organization that provided the right message for managers.

Table 4.3 shows that teamwork has a high mean score of 3.8 and a standard deviation of 1.01. The mean score indicates that Ethio telecom employees agree on the existence of the organizational culture dimension of teamwork in their company. The standard deviation demonstrates that the data sets are fairly consistent. According to Fung (2013) team project performance produces more satisfying results than individual performance since the results of the team surpass the total of individual outputs. The above results imply, employees at Ethio Telecom own force department agree that the level of teamwork is satisfactory. Results show

projects are carried out in teams, there is cooperation among project teams and that employees feel comfortable working in teams. This reflects there is an environment which promotes good relations among project participants at Ethio Telecom.

Table 4.3 shows that project performance has a high mean score of 3.8 and a standard deviation of 1.12. The average score indicates that Ethio telecom employees have a high level of project performance practice. The standard deviation indicates that the data sets are relatively consistent.

4.5. Results of Inferential Statistics

The purpose of this research is to investigate the impact of organizational culture on project performance in the case of Ethio Telecom. The study employs correlation and regression analysis with IBM statistical package for social sciences (SPSS) version 27.0.1 software, and the results are presented in the section below. This section presents the results of regression and correlation analysis.

4.5.1. Correlation Analysis

A correlation is a link between two things. The findings of a correlational study simply provide researchers with information about the relationship between two or more variables, which can then be used to guide future research. However, researchers must proceed with caution when interpreting this relationship. A positive correlation between two variables indicates that they are changing in the same direction (increased or decreased). When there is a negative correlation between two variables, it means that as one increase, the other decreases.

The results of the inferential analysis between the four independent variables (Training & development, reward & recognition, communication and teamwork) and project performance are presented in this section of the chapter. The researcher used a non-parametric estimation mechanism because the data was not normally distributed. As a result, the Spearman's Rho correlation test is used, as shown in table 4.5.

Table 4.4 Benchmark for the direction and magnitude of correlation

No	Direction	Magnitude

	Positive	Negative	
1	0.00-0.19	-0.00--0.19	A very weak correlation
2	0.20-0.39	-0.20--0.39	A weak correlation
3	0.40-0.69	-0.40--0.69	A moderate correlation
4	0.70-0.89	-0.70--0.89	A strong correlation
5	0.90-1.00	-0.90--1.00	A very strong correlation

Source: Fowler, et a l. (2009)

Table 4.5 Non-parametric correlation between organizational culture and project performance

Correlations							
			TD	RR	EC	TW	PP
Spearman's rho	TD		1.000	.			
	RR	Correlation Coefficient	.748**	1.000			
	EC	Correlation Coefficient	.684**	.587**	1.000	.	
	TW	Correlation Coefficient	.716**	.706**	.590**	1.000	
	PP	Correlation Coefficient	.860**	.778**	.732**	.728**	1.000

**. Correlation is significant at the 0.01 level (2-tailed)……..N=205

TD- Training and Development, RR- Reward and Recognition, EC- Effective Communication, TW= Team work, PP= Project Performance

Source: Survey data (2023)

As shown in table 4.5, Training and Development has a strong positive correlation with Project Performance, with a positive P-value of Sig. (2-tailed) and a correlation coefficient of 0.860. Table 4.5 also shows that there is a positive strong relationship between Reward and Recognition and Project Performance, as indicated by Sig. (2-tailed) and a correlation coefficient of 0.778. Effective communication and project performance are found to be strongly and positively correlated. As shown in table 4.5, the correlation coefficient between these two variables is 0.732, with a positive P-value denoted by Sig. (2-tailed).

Another important relationship that we can deduce from table 4.5 is the one between teamwork and project performance. The Spearman correlation coefficient shows a positive and strong relationship between teamwork and project performance, as shown by Sig. (2-tailed) and a correlation coefficient of 0.728.

To summarize, the correlation test results show a strong positive relationship between the four organizational dimension variables and project performance. Within the range of 0.728 to 0.860, organizational culture dimensions were found to be strongly and positively related to project performance, and all were significant at the p0.01 level.

Training and development had the highest correlation with project performance (rho=0.860), followed by reward and recognition (rho=0.778) among the independent variables. The correlation coefficient for effective communication is rho= 0.732. The correlation coefficient between teamwork and (rho=.728). The outcome confirms that there is a strong correlation between organizational cultures and project performance in Ethio Telecom.

4.5.2. Multicollinearity

This section explains the relationship between the variables training and development, reward and recognition, effective communication, and teamwork. The correlation matrix is used to ensure that explanatory variables are related. Multicollinearity tests are used to prevent decision-making patterns based on the partial influence of independent variables on the dependent variable.

Hair et al. (1998) advise caution before combining two variables with a bivariate correlation of 0.8 or higher. The interpretation of the variables will become more difficult as multi-collinearity increases because it becomes more difficult to confirm the effect of any one variable due to their interrelationship.

The Spearman Correlation analysis revealed that the correlations between the independent variables did not exceed 0.80, implying that all variables are valid. On the other hand, there was a strong significant relationship between independent and dependent variables in the range of 0.728 to 0.86. As a result, it is possible to conclude that there is no problem of multicolliniarity, or that the results demonstrated that the problem of multicolliniarity did not exist between variables.

4.5.3. Regression Analysis

Ordinal logistic regression was used to examine the role of each organizational culture variable on project performance in the case under study. The regression model shows how the Project could be estimated based on the value of one or more Organizational Culture variables. As a result, the researcher employs the ordinal logistic regression analysis technique to assess the effect of organizational culture on project performance.

Before using the ordinal logistic regression model, diagnostic tests were run to ensure that the regression model's assumptions were met. Model fitting information, Pseudo R-Square, goodness of fit, and the Omnibus test are among the tests run. The following are the results of these tests:

Table 4.6 Model fitting information

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	866.639			
Final	467.527	399.112	4	.000

Source: Survey data (2023)

Ordinal logistic regression requires a significant value less than 0.05. A significant value of less than 0.05 in the model fitting information test suggests that the analysis is correct.

According to Table 4.6, the significant value is 0.000. So, if the researcher's analysis is correct, the researcher will proceed to the following test, which is the goodness of fit test.

Table 4.7 Goodness -of- fit

Goodness-of-Fit			
	Chi-Square	Df	Sig.
Pearson	1378.178	1652	1.000
Deviance	457.084	1652	1.000

Source: Survey data (2023)

The model fits the data, according to the results of non-significant tests. To satisfy this criterion, the Pearson and Deviance significance levels must be greater than 0.05. The significant value of Pearson and Deviance is 1 in table 4.7, indicating that the observed data is consistent with the fitted model. Since a Pearson and Deviance in goodness of fit test significant value greater than 0.05 indicates that the observed data is consistent with the fitted model.

Table 4.8 Pseudo-R-Square

Pseudo R-Square	
Cox and Snell	.857
Nagelkerke	.869
McFadden	.454

Source: Survey data (2023)

R-Square represents the percentage of the dependent variable's variance that the independent variable can account for. As indicated in table 4.8 R-Square is 86.9, which show that 86.9% of the variance of the project performance can be predicted by independent variable.

Table 4.9 Omnibus Test

Omnibus Test[a]		
Likelihood Ratio Chi-Square	Df	Sig.
399.112	4	.000
Dependent Variable: Project Performance Model: (Threshold), Training and Development, Reward and Recognition, Effective Communication, Team work		
a. Compares the fitted model against the thresholds-only model.		

Source: Survey data (2023)

The omnibus test uses a likelihood ratio chi-square test to compare the null model to the current model. According to a significance value less than 0.05, the current model outperforms the null model.

Table 4.9 shows that the significant value is 0.000, indicating that the current model outperforms the null model. When using ordinal logistic regression, this requirement was also met.

After the researcher's data has passed these tests, the researcher employs ordinal logistic regression analysis to determine the impact of organizational culture on project performance as follows:

Table 4.10 Parameter estimates

Parameter Estimates										
Parameter	B	Std. Error	95% Wald Confidence Interval		Hypothesis Test			Exp(B)	95%Wald Confidence Interval for Exp(B)	
			Lower	Upper	Wald Chi-Square	Df	Sig.		Lower	Upper
TD	4.085	.4750	3.154	5.016	73.972	1	.000	59.458	23.437	150.843
RR	1.551	.3395	.885	2.216	20.867	1	.000	4.715	2.424	9.171
EC	.976	.2745	.438	1.514	12.641	1	.000	2.653	1.549	4.544
TW	.872	.3131	.258	1.486	7.754	1	.005	2.391	1.295	4.418
(Scale)	1[a]									
Dependent Variable: Project Performance Model: (Threshold), TD=Training and Development, RR=Reward and Recognition, EC=Effective Communication, TW=Teamwork										

Source: Survey data (2023)

According to table 4.10, training and development was a significant positive predictor of project performance, with a greater than one estimate of 59.458 and a 0.000 significant value. The odd ratio 59.458 indicates that the odd being in a higher level on project performance increases by a factor of 59.458 for every one unit increase in training and development. This implies that training and development have a positive and significant effect on project performance. This

result is in opposite with Jumba (2013), who noted that almost half of the projects in his study area fail due to inadequate training that can enhance work related skills of the participants. Therefore, it is imperative to provide training in the forms of; workshops, schooling, mentoring, or by utilizing other methods to project participants in order to encourage, test, and inspire them to perform the role in the project to the finest of their capability.

Table 4.10 shows that reward and recognition was a significant positive predictor of project performance, with more than one estimate of 4.715 and a 0.000 significant value. This implies that rewards and recognition have a considerable positive effect on project performance. This means that reward and recognition has an effect on project performance at Ethio telecom. The result is somewhat conclusive and reward and recognition necessarily mean it is vital for project performance by motivating employees. This is in line with Jumba (2013) who found a positive and significant association of reward and recognition with project performance.

Table 4.10 revealed a significant (P =0.000) and positive (odd ratio=2.653) association between Effective Communication and Project Performance. Based on the beta coefficient, increasing Effective Communication by one unit enhances Project Performance by 2.653. This result demonstrates that communication improves project performance. The findings are congruent with the findings of Toader et al. (2010), who asserted that without effective communication tools, project success is unlikely. Furthermore, the study's findings reveal that communication has the greatest impact of the cultural variables examined.

This study's regression results show that teamwork positive estimate odd ratio of 2.391 is statistically significant (P=.006) associated with project performance. This means that at Ethio telecom, teamwork has a positive impact on project performance. This indicates that this variable is currently applicable to project performance at ethio telecom. This is consistent with Jumba (2013), who discovered a positive and significant relationship between teamwork and project performance. Due to this reason the existences of proper tools that enhance teamwork at Ethio telecom own force department has direct and significant effect on project performance. Therefore, the required attention to team building is essential to ensure better project performance. According to Krezner (2009) this can be attained by creating an environment that can encourage project participants to share knowledge, skill and work together to achieve the projects' objectives.

4.6. Hypothesis testing

The developed hypothesis is put to the test using beta estimates from table 4.10 (parameter estimates) and a P-value taken from that table.

Table 4.11 Analysis of Hypothesis

Hypothesis	Beta coefficient	Significant(0.05)	Decision
H_1: Training and development has a positive significant effect on project performance.	59.458	0.000	Accept
H_2: Reward and recognition has a positive significant effect on project performance	4.715	0.000	Accept
H_3: Effective Communication has a positive significant effect on project performance.	2.653	0.000	Accept
H_4: Teamwork has a positive significant effect on project performance.	2.391	0.005	Accept

Source: Survey data (2023)

H_1: Training and development has a positive significant effect on project performance.

The result of ordinal logistic regression as presented in table 4.11 revealed that Training and development has a positive significant effect on project performance with beta value of 59.458 and P- value of 0.000. Since Training and development has a significant P- value and beta value greater than one the researcher accept the hypothesis.

Therefore, H_1 is accepted.

H_2: Reward and recognition has a positive significant effect on project performance

The result of ordinal logistic regression shows, Reward and recognition has a P-value of 0.000 and beta value which is 4.715 as depicted in table 4.11. As a result of having a P- value of 0.000,

Reward and recognition has significant contribution to project performance. So, by having Significant P- value and beta value, Reward and recognition has significant effect on project performance.

Therefore, H_2 is accepted.

H_3: Effective Communication has a positive significant effect on project performance.

The obtained result from ordinal logistic regression shows there is a positive significant effect of effective communication on project performance (P-value = 0.000 and β- value= 2.653 as shown in table 4.11. P- Value indicates effective communication has a significant effect on project performance.

Therefore, H_3 is accepted.

H_4: Teamwork has a positive significant effect on project performance.

The obtained result from ordinal logistic regression shows there is significant effect of teamwork on project performance. A 0.005 P value indicates teamwork has significant effect on project performance.

Therefore, H_4 is accepted

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter commences on the summary of the result of the study, conclusion driven from the result obtained and recommendation for the company and further research are provided.

5.2. Summary

This section summarizes the study's main findings. The primary goal of this research was to investigate the role of organizational culture on project performance in the case of Ethio Telecom. The study's cohort included 205 employees. A questionnaire was used to collect the information. This study was carried out with the help of IBM SPSS version 27.0.1, descriptive statistics, Spearman correlation, and ordinal logistic regression.

After conducting various investigations on the study's variables, the study comes to the following major conclusion: One of the main findings of this study from the descriptive review was that the majority of respondents thought their department's use of cultural dimensions was above average.

The Spearman coefficient indicated that there is a strong and significant positive relationship between project performance and all four dimensions of organizational culture. An R-square of 86.9% indicates that organizational culture can predict 86.9% of the variation in project performance. This means that the remaining 13.1% of the variation in project performance can be explained by other variables.

According to the findings of the analysis, organizational culture has significant effects on project performance. This is consistent with the findings of the literature review in Chapter 2. Training and development, teamwork, reward and recognition and effective communication were rated as important for project performance at Ethio Telecom based on responses from each of the four dimensions of organizational culture.

5.3. Conclusion

It is reasonable to draw the conclusion that the organizational project culture of the organization has an effect on how well Ethio telecom's projects perform in light of the study's findings. It was discovered that any cultural variables taken into account in this study had a positive and significant effect on how well projects performed at Ethio Telecom.

This study was initiated to examine the role of organizational culture on project performance in Ethio Telecom. The study found that the level of project performance in Ethio Telecom has a mean score of 3.80. This indicates a high mean score which refers project of the company has a high performance level with in the company. The mean scores of training and development, reward and recognition, effective communication and teamwork dimensions of organizational culture are high by having a mean score between 3.755 and 3.85. This result shows the company practices the four organizational culture dimensions (training and development, reward and recognition, effective communication and teamwork) highly. The study also found that training and development is the most contributing organizational culture dimension in the prediction of project performance than the remaining three dimensions of organizational culture. Teamwork is the second dimension which has the most contribution to project performance. Reward and recognition and effective communication also have most contribution to project performance next to teamwork.

There is a positive and strong relationship between training and development, and project performance by having a positive P-value and correlation coefficient of 0..860. Reward and recognition, effective communication and teamwork and project performance have a positive and strong relationship with project performance by having a positive P-value and correlation coefficient between 0.728 and .778.

Through correlation and regression analysis, Ethio Telecoms' organizational culture and project performance are related. The four major cultures and project performance were found to be related. Positive results were obtained from correlating the of the four culture elements to the performance. Correlation analysis has shown that there is a strong relationship between the culture dimensions and project performance.

5.4. Recommendation

Among the cultural dimensions explored in this study training and development has the highest effect on project performance. Even though, the results from the overall mean for the training and development variable show respondents believe the culture of training and development at Ethio Telecom is above Overall, it can be improved.

Furthermore, as presented in the study other the three cultural dimensions used for the study (reward and recognition, effective communication and teamwork) also have a positive and significant effect on project performance at Ethio Telecom. For this reason, project managers should know and consider these project culture dimensions to support the success of their project. Therefore, Ethio Telecom's project management performance will be enhanced if its organizational culture is strong, and vice versa if it is weak. Maintaining a largely positive organizational culture can contribute to the achievement of the organization's competitive advantage.

It is also helpful to take mediating and moderating variables into account. a mediating factor that clarifies the relationship between organizational culture and project performance. There are moderating factors that influence the direction and strength of the relationship between organizational culture and project performance.

As can be seen from the research report's findings, organizational culture, the study's independent variable, predicted 86.9% of the variation in project performance. This suggests that an additional variable could account for 13.1% of the variation. Future researchers should therefore search for these contributing factors and investigate how they relate to project performance.

This study, as stated in the first chapter, primarily examines how organizational culture affects project performance within the context of a single company. Therefore, in order to obtain a more reliable generalization, the researcher advises expanding the scope of future research by including more factors.

References

Abdullahi, R. I., & Luketero, S. W. (2018). Influence of organzational culture on project performance in Waso Trust Land Project Organization Isiolo County, Kenya. International Academic Journal of Information Sciences and Project Management, 3(2), 472-497.

Andish, H. A., Yousefipour, M., Shahsavaripour, H., & Ghorbanipour, A. (2013). Organizational culture and its impact in organizations. *Interdisciplinary Journal of Contemporary Research in Business*, *5*, 1126-1130. Retrieved from http://www.idjrb.com

Anne, N., & Lumwagi, N. (2014). Effect of Organisation Culture on Employee Performance in Non Govermental Organizations. *International Journal of Scientific and Research Publications*, *4*(11). https://www.ijsrp.org/research-paper-1114/ijsrp-p3503.pdf

Anton A. Huurdeman (2003).The worldwide History of Telecommunications. ISBN 0-471-20505-2 John Wiely & Sons, Inc.

Apuke, O.D. (2017). Quantitative Research Methods: A Synopsis Approach. Kuwait Chapter of Arabian Journal of Business and Management Review,6(11), 40-47. https://doi.org/10.12816/0040336

Bebin, P. (2013). Interactions between Organizational Culture, Leadership and Project Success. Romanian Distribution Committee Magazine, 4(4), 43-56.

Beel, J. (2007). Project team rewards: Rewarding and motivating your project team. Scotts Valley, CS, USA: Create Space LLC, Part of the Amazon.com group of companies.

Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework (3rd ed.). San Francisco: Jossey-Bass.

Cherrington, D.J. (1995). The management of human resources (4th ed). Englewood Cliff, NJ: Prentice Hall.

Cheun, S. O., Wong, P. S. P., & L. Lam, A. (2012). An investigation of the relationship between organizational culture and the performance of construction organizations. *Journal of Business Economics and Management*, *13*(4), 688-704. https://doi.org/10.3846/16111699.2011.620157

Cho, C. S., & Gibson, G. E. (2001, December). Building Project Scope Definition Using Project Definition Rating Index. Journal of Architectural Engineering, 7(4), 115–125. https://doi.org/10.1061/(asce)1076-0431(2001)7:4(115)

Cooper,D and Schinler,P., (2008).Business Research Methods (4th Ed).

DeNisi, A.S. and Kluger, A.N. (2000). Feedback effectiveness: Can 360-degree appraisals be improved? *Academy of Management Perspectives*, 14(1), 129–139.

Driskell, J. E., Salas, E., & Driskell, T. (2018). Foundations of teamwork and collaboration. *American Psychologist, 73*(4), 334–348. https://doi.org/10.1037/amp0000241

Eaton, D., Kilby, G. (2015). Does Your Organizational Culture Support Your Business Strategy?. The Journal for Quality & Participation,37(4), 4-7. Retrieved from http://www.asq.org

Elbeik, S., & Thomas, M. (1998). *Project skills.* Oxford, England: Butterworth-Heinemann.

Fung, H. P. (2013). Relationships among Team Trust, Team Cohesion, Team Satisfaction, Team Effectiveness and Project Performance as Perceived by Project Managers in Malaysia. Proceedings Book of ICEFMO, Malaysia: PAK Publishing Group.

Furnham, A., & Gunter, B. (2003). *Corporate assessment auditing seven companies.* Rout ledge.

Garvin, D. (1988). Managing *quality*. New York, NY: The Free Press.

Hair, J.F. Jr., Anderson, R.E. and Tatham, R.L. (1998). Multivariate data analysis (5th ed). Upper Saddle River, NJ: Prentice-Hall.

Heritage, B., Pollock, C., & Roberts, L. (2014). Validation of the Organizational Culture Assessment Instrument. PLoS ONE, 9(3), e92879. https://doi.org/10.1371/journal.pone.0092879

J. Fowler, L.Cohen and P. Jarvis, (2009). Practical statistics for field biology. Pp. 132

Jitpaiboon, T., Smith, S. M., & Gu, Q. (2019, April 2). Critical Success Factors Affecting Project Performance: An Analysis of Tools, Practices, and Managerial Support. Project Management Journal, 50(3), 271–287. https://doi.org/10.1177/8756972819833545

Jones, G. and George, J. (2006) Contemporary Management (4th ed). New York: McGraw- Hill.

Jumba, C. M. (2013). Effect of Corporate Culture on Project Performance at Nation Media Group, Unpublished Kenyatta Master'sUniversity. Thesis.

Kaifeng Jiang, David P. Lepak, Jia Hu, and Judith C. Baer, 2012: How Does Human Resource Management Influence Organizational Outcomes? A Meta-analytic Investigation of Mediating Mechanisms, 55, 1264–1294. https://doi.org/10.5465/amj.2011.0088

Kasser, T., & Ryan, R. M. (1993). A dark side of the American dream: Correlates of financial success as a central life aspiration. *Journal of Personality and Social Psychology*, *65*(2), 410–422. https://doi.org/10.1037/0022-3514.65.2.410

Kenny, G. (2012). Diversification: best practices of the leading companies. *Journal of Business Strategy*, *33*(1), 12–20. https://doi.org/10.1108/02756661211193776

Kerzner, H. (2006). Project Management, A Systems Approach to Planning, Scheduling, and Controlling (10th ed). New Jersey, John Wiley & Sons

Kothari, C.R. (2004) Research Methodology: Methods and Techniques (2nd Ed), New

Kothari, C. R., & Gang, W. (2014). Research Methodology; Methods and Techniques. New Delhi: New Age International Publishers Ltd.

Lamoreaux, S. (2009). Project scheduling in large organizations: shifting the culture. Paper presented at PMI® Global Congress 2009—North America, Orlando, FL. Newtown Square, PA: Project Management Institute.

Lanning, H. (2001), Planning and Implementing Change in Organizations - a Construct for Managing Change Projects, Helsinki University of Technology, Department for Industrial Engineering and Management, Espoo, Finland.

Lee, E., Kang, M., Kim, Y. and Yang, S.-U. (2020), "Exploring the interrelationship and roles of employee–organization relationship outcomes between symmetrical internal communication and employee job engagement", Corporate Communications: An International Journal, Vol. 27 No. 2, 264-283. https://doi.org/10.1108/CCIJ-12-2020-0167

Lishan Adam (2012).Understanding what is happening in ICT in Ethiopia, *A supply- and demand-side analysis of the ICT sector*, Research ICT Africa.net

Manetje, Ophillia Maphari (2009). The impact of organisational culture on organisational commitment, University of South Africa, Pretoria, http://hdl.handle.net/10500/1133

Martínez-Canas, R., & Ruiz-Palomino, P. (2014). Ethical culture, ethical intent, and organizational citizenship behavior: The moderating and mediating role of person-organization fit. *Journal of Business Ethics, 120*, 95-108. Doi: 10.1007/s10551-013-1650-1

Martinez, E. A., Beaulieu, N., Gibbons, R., Pronovost, P., & Wang, T. (2015, May 1). Organizational Culture and Performance. *American Economic Review, 105*(5), 331–335. https://doi.org/10.1257/aer.p20151001

Muhammad, T. M., & Muhammad, A. S. (2011). Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan. *Journal of Competitiveness, 2*(1), 129-139.

NCR, (2001). Project Manager Training and Development: Progress in Improving Project Management at the Department of Energy of Washington, DC: The National Academies Press.

Ndungu, D. N. (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya. Global Journal of Management and Business Research: An Administration and Management, 17(1), 42-68.

Nguyen, L., & Watanabe, T. (2017, May 9). The Impact of Project Organizational Culture on the Performance of Construction Projects. Sustainability, 9(5), 781. https://doi.org/10.3390/su9050781

Noe, R. (2017). Employee training and development: *Human Resource Development Quarterly* New York, NY: McGraw Hill Education.

Nordby, H. (2020). Communication and organizational culture. In Goker, S. D (Ed.). A Closer look at organizational culture in action , 1 – 16

Nunnally, J. C. and Berstein, I. H. (1994).Psychometric theory (3rd Ed). McGraw-Hill: New York.

Oyewole Oluwaseun, O. (2020). Employee training and development as a model for organizational success. International Journal of Engineering Technologies and Management Research, 5(3), 181–189. https://doi.org/10.29121/ijetmr.v5.i3.2018.190

Pinto, Jeffrey & Slevin, Dennis. (1988).Critical Success Factors across the Project Life Cycle. Project Management Journal. 19. 67.

PMI. (2008). A Guide to Project Management Body of Knowledge. PMBOK-Guide. Fourth Edition

Ricardo, R. and Jolly, J. (1997). Training of teams in the workplace. SAM Advanced Management Journal, 62(2), 4.

Rosenbloom, S. & Markus, M. J. (2010). When the project and the organizational culture clash. Paper presented at PMI® Global Congress 2010—North America, Washington, DC. Newtown Square, PA: Project Management Institute.

Saunders, M., Lewis, P., Thornhill, A. and Wang, C. (2009).Analyzing qualitative data: Research methods for business students (5th ed). Harlow, Essex, UK: Pearson Education Ltd, 480-525.

Schein, E. H., (2010).Organizational culture and leadership (4th Ed). San Francisco, CA: Jossey-Bass.

Sekaran,U.(2003). Research Methods for Business: A Skill Building Approach (4th Ed). John Wiley and Sons.

Serpa, S.N.F., (2016). Organization as an analytical level for investigation organizational culture. *The Social Sciences*, *11*(13), 3257-3263.

Shenhar, A.J., Dvir, D., Levy, O. and Maltz, A.C.,(2001), Project success: a multidimensional strategic concept. *Long range planning*, *34*(6), 699-725.

Shrivastava, S., & Prasad, V. (2019). Importance of Effective Communication Strategies to Improve Workplace Communication. *International Journal of Recent Technology and Engineering*, *8*(3S3), 161–168. https://doi.org/10.35940/ijrte.c1047.1183s319

Stare, A. (2011). The impact of the organisational structure and project organisational culture on project performance in Slovenian enterprises. Management: journal of contemporary management issues, 16(2), 1-22.

Suda, L. V. (2007). The meaning and importance of culture for project success. Paper presented at PMI® Global Congress 2007—EMEA, Budapest, Hungary. Newtown Square, PA: Project Management Institute.

Taherdoost, Hamed. (2016). Sampling methods in research methodology; How to choose a sampling technique for research. International Journal of Academic Research in Management (IJARM) , 5,18–27.

Toader, C.S., Brad, I., Adamov, T.C., Marin, D. and Moisa, S. (2010). The Main Causes which Lead to Success or Failure of a Project. Scientific Papers Animal Science and Biotechnologies, 43(2), 449-453.

Trompenaars, F. & Prud'homme, P. (2004). Managing Change across corporate cultures, Capstone Publishing Ltd.

Uddin, M., Luva, R., & Hossian, S. (2013). Impact of organizational culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh. *International Journal of Business and Management, 8*(2), 63-77. doi:10.5539/ijbm.v8n2p63

Zulch, BG. (2014). Communication: The Foundation of Project Management. Procedia Technology, 16(1), 1000–9, Doi: https://doi.org/10.1016/j.protcy.2014.10.054

Zuo, J. and Zillante, G. (2005), 'Project culture within construction projects: a literature review', in proceedings of the 13th Annual Conference of the International Group of Lean Construction, 19- 21 July, Coogee Beach, Sydney, Australia.

APPENDICES

Appendix 1: Questionnaire (Instrument)

ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

Post graduate Program towards MA in Project Management

Introduction

Dear Respondent,

Re: request to fill questionnaire

I am a student at Addis Ababa University undertaking a project work for my MPM program titled, “The role of organizational culture on project performance at Ethio Telecom”.

Confidentiality

I request for your assistance in filling the attached questionnaire. Be assured that the information will be treated with utmost confidentiality and will be used for academic purposes only.

Contact Address

For any query, please do not hesitate to contact me on the following address at your convenience.

Cell Phone: +251(0)911613953

E-mail: bilisumamatewos@gmail.com

Thank you.

Yours faithfully, Bilisuma

Part A

Tick in the box where applicable

Part A- General Questions

1. What is your gender?

Male ☐ Female ☐

2. In which age group do you fall?

20-30 ☐

31-40 ☐

41-50 ☐

Older than 50years ☐

3. Which level of Current Position do you belong to?

CXO/ Director ☐

Project Manager ☐

Supervisor/ Coordinator ☐

Staff/Project Team member ☐

4. What is your level of education?

Certificate /Diploma ☐

Graduate ☐

Post graduate ☐

PhD ☐

Other ☐

Part B

To explore the role of organizational cultures on Project Performance in Ethio Telecom, this study incorporates the following questions by placing a check mark under the selection of your choice beside each listed factor. The items have five-point Likert type scales that have the following meaning

1= Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree

1. Training and development

S/N		1	2	3	4	5
1	Employees are encouraged to accept education and training within the company to foster project performance					
2	Resources are available for employees' education and training within the company for projects to be successful					
3	For projects to be successful, Specific work-skills training are given to all employees					
4	Most employees in this company are trained on how to use quality management methods/tools to enhance project performance					
5	Training and development of employees is done fairly to ensure projects perform well.					

2. Reward and recognition

S/N		1	2	3	4	5
1	This company improves working conditions in order to recognize employee quality improvement efforts for better project performance.					
2	The compensation system encourages team and individual contributions to ensure better project performance.					
3	Reward and recognition system within the company rewards relationship and task accomplishments based on work quality to promote better project performance.					
4	All suggestions for better projects performance are appropriately rewarded in cash and kind.					
5	Employees' rewards and penalties are clearly communicated to ensure better projects performance.					
6	In order to ensure better project performance, reward and recognition system is fair					

3. Communication

S/N		1	2	3	4	5
1	Management regularly provides customer/supplier feedback and sets up opportunities for direct, face-to –face meetings between team members and customers/suppliers for better project performance.					
2	Employees' communication is effective in communicating things that are relevant to them so as to ensure better project performance.					

4. Teamwork

S/N		1	2	3	4	5
1	Work within this department is appointed around groups that ensure better projects' performance.					
2	I am more comfortable working in a group rather than individually to ensure better project performance.					
3	Specific work-skills training are given to all team members. Other units or departments always co-operate with me when I need assistance to ensure projects perform better					
4	In this company, workplace decisions are made through consensus to ensure better project performance.					

Part C

Questions about Ethio Telecom s' Project Performance

S/N		1	2	3	4	5
1	The projects meet their intended objectives/goals					
2	Our internal and external customers are happy with the performance of our projects					
3	For better project performance ,there is proper utilization of resources					

Source: Charles M. Jumba (2013), Author (2023)

Appendix 2: SPSS Data Analysis Output

1. **Descriptive Analysis Output**

Descriptive Analysis of Training and development – organizational cultural dimension

Descriptive Statistics				
	N	Sum	Mean	Std. Deviation
Employees are encouraged to accept education and training within the company to foster project performance	205	772	3.77	1.131
Resources are available for employees' education and training within the company for projects to be successful	205	787	3.84	1.056
For projects to be successful, Specific work-skills training are given to all employees	205	787	3.84	1.028
Most employees in this company are trained on how to use quality management methods/tools to enhance project performance	205	799	3.90	1.031
Training and development of employees is done fairly to ensure projects perform well.	205	808	3.94	.978
Valid N (listwise)	205			

Source; Survey data (2023)

I. Descriptive Analysis of Reward and Recognition – organizational cultural dimension

Descriptive Statistics				
	N	Sum	Mean	Std. Deviation
This company improves working conditions in order to recognize employee quality improvement efforts for better project performance.	205	773	3.77	.919

The compensation system encourages team and individual contributions to ensure better project performance.	205	792	3.86	.869
Reward and recognition system within the company rewards relationship and task accomplishments based on work quality to promote better project performance.	205	797	3.89	.951
All suggestions for better projects performance are appropriately rewarded in cash and kind.	205	764	3.73	1.026
Employees' rewards and penalties are clearly communicated to ensure better projects performance.	205	755	3.68	.976
In order to ensure better project performance, reward and recognition system is fair	205	742	3.62	1.058
Valid N (listwise)	205			

Source; Survey data (2023)

II. Descriptive Analysis of Effective Communication – organizational cultural dimension

Descriptive Statistics				
	N	Sum	Mean	Std. Deviation
Management regularly provides customer/supplier feedback and sets up opportunities for direct, face to –face meetings between team members and customers/suppliers for better project performance.	205	774	3.78	.868
Employees' effective communication is effective in communicating things that are relevant to them so as to ensure better project performance.	205	765	3.73	.864
Valid N (listwise)	205			

Source; Survey data (2023)

III. Descriptive Analysis of Team work – organizational cultural dimension

Descriptive Statistics				
	N	Sum	Mean	Std. Deviation
Work within this department is appointed around groups that ensure better projects' performance.	205	762	3.72	1.079
I am more comfortable working in a group rather than individually to ensure better project performance.	205	809	3.95	.903
Specific work-skills training are given to all team members. Other units or departments always cooperate with me when I need assistance to ensure projects perform better.	205	765	3.73	1.010
In this company, workplace decisions are made through consensus to ensure better project performance.	205	782	3.81	1.031
Valid N (listwise)	205			

Source; Survey data (2023)

IV. Descriptive analysis on Project performance

Descriptive Statistics				
	N	Sum	Mean	Std. Deviation
The projects meet their intended objectives/goals	205	780	3.80	1.249
Our internal and external customers are happy with the performance of our projects	205	769	3.75	1.108
For better project performance ,there is proper utilization of resources	205	793	3.87	.964
Valid N (listwise)	205			

Source; Survey data (2023)

2. **Inferential Statistics Output**

I. Correlation Between Training and development, and project performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Training and Development	205	3.8566	.76204
Project Performance	205	3.8081	.78316

Source; Survey data (2023)

Correlations				
			TD	PP
Spearman's rho	Training and Development	Correlation Coefficient	1.000	.860**
		Sig. (2-tailed)	.	.000
		N	205	205
	Project Performance	Correlation Coefficient	.860**	1.000
		Sig. (2-tailed)	.000	.
		N	205	205
**. Correlation is significant at the 0.01 level (2-tailed).				

Source; Survey data (2023)

II. Correlation Between reward and Recognition, and project performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Reward and Recognition	205	3.7585	.74615
Project performance	205	3.8081	.78316

Source; Survey data (2023)

Correlations				
			RR	PP
Spearman's rho	RR	Correlation Coefficient	1.000	.778**
		Sig. (2-tailed)	.	.000
		N	205	205
	PP	Correlation Coefficient	.778**	1.000
		Sig. (2-tailed)	.000	.
		N	205	205
**. Correlation is significant at the 0.01 level (2-tailed).				

Source; Survey data (2023)

III. Correlation Between Effective communication and project performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Effective Communication	205	3.7537	.72865
Project performance	205	3.8081	.78316

Source; Survey data (2023)

Correlations				
			Effective Communication	Project performance
Spearman's rho	Effective Commu	Correlation Coefficient	1.000	.732**
		Sig. (2-tailed)	.	.000
		N	205	205

	nication			
	Project perform ance	Correlation Coefficient	.732**	1.000
		Sig. (2-tailed)	.000	.
		N	205	205
**. Correlation is significant at the 0.01 level (2-tailed).				

Source; Survey data (2023)

IV. Correlation Between Teamwork and project performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Team Work	205	3.8024	.69089
Project Performance	205	3.8081	.78316

Source; Survey data (2023)

Correlations				
			Team Work	Project Performance
Spearman's rho	Team Work	Correlation Coefficient	1.000	.728**
		Sig. (2-tailed)	.	.000
		N	205	205
	Project Performa nce	Correlation Coefficient	.728**	1.000
		Sig. (2-tailed)	.000	.
		N	205	205
**. Correlation is significant at the 0.01 level (2-tailed).				

Source; Survey data (2023)