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**THE EFFECT OF ORGANIZATIONAL CULTURE ON
PROJECT PERFORMANCE: THE CASE OF ACTION AGAINST
HUNGER, ETHIOPIA**

A Research Project Submitted to Addis Ababa University, School of
Commerce, in Partial fulfillment for the Award of Master of Arts (MA)
in Project Management

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The Effect of Organizational Culture On Project Performance: The Case
of Action Against Hunger, Ethiopia

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DECLARATION

I, Fireselam Teklay Tilahun, hereby declare that the research project entitled “The Effect of Organizational Culture On Project Performance: The Case of Action Against Hunger, Ethiopia” submitted as a partial fulfillment for the requirement of Master of Arts in Project Management to Addis Ababa University School of Commerce. has been done with my own effort and all sources of materials used for the study have been fully acknowledged.

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STATEMENT OF CERTIFICATION

This is to certify that Fireselam Teklay Tilahun's research project work on the topic "The Effect of Organizational Culture On Project Performance: The Case of Action Against Hunger, Ethiopia" is her original work and suitable for submission for the award of Master's Degree in Project Management.

This project paper has been submitted for examination with my approval as a university advisor.

Bahran Asrat (PhD)

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List of Acronyms

ANOVA	Analysis of variance
CVF	Competing Values Framework
INGOs	International Nongovernmental Organizations
NGOs	Nongovernmental Organizations
OC	Organizational Culture
OCAI	Organizational Culture Assessment Instrument
PMs	Project Managers
SPSS	Statistical Packages for Social Science

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Abstract

The purpose of this study is to assess employee's perception on the effect of organizational culture on overall project performance in Action Against Hunger, Ethiopia. The objective of the study was to determine the effect of the organizational culture types, as defined by Cameron and Quinn's Competing Values Framework (CVF) namely clan culture, adhocracy culture, market culture, and hierarchy culture on the performance of NGO projects. The research design adopted for this study was a case study in which the research pursued to collect data from a target population of employees working in Action Against Hunger, using a survey questionnaire. This study used two sampling stages. A purposive sampling technique was adopted to select the regions (Amhara, Oromia, and Gambella) including the head office from operational areas of Action Against Hunger. The target population contained 348 employees from the selected regions and the head office. A sample size of 327 was drawn from the overall target population and out of those, 149 responses were valid for analysis. Descriptive Statistics, Pearson correlation, and Multiple Linear Regression analysis were carried out to analyze the data by using SPSS IBM version 26. The results show that Hierarchy culture was the dominant culture type in the organization. In addition, this study found that the organizational culture types namely clan culture, adhocracy culture, and hierarchy culture have a significant and positive relationship with employee performance whereas Market culture does not show statistically significant importance with p -value >0.005 . According to the regression analysis result, Adhocracy culture is the most contributing organizational culture type followed by clan and hierarchy culture in the prediction of project performance. The study recommends that the organization should take advantage of the high degree of culture already identified when implementing strategies. Based on the result, it is recommended that the organization continue to prioritize maintaining both Adhocracy and Clan cultures, with a stronger weight on Adhocracy culture due to its significant positive impact on project performance. Additionally, the organization should align Market culture practices, which emphasize competitiveness, goal achievement, and efficiency, with its humanitarian mission to ensure consistency and effectiveness.

Keywords: *Adhocracy culture, Clan culture, Hierarchy culture, Market Culture, Organizational culture, and Project performance*

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CHAPTER ONE

INTRODUCTION

This section of the research paper provides an overview of the background information related to the subject of the study, including the statement of the problem, research questions, research objectives, and the significance of the study. The chapter also discusses several other relevant aspects such as the limitations of the study and its scope. Additionally, the background of the study reviews the key concepts related to the effect of organizational culture on project performance and their interrelationships.

1.1. Background of the study

Project performance is a broad term that refers to how well a project meets its goals and objectives. It can be measured in a variety of ways, such as on-time and within-budget delivery, meeting quality standards, and achieving stakeholders' satisfaction.

When organizations were not well defined in the 1800s, individual performance management was based on the simple execution of tasks, with the supervisor evaluating performance. Since the 1990s, two trends have emerged; the first is individuals can self-assess their performance; and their performance is integrated within the strategic performance of the organization by analyzing how their performance contributes to the overall performance of the organization. (Bonghez & Grigoriu, 2013)

Today, performance measurement is recognized as a vital management tool and is a subject on the agenda of most organizations, particularly project-oriented companies. (Bernard Marr & Andy Neely, 2001) A particularity of project-oriented organizations is that many projects are initiated, conducted, or completed simultaneously, creating a dynamic and balanced flow that ensures the development and survival of the organization. Project-oriented organizations must be structured in such a way as to create synergy between strategy and project, program, and portfolio management and the projects' approach must generate value for stakeholders but at the same time, must be sustainable. (Bonghez & Grigoriu, 2013)

According to (Quinn & Cameron, 1999), performance may vary from organization to organization depending upon the culture that is in place. Scholars have diverse perspectives on the definition

and measurement of performance, which remains a contentious issue in research. For example, according to (Daft, 1992), performance is the ability of an organization to achieve its goals by using resources efficiently and effectively.

The three fundamental criteria for project performance are time, cost, and quality, which are discussed in almost every article on project success, such as those by (Belassi & Tukel, 1996) and (Hatash & Skitmore, 1997). (Atkinson, 1999) referred to these three criteria as the “iron triangle” and suggested that they are always included in alternative definitions of project management.

(Cooke-Davies, 2002) posits that stakeholders play a crucial role in project performance, which in turn predicts success. To identify the actual success factors of projects, he emphasized the importance of considering stakeholders to project performance. One of the factors that seems to have an impact on performance is the organizational culture.

Organizational culture is a shared set of values, beliefs, and assumptions that shape the behavior of people within an organization. Organizational culture influences numerous factors, including values and beliefs, shared values, common understanding, and interpretation and assumptions that shape behavior or action in relation to project performance.

Furthermore, organizational culture shapes how its members behave, which in turn affects to what extent the organization performs (Zheng, et al., 2010). Research by (Quinn & Cameron, 1999) proposes a framework called the Competing Values Framework (CVF) that helps managers understand and change organizational culture to make organizations more effective. The framework identifies four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy. Each type of culture has its own set of values and assumptions that influence the behavior of people within the organization. Understanding which culture type is predominant in an organization is essential for effective management that might lead to the success of a project.

In the Ethiopian context, organizational culture is closely connected with the country’s rich cultural history. Known for its richness, Ethiopia embraces a societal mindset where interpersonal relationships hold great significance. This collective approach often influences how organizations function, fostering a team-oriented atmosphere, in workplaces. The strong sense of interconnectedness that prevails in culture contributes to an environment where shared goals and mutual support are emphasized.

In society, there is a focus on community orientation that prioritizes collective interests over individual pursuits. This collective mindset often translates into workplaces that promote shared responsibility and a commitment to achieving success. The rich spiritual and traditional values contribute to cultures that emphasize behavior respect for traditions and a broader sense of purpose, beyond mere financial gain.

Moreover, Ethiopia's cultural tendency towards structures and respect for authority also plays a role in workplaces. Traditional values place importance on lines of authority. This cultural characteristic can be seen reflected in organizational cultures within Ethiopia, where leadership is highly respected. This hierarchical orientation may impact decision-making processes and the overall structure of organizations.

It is also worth noting that, these national cultural factors not only influence domestic organizations but also impact the organizational cultures of foreign entities operating within the country. Its rich and diverse national culture plays a role in shaping the cultures of organizations. Whether an organization is local or international the impact of the cultural factors can be observed in norms, communication styles, and the overall social processes.

Therefore, studies in organizational culture concerning project performance are crucial to understanding how organizations function and how to make improvements that influence project success. Thus, this study aims to examine the dominant organizational culture types and their relationship with project performance in Action Against Hunger, Ethiopia. For this study organizational culture assessment developed by (Quinn & Cameron, 1999) based on the competing value framework is used as a research tool since it analyzes the different organizational culture types in organizations. The authors identified four unique cultural concepts: Clan Culture, Hierarchy Culture, Adhocracy Culture, and Market Culture which serve as the independent variables that will be analyzed in this study. Each of these cultural factors represents a distinct set of values, beliefs, and practices that are essential in forming the organizational setting.

1.2. Statement of the problem

In general, the active participation of non-governmental organizations (NGOs) has its own relevance in Ethiopia's overall development activity, mostly by improving the lives of the poor and economically disadvantaged groups through the provision of essential services. On the other hand, non-governmental organizations (NGOs) play their own role in the country's economy and

development programs; in the process of democracy building, access to justice, and good governance; in public awareness and empowerment; and in the development of government officials' capacity up to the district and kebele levels.

Ethiopia has benefited a lot from a massive increase in INGOs seen in the period following the two catastrophic famine crises. In the twelve years (1984- 1996) NGOs provided relief assistance to an average of 6.5 million beneficiaries every year which was about 14% of the then total rural population. In 1990 alone 13 million beneficiaries have received assistance from NGOs. The volume of the food assistance distributed by them ranged from 1.5 million quintals in 1984 to 5.1 million quintals in 1992. The development project undertaken by NGOs in the 1990s was estimated to have cost 2.3 billion Birr and was believed to have benefited 26 million people both rural and urban and created employment opportunities for 14,000 people (Chekole & Bayou, 2015).

Nonetheless, both the project management literature and in reality, NGO projects differ significantly from standard projects. NGO projects imply the implementation of social change in the lives of the poor, as well as a specified purpose, size, location, and timeline.

According to (McKinsey-Devex, 2011) survey reports, only 36 percent of those surveyed said that most aid projects achieve their intended impact, suggesting only 36 percent of donor-funded projects are what we would define in the project management discipline as successful. (Hekala, 2012) Stated 36 percent success rate is not at all surprising, having worked in the field of international development for the last 14 years. In fact, a 36 percent success rate may even be optimistic.

Project performance can be affected by various factors, one of which is culture (Quinn & Cameron, 1999). They emphasize the significance of organizational culture in project management and the necessity for managers to understand how culture affects project results. Eaton & Kilby (2015) highlight the importance of aligning organizational culture with project goals and objectives. They suggest that culture change can be a powerful tool for improving project performance.

To increase productivity and performance within the organization, project managers should prioritize understanding the significance of an effective organizational culture (Ingosi & Juma, 2020). It is crucial to understand organizational culture characteristics to analyze the relationship

between organizational culture and performance. These characteristics serve as the foundation for managers to optimize the impact of organizational cultural elements on performance.

While there is a substantial body of research acknowledging the relationship between organizational culture and overall performance, there is a scarcity of in-depth exploration on how certain cultural variables influence project outcomes. While some studies have been conducted in Ethiopia to investigate the relationship between organizational culture and employee performance, there is a notable scarcity of study concentrating specifically on project performance.

Organizational culture can have a significant impact on project performance. The authors suggest that a strong organizational culture can lead to better project outcomes, while a weak or negative culture can lead to poor performance (Quinn & Cameron, 1999) (Eaton & Kilby, 2015) (Ingosi & Juma, 2020).

While there is recognition of the influence of organizational culture on project performance in NGOs, there is a gap in understanding how this translates to Action Against Hunger's project implementation in Ethiopia. Therefore, this study aims to explore the effect of organizational culture on project performance, a case of Action Against Hunger operating in Ethiopia.

1.3. Research Questions

To help meet the study objectives, the following overarching questions guided the study.

1. What is the most dominant organizational culture type in Action Against Hunger, Ethiopia?
2. Is there a significant relationship between organizational culture types and project performance?
3. How does the organizational culture gap adversely affect project performance in Action Against Hunger, Ethiopia?

1.4. Research Objectives

General Objectives

The general objective of this study is to determine the effect of the organizational culture on the performance of NGO projects within Ethiopia, a case of Action Against Hunger.

Specific Objectives

The study was guided by the following specific objectives:

1. To assess the dominant organizational culture in Action Against Hunger, Ethiopia.
2. To determine the relationship between organizational culture types and project performance.
3. To establish the extent on how organizational culture gap affect project performance.

1.5. Significance of the study

This study explores the relationship between organizational culture types and project performance. This study would be beneficial to a variety of stakeholders, including Action Against Hunger, other non-governmental organizations, donor agencies, project managers and project management students, future researchers, and academicians.

For the management of the case organization, understanding the organization's dominant culture and its impact on project outcomes is crucial for enhancing its effectiveness and achieving its humanitarian goals. The findings of this study will provide valuable insights for other NGOs seeking to improve their project management practices and cultivate a culture that supports project success.

The study can also help the donors to align and coordinate their strategies, policies, and practices with the organizational culture of Action Against Hunger, and other similar organizations. The study can help them to understand and respect the values, beliefs, norms, and practices of the organizations and how they influence their behavior and performance.

The study will contribute to the further study of organizational culture and project performance in the context of humanitarian organizations, which is currently scarce and limited.

1.6. Scope of the study

This study focused on investigating the effect of organizational culture types on the performance of Action Against Hunger projects implemented in Ethiopia. This includes projects of varying sizes, types, and durations, providing a comprehensive understanding of organizational culture's influence on project performance across a range of project contexts.

The study recognizes that the concept of organizational culture and project performance is broad, making it impossible to address all of its components in this study. As a result, it will limit itself to the four dimensions of organizational culture by (Quinn & Cameron, 1999), namely clan, hierarchy, market, and adhocracy.

The study was limited to Action Against Hunger's operational areas of Addis Ababa, Oromia, Amhara, and Gambella. These areas were selected based on some factors, including the activity level, length of the offices and the relatively low staff turnover compared to newer operating areas. By concentrating on these established offices, the study hopes to capture a more stable organizational environment and get knowledge from places with a longer organizational history.

The study also excludes nonclerical workers from the target population. The study considers nonclerical workers as irrelevant and unreliable for the data collection, as they have limited or no knowledge of the organizational culture types and the project performance index of their projects.

1.7. Limitations of the study

The study will be limited to only one non-governmental organization operating in Ethiopia, Action Against Hunger. In addition, it does not consider any other factors which are known to affect project performance.

The study relies on the self-reported data from the survey and the interview, which may introduce bias and error in the measurement and analysis of the organizational culture types and the project performance index. The respondents may have different interpretations, understandings, and expectations of the questions and the scales, and they may also be influenced by their personal feelings, attitudes, and motivations. The study tries to minimize this limitation by providing clear and consistent instructions and definitions, and by ensuring the confidentiality and anonymity of the respondents.

The study also faces time limitation that may affect the quality and quantity of the data collection and analysis. The study has a fixed and short duration to complete the research process, which may limit the scope and depth of the study.

1.8. Organization of the study

The study consists of five chapters. The first chapter introduces the background, problem statement, research questions, objectives, significance, scope, and limitations of the study. Chapter two reviews the related literature on organizational culture, project performance, and their relationship. Chapter three describes the research methodology, including the research design, population, sample, data collection techniques, data analysis methods, and ethical considerations. Chapter four discusses, analyzes, and interprets the results of the data collection and analysis.

Chapter five concludes the study by summarizing the findings, answering the research questions, providing recommendations, and suggesting implications and directions for further research.

1.9. Definition of key terms

For the purposes of this study, the following terms are defined as follows:

Organizational Culture: The shared values, beliefs, and norms that shape an organization's behavior and actions. It's the "personality" of an organization and it influences how people interact, make decisions, and solve problems.

Project performance: The measure of how well an organization achieves its objectives and delivers its outputs within the given time, budget, and quality standards.

Key Performance Indicators (KPIs): Measurable metrics used to track and evaluate project performance. They provide a quantifiable way to assess project success and identify areas for improvement.

Competing Values Framework (CVF): A model developed by Quinn and Cameron (2006) that categorizes organizational culture into four types based on two competing values dimensions: internal focus versus external focus and control focus versus flexibility focus.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter delves into the theoretical view of organizational culture and its influence on project performance. Drawing upon established theories and concepts, it examines the multifaceted relationship between these two domains. Further, the chapter presents research findings on the impact of organizational culture on project performance. In addition, it represents a conceptual framework that serves as the springboard for the subsequent analysis in this study.

2.1. Theoretical Review

The Concept of Organizational Culture

Organizational culture is a complex and multifaceted concept that plays a pivotal role in shaping the identity and functioning of an organization. It encompasses shared values, beliefs, customs, and behaviors that collectively define the character of an organization and guide the actions of its members. Scholars have offered various definitions and perspectives to capture the essence of organizational culture.

Edgar H. Schein, a prominent organizational theorist, defines organizational culture as "the pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 2010).

Charles Handy, a renowned management theorist, describes organizational culture as "the way we do things around here, the shared values and beliefs that exist within the organization" (Handy, 1993). This definition underscores the cultural norms that influence the daily practices and interactions within an organizational setting.

Geert Hofstede, a cultural psychologist, defines organizational culture as "the collective programming of the mind that distinguishes the members of one organization from another" (Hofstede, 1980). This definition highlights the cognitive aspects of culture that shape the thought processes and behaviors of individuals within an organizational context.

Deal and Kennedy offer a succinct definition, stating that organizational culture is "the way things get done around here" (Deal & Kennedy, 1982). This definition emphasizes the practical and observable aspects of culture that influence the day-to-day operations and rituals within an organization.

Cameron and Quinn introduce the Competing Values Framework, defining organizational culture as "the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments" (Quinn & Cameron, 1999). This definition incorporates the idea that organizational culture is deeply ingrained in the collective mindset of its members and influences their responses to internal and external stimuli.

In summary, the concept of organizational culture is multifaceted and involves shared values, beliefs, and behaviors that collectively define an organization's identity. The definitions provided by different scholars offer diverse perspectives on the intricate nature of organizational culture, highlighting its significance in shaping organizational dynamics.

The Significance of Organizational Culture

Organizational culture is a critical aspect of modern management, exerting a profound influence on various dimensions of an organization. Scholars and experts in the field consistently emphasize its importance, highlighting its multifaceted impact on employee behavior, communication dynamics, decision-making processes, and overall organizational success.

A robust organizational culture is closely tied to high levels of employee engagement and morale, fostering a sense of belonging and pride among staff members (Denison, 1990). When employees identify with and embrace the values and norms embedded in the organizational culture, it contributes to a positive workplace atmosphere.

In terms of behaviors, the organizational culture acts as a guiding framework for employees, establishing expectations for conduct and interpersonal interactions. This cultural influence on behavior is well-supported by the works of scholars such as (Schein, 1985), who emphasizes the role of culture in shaping observable behaviors within an organization.

Furthermore, organizational culture significantly shapes communication patterns and collaboration dynamics within a workplace (Schein, 2010). A positive culture encourages open

communication and seamless collaboration, creating a cooperative environment where ideas can flourish, and teamwork can thrive.

Regarding decision-making, the organizational culture serves as a lens through which choices are evaluated and prioritized. The criteria for decision-making are deeply influenced by cultural norms, establishing what is deemed acceptable or unacceptable. (Schein, 2010) further notes that culture provides a shared understanding that facilitates decision-making processes within an organizational context.

Strategic alignment, another critical aspect, is facilitated by a well-defined organizational culture (Quinn & Cameron, 1999). Employees who understand and embrace the organization's strategic goals contribute to its overall effectiveness and success. Positive cultures that motivate and empower employees contribute to higher levels of productivity and performance.

The overall functioning of an organization is profoundly impacted by its culture, influencing day-to-day operations and long-term strategies. Culture informs the organization's approach to innovation, resilience in adapting to change, and the alignment of individual and collective efforts toward common objectives. Scholars like (Deal & Kennedy, 1982) have explored how organizational culture contributes to the overall effectiveness and functioning of an organization.

In conclusion, recognizing and cultivating a positive and aligned organizational culture is crucial for sustained organizational success, impacting employee engagement, communication, decision-making, adaptability, talent management, customer relations, strategic alignment, performance, ethical conduct, and overall organizational resilience.

Theoretical Frameworks for organizational culture

Organizational culture is a complex and multifaceted phenomenon, and the existence of various frameworks and models arises from the need to capture its diverse dimensions and manifestations. These frameworks serve as lenses through which scholars, researchers, and practitioners can understand, analyze, and discuss the intricacies of organizational culture. The diversity in frameworks is rooted in the recognition that organizational culture is not a one-size-fits-all concept; rather, it varies across industries, geographical locations, and organizational sizes.

Organizational culture models have been designed with the primary objective of fostering effective management, enhancing organizational efficiency, and cultivating core values within an

organization. Consequently, various researchers have sought to articulate the concept of organizational culture, offering distinct models to elucidate its dynamics. The following discussion highlights renowned scholars and their respective models elucidating organizational culture:

Hofstede's Cultural Dimensions Theory

Developed by Geert Hofstede, the Cultural Dimensions Theory aims to understand and compare national cultures based on six key dimensions. These dimensions provide insights into the values and behaviors that shape a society's work-related values. These dimensions are:

Power Distance: Reflects the extent to which less powerful members of a society accept and expect an unequal distribution of power.

Individualism vs. Collectivism: Highlights the degree to which individuals in a society are integrated into groups. Individualistic cultures value personal achievements and individual rights, while collectivist cultures emphasize group harmony and cooperation.

Masculinity vs. Femininity: Examines the distribution of roles between genders. Masculine cultures emphasize assertiveness, competition, and material success, while feminine cultures prioritize cooperation, quality of life, and caring for others.

Uncertainty Avoidance: Reflects the extent to which members of a culture feel uncomfortable with uncertainty and ambiguity. Cultures with high uncertainty avoidance tend to have strict rules and a low tolerance for ambiguity.

Long-Term vs. Short-Term Orientation: Focuses on a society's orientation toward the future. Long-term-oriented cultures value perseverance, thrift, and a sense of shame, while short-term cultures emphasize the importance of the past and present.

Indulgence vs. Restraint: Examines the extent to which a society allows for the gratification of basic human desires. Indulgent cultures prioritize enjoying life and having fun, while restrained cultures suppress gratification and regulate it through strict social norms.

Hofstede's model is valuable for cross-cultural comparisons and understanding how cultural differences impact various aspects of organizational behavior, communication, and management practices. It provides a framework for organizations to navigate the challenges of operating in diverse cultural contexts and adapt their strategies accordingly.

Denison Model of organizational culture

The Denison Model of Organizational Culture, developed by (Denison, 1990), offers a framework for understanding and assessing organizational culture. This model identifies four key cultural traits or core drivers, each associated with specific behaviors and practices within an organization. The four traits are:

Mission: This trait relates to the clarity and alignment of the organization's strategic direction and purpose. Organizations strong in the Mission dimension have a well-defined sense of purpose, and employees understand and are committed to the overall mission and goals of the organization.

Adaptability: Adaptability refers to an organization's ability to respond to external changes and challenges. Organizations strong in this dimension are flexible, innovative, and able to adjust their strategies and structures to meet changing circumstances in the external environment.

Involvement: Involvement focuses on the level of employee engagement and participation within the organization. High scores in Involvement indicate a culture that values collaboration, teamwork, and employee input in decision-making processes.

Consistency: Consistency pertains to the stability and reliability of internal processes and systems. Organizations strong in this dimension have well-established procedures, rules, and controls that contribute to a stable and predictable work environment.

The Denison Model emphasizes the interconnectedness of these four traits, suggesting that a healthy organizational culture involves a balance among them. The model is often represented graphically as a two-by-two matrix, with each quadrant corresponding to a combination of high or low scores on the Mission, Adaptability, Involvement, and Consistency dimensions.

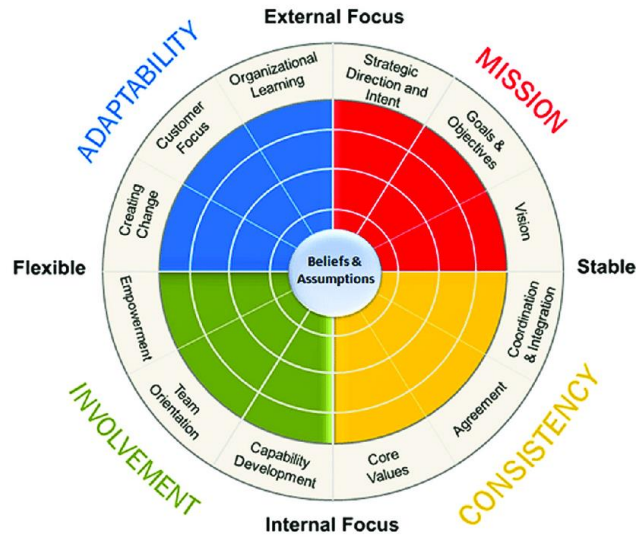


Figure 2.1 Denison's model of organizational culture

The Denison Model is widely used for organizational diagnosis and development, helping organizations assess their current culture, identify areas for improvement, and align their culture with strategic goals.

Schein's Three Levels of Culture

Edgar Schein's Three Levels of Culture is a model that conceptualizes organizational culture in layers, akin to peeling an onion. Each layer represents different dimensions of culture and understanding all three levels is crucial for a full understanding of organizational dynamics.

Artifacts and Symbols (Surface Level): The outermost layer includes observable elements of culture, such as rituals, ceremonies, stories, and physical artifacts. Artifacts are the visible aspects of how an organization operates and presents itself to its members and the external environment. Symbols, like logos or slogans, fall under this category and convey deeper meanings associated with the organization's values.

Espoused Values and Beliefs (Intermediate Level): Beneath the surface layer lie espoused values, which are the formally stated beliefs, philosophies, and aspirations of the organization. These values often appear in mission statements or official documents and reflect the ideals that the organization strives to uphold. Espoused values guide decision-making and behaviors, serving as a benchmark for organizational members.

Basic Underlying Assumptions (Deep Level): The core or deep layer comprises basic underlying assumptions, which are unconscious, implicit beliefs, and values that guide behaviors without conscious awareness. These assumptions are often taken for granted and influence how members perceive, think, and interact within the organizational context. Changing these fundamental assumptions is challenging but necessary for significant cultural transformation.

Schein emphasizes that the deeper layers of espoused values and basic assumptions are more challenging to uncover but are critical for understanding the essence of organizational culture. The model suggests that the outer layers (artifacts and espoused values) may not fully represent the lived experience and shared beliefs within an organization.

Cameron and Quinn's Competing Values Framework

Cameron and Quinn's Competing Values Framework is a model designed to help organizations understand and manage their organizational culture. The framework identifies four major culture types, each associated with specific values and behaviors. These culture types are positioned at the corners of a two-dimensional model, forming a square with two intersecting axes.

Clan Culture: This culture type emphasizes collaboration, teamwork, and a family-like atmosphere. Values in Clan Culture focus on cohesion, employee development, and a sense of belonging. Characteristics include mentorship, employee engagement, and a commitment to nurturing and developing individuals within the organization.

Adhocracy Culture: Adhocracy Culture values creativity, innovation, and adaptability. Organizations with this culture type are often dynamic, and entrepreneurial, and encourage risk-taking. Characteristics include a focus on experimentation, flexibility, and a willingness to embrace change and uncertainty.

Market Culture: This culture type is results-oriented, emphasizing competitiveness and achievement. Values center around goal achievement, winning, and market leadership. Characteristics include a strong focus on performance, competitiveness, and a drive for market success.

Hierarchy Culture: Hierarchy Culture prioritizes stability, control, and efficiency. Values include stability, consistency, and a well-organized and controlled work environment. Characteristics involve clearly defined roles, structured processes, and an emphasis on efficiency and reliability.

Organizations can be positioned within this framework based on the dominant culture type that aligns with their values and practices. The Competing Values Framework is particularly useful for diagnosing organizational culture, facilitating discussions about cultural change, and aligning culture with strategic goals.

This model recognizes that different situations may require different cultural emphases, and organizations may need to balance competing values based on their specific challenges and objectives.

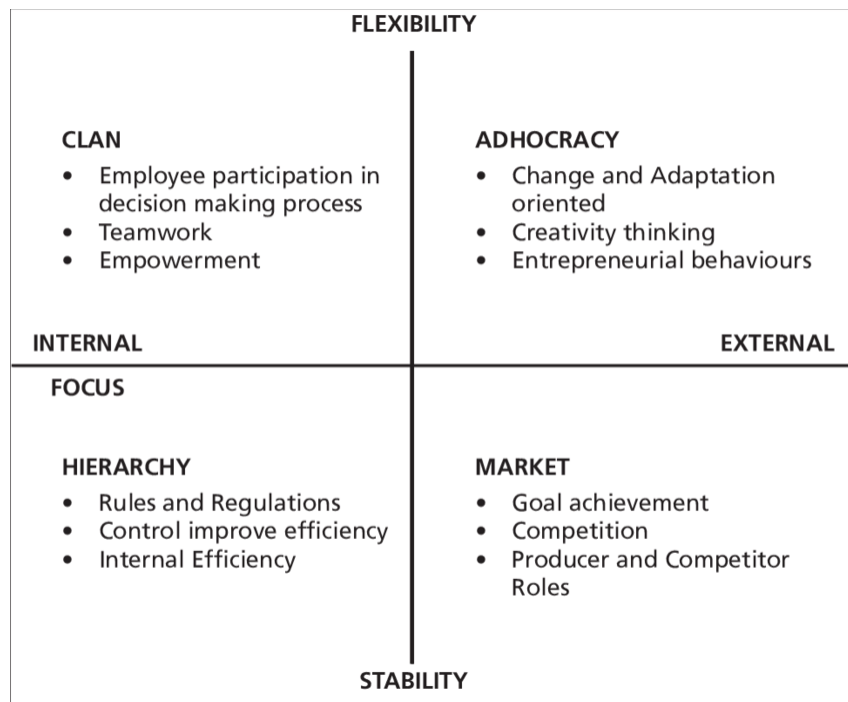


Figure 2.2 Quinn and Cameron's competing values

The Concept of Project Performance

Projects usually require huge capital and human resources to meet their objectives. Despite the availability of these resources, a project may either fail or succeed depending on the various factors that come into play. One of the vaguest concepts of project management is project success. This is because the beneficiaries of the projects usually have different needs and expectations.

Project performance is the overall measurement of whether a project has met objectives and requirements of scope, cost, and schedule. However, completing a project within the initial budget and time frame does not always imply that it was a success.

When organizations were not well defined in the 1800s, individual performance management was based on the simple execution of tasks, with the supervisor evaluating performance. Since the 1990s, two trends have emerged; the first is individuals can self-assess their performance, and their performance is integrated within the strategic performance of the organization, analyzing how their performance contributes to the overall performance of the organization. (Bonghez & Grigoriu, 2013)

Today, performance measurement is recognized as a vital management tool and is a subject on the agenda of most organizations, particularly project-oriented companies. (Bernard Marr & Andy Neely, 2001). A particularity of project-oriented organizations is that many projects are initiated, conducted, or completed simultaneously, creating a dynamic and balanced flow that ensures the development and survival of the organization. Project-oriented organizations must be structured in such a way as to create synergy between strategy and project, program, and portfolio management, and the project approach must generate value for stakeholders but at the same time, must be sustainable (Bonghez & Grigoriu, 2013).

The concept of project performance in the context of non-governmental organization (NGO) projects involves a cautious evaluation of the efficiency and effectiveness with which these initiatives achieve their goals and objectives. For NGOs, project performance is crucial not only for meeting donor expectations but also for demonstrating accountability to beneficiaries and other stakeholders.

In NGO projects, Time Performance plays a pivotal role in ensuring that the intended outcomes are delivered within stipulated timelines. Timely execution is often critical in addressing pressing issues faced by communities or beneficiaries. Delays in project implementation can impact the effectiveness of interventions and may hinder the overall success of the project. (Broussine & Vincent, 2007)

Cost Performance is equally vital in the context of NGO projects, where resources are often limited. NGOs rely heavily on funding from donors and sponsors, and effective cost management ensures that projects stay within budget. Efficient resource allocation enables NGOs to maximize the impact of their interventions, benefiting the communities they serve (Bryson, 2018).

Scope Performance in NGO projects relates to the alignment of project activities with the needs and expectations of the target communities. NGOs must carefully define project scopes to address specific challenges and opportunities within the community, ensuring that the interventions are relevant and impactful (Fowler, 2000).

Stakeholder Satisfaction is a critical dimension for NGOs, as their projects often involve collaboration with diverse stakeholders, including local communities, donors, government agencies, and other non-profit organizations. Ensuring the satisfaction of these stakeholders through effective communication and engagement is essential for building trust and support, which is particularly important in the nonprofit sector (Bryson, 2018).

NGO project performance evaluation in the planning phase often involves setting Key Performance Indicators (KPIs) that go beyond traditional measures such as time, scope, cost, and quality. In a study by (Walker, et al., 2015), the authors emphasize the importance of developing context-specific KPIs for NGO projects, considering the unique nature of their goals and stakeholders. KPIs may encompass indicators related to social impact, community empowerment, and sustainability, reflecting the broader objectives of NGOs. This approach acknowledges that the success of NGO projects is often intertwined with their ability to create positive social change and enhance the well-being of the communities they serve.

Furthermore, the planning phase should prioritize KPIs that align with donor expectations and satisfaction. In their research, (Coulson & Koliba, 2009) stress the significance of understanding donor perspectives and developing KPIs that demonstrate accountability and transparency. Donor satisfaction becomes a crucial metric, as NGOs rely on funding and support from donors to implement their projects. By setting KPIs that capture the social impact, community engagement, and donor satisfaction, NGOs can establish a detailed framework for evaluating project performance during the planning phase.

Organizational Culture and Project Performance

The relationship between organizational culture and project performance has been the subject of extensive research in the field of project management. The influence of organizational culture on project performance has been widely explored in the literature, with scholars emphasizing its significant impact on various aspects of project management.

(Akintoye & Fitzgerald, 2000) on their study to examine a broader aspect of how organizational culture impacts project outcomes, underlines the importance of a positive organizational culture in promoting effective communication, teamwork, and knowledge sharing in the workplace, all of which contribute to improved project performance. This underscores how cultural elements such as shared values and collaborative norms within an organization play a critical role in shaping project outcomes.

A study by (Zwikael & Globerson, 2006) delves into the relationship between organizational culture and project management effectiveness. The authors argue that a strong organizational culture that aligns with project management principles enhances project performance by providing a stable framework for decision-making and risk management. This suggests that a congruence between the organization's cultural values and project management practices contributes to successful project execution.

Research by (Martins & Martins, 2010) on the cultural aspects that directly influence communication, collaboration, and risk-taking within project teams points out, the role of organizational culture in fostering collaboration and communication among project team members. A culture that promotes open communication, trust, and collaboration tends to enhance team cohesion and coordination, leading to improved project performance. In contrast, a culture characterized by information silos, and poor communication can hinder project progress and delay performance.

According to (Schein, 2010), organizational culture represents shared values, beliefs, and norms that guide members' behaviors and decisions within an organization. This collective mindset profoundly affects how projects are planned, executed, and ultimately delivered.

Further insights are provided by the research of (Edmondson & Lei, 2014) which underscores the importance of psychological safety in shaping organizational culture and influencing project performance. Creating a culture where individuals feel safe to express themselves, take risks, and collaborate fosters a culture of learning and innovation, ultimately contributing to the success of projects within an organization.

Moreover, it has been noted that a crucial element influencing project success is the alignment between organizational culture and project objectives (Pinto & Trailer, 2016). When there is

congruence between the values and objectives embedded in the organizational culture and those of the project, people are more likely to be motivated and committed to achieving project success.

Additionally, studies have underscored the role of leadership in shaping organizational culture and, consequently, project performance (Dainty, et al., 2017). According to the authors, effective leaders play a pivotal role in articulating and reinforcing the desired culture within the organization, which, in turn, influences how projects are executed and managed.

Recent research by (Huang, et al., 2021) suggests that cultural factors such as innovation orientation and adaptability can significantly impact project performance, particularly in dynamic and uncertain environments. Organizations that foster a culture of innovation and adaptability are better equipped to respond to changes and challenges, thus enhancing project outcomes.

It's crucial to remember that different cultures have different advantages for project success. The exact project type and industry environment determine the best cultural fit. A more collaborative and relationship-focused culture might be more appropriate for large infrastructure projects involving significant stakeholder input, whereas a highly competitive and results-oriented culture might be well-suited for quick-paced tech initiatives (AYEGUN, 2018).

In summary, the existing body of literature consistently suggests that organizational culture significantly influences project performance. Positive cultural elements, such as collaboration, innovation, and alignment with project management principles, contribute to project success by creating an environment that supports effective teamwork, communication, and adaptability.

2.2. Empirical Review

The intersection of organizational culture and project performance has been a consistent focus within the realm of management research, offering valuable insights while also exposing certain gaps and constraints. This review critically synthesizes existing empirical studies probing into this connection.

Numerous studies affirm the existence of a positive relationship between specific cultural dimensions and project success. Notably, clan cultures, prioritizing collaboration and teamwork, consistently exhibit a positive impact on performance (D'Innocenzo, et al., 2013). Similarly, adhocracy cultures, fostering innovation and adaptability, have been associated with enhanced project outcomes (Quinn & Cameron, 1999).

The influence of culture often hinges on contextual factors. Contrary to conventional views, hierarchical cultures, usually considered less favorable for project success, can prove advantageous in settings demanding strict protocols and regulatory adherence (Burns & Cummings, 2009). Likewise, market cultures, emphasizing efficiency and goal achievement, may be beneficial in projects characterized by tight deadlines and resource constraints.

A study conducted by (Choma & Nakpodia, 2020) examined the impact of organizational culture on project success within non-governmental organizations (NGOs) in sub-Saharan Africa. The research found that organizations with a strong, adaptive culture that emphasized teamwork, open communication, and continuous learning were more likely to achieve their project goals. Conversely, NGOs with rigid, hierarchical cultures faced significant challenges, such as poor interdepartmental coordination and slow decision-making processes, which hindered project performance.

A study by (Bekele & Tekle, 2021) conducted a case study on development projects in Ethiopia to investigate the relationship between organizational culture and project management effectiveness. Their research revealed that a culture characterized by transparency, accountability, and stakeholder engagement positively impacts project performance. The study also identified challenges such as bureaucratic inertia and resistance to change, which are prevalent in many public sector organizations and can detract from project success.

A study by (Mwangi & Muturi, 2018) examined how organizational culture affects project performance in international NGOs operating in East Africa. The research concluded that organizations fostering a culture of flexibility and adaptability were better equipped to handle the uncertainties and complexities of project environments. Such cultures encouraged innovation and proactive problem-solving, leading to improved project outcomes. The study also pointed out that cultural misalignment between the NGO headquarters and field offices could lead to communication breakdowns and inefficiencies.

In their study, (Hartnell, et al., 2011) used the Competing Values Framework to analyze the impact of organizational culture on project outcomes in various industries. They found that the Clan culture, characterized by a focus on collaboration and employee development, was positively associated with high levels of team satisfaction and project completion rates. Conversely, the

Hierarchy culture, which emphasizes control and formalized procedures, often led to delays and reduced flexibility, adversely affecting project performance.

Studies tend to dissect broader cultural typologies into specific dimensions shaping project performance. For instance, trust and communication emerge as pivotal factors within clan cultures, while risk-taking and flexibility take precedence in adhocracy cultures (Ashkanasy, et al., 2005).

Studies have approached the question of organizational culture and project performance through a variety of methods, each with its own strengths and limitations. Quantitative surveys, a popular choice, offer widely applicable data by directly measuring both cultural dimensions and project metrics. However, they can struggle to capture the underlying mechanisms and intricate nuances of how culture influences projects. In contrast, qualitative interviews provide deeper insights into these cultural subtleties and personal experiences of project performance. However, their findings may be less generalizable to broader populations. Finally, case studies offer a detailed look at specific projects and the interplay between culture and outcomes within those contexts. While valuable for in-depth understanding, their results may not necessarily apply to other settings or projects.

The accurate capture of nuanced cultural constructs and project performance remains a persistent challenge. Standardized measures may overlook context-specific variations, while self-reported data introduces the potential for bias.

On the other hand, establishing causal relationships between culture and performance proves intricate, with studies struggling to disentangle the influence of other organizational factors that could confound the relationship. Moreover, most studies provide snapshots of ongoing projects, lacking insights into the dynamic interplay between culture and performance over time.

Hypothesis

The study assumes that overall project performance is affected by the traits of organizational cultures which are the dependent variables.

Clan Culture: characterized by a family-like environment, loyalty, monitoring, and nurturing relationships.

H1: Clan Culture has a positive and significant effect on overall project performance.

Adhocracy Culture: characterized by creativity, adaptability, and a focus on new opportunities.

H2: Hierarchy Culture has a positive and significant effect on overall project performance

Market Culture: characterized by goal achievement, efficiency, and a strong importance on winning and profitability.

H3: Adhocracy Culture has a positive and significant effect on overall project performance

Hierarchy Culture: characterized by Clear procedures, well-defined roles, control, and a top-down management approach.

H4: Market Culture has a positive and significant effect on overall project performance

2.3. Conceptual framework of the study

The research project titled "The Effect of Organizational Culture on Project Performance" adopts K. Cameron and Quinn's (1999) Competing Values Framework (CVF) as the conceptual foundation since the model offers a nuanced conceptual framework for understanding the intricate relationship between organizational culture and project performance. The CVF identifies four distinct organizational culture types, each characterized by specific values and norms. The study seeks to investigate how these cultural orientations affect project performance within organizations.

The Clan Culture, characterized by collaboration and a focus on employee development, is hypothesized to positively influence project performance by fostering strong team dynamics, effective communication, and a supportive environment. Similarly, the Adhocracy Culture, emphasizing innovation and flexibility, is expected to contribute positively to project performance through enhanced adaptability, creativity, and responsiveness to changing project requirements.

Conversely, the Market Culture, driven by competitiveness and results, is anticipated to positively impact project performance by instilling a goal-oriented and achievement-focused mindset. Finally, the Hierarchy Culture, emphasizing stability and efficiency, is hypothesized to positively influence project performance through well-defined project management processes and structured decision-making.

The study aims to explore the interplay between these cultural dimensions and project performance, examining how organizations can leverage their unique cultural profiles to enhance

overall project success. By empirically testing these hypotheses, the research seeks to contribute valuable insights into the practical implications of organizational culture on project performance within diverse organizational contexts.

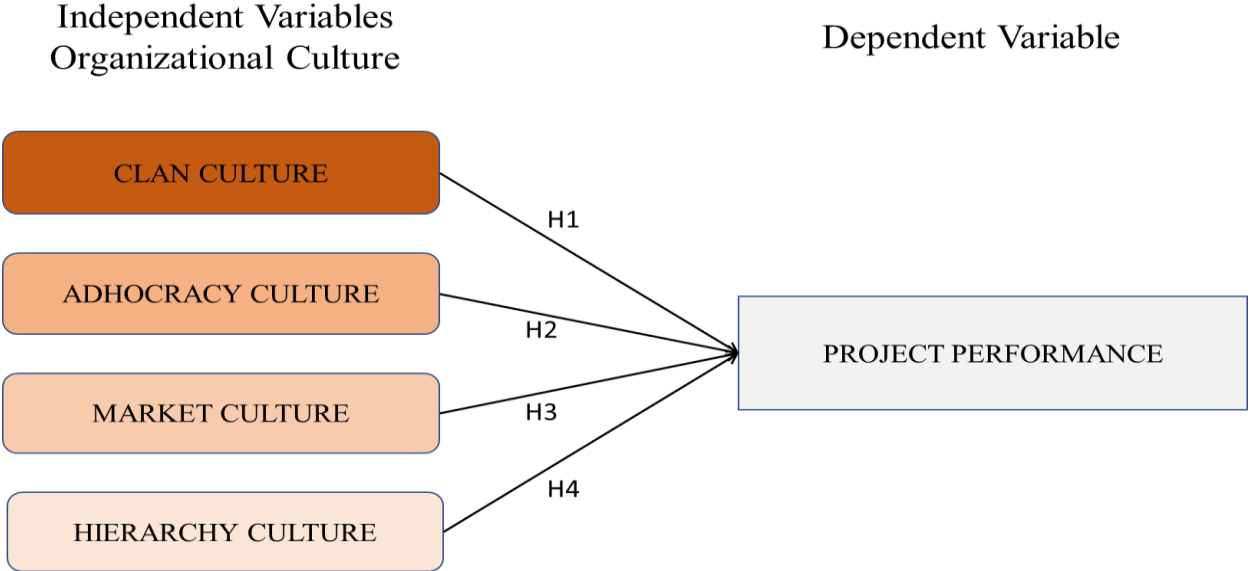


Figure 2.3 Conceptual Framework adapted from Cameron and Quinn (1999)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the methodology used in this study to address the research questions. It describes the research design, the criteria for selecting the sample, the target population, the sample size, and the sampling methods used. It also delves into the techniques used for data collection and analysis. Furthermore, this section examines the reliability and validity of the data, concluding with an examination of the ethical considerations considered.

3.1. Research design

The research followed a survey design through structured questionnaire to determine the relationship between organizational culture and project performance. This approach involves identifying and documenting organizational culture types, project performance measures and their relationship within the context of Action Against Hunger, Ethiopia.

Furthermore, the study also includes causal factors aiming to identify causal relationship between organizational culture and project performance by investigating whether changes in culture lead to changes in project outcomes.

The research adopted a case study approach, focusing specifically on Action Against Hunger Ethiopia as the case organization. This case study methodology allows for an in-depth evaluation of organizational culture and project performance dynamics in a real-world organizational setting. This study intends to contribute to a better understanding of the complex relationship between organizational culture and project performance in the Ethiopian humanitarian sector by combining descriptive and causal research aspects within a case study framework.

The research is structured to employ a quantitative data collection approach. A structured questionnaire was used as the primary instrument for data collection from the employees that will allow for the systematic gathering of quantitative data on organizational culture and project performance perceptions. This questionnaire was designed using the Organizational Culture Assessment Instrument (OCAI) approach designed by (Quinn & Cameron, 1999) to capture insights from participants within the organization, focusing on aspects related to organizational culture and its impact on project performance.

3.2. Description of study variables

The research variables contain many factors that are relevant to the analysis of how organizational culture affect project performance in Action Against Hunger Ethiopia. Organizational culture being the main independent variable defined through (Quinn & Cameron, 1999) Competing Values Framework contains four cultural types: Clan, Adhocracy, Market, and Hierarchy. These cultural dimensions are assessed using validated measures adapted from the Organizational Culture Assessment Instrument (OCAI).

Project performance, the dependent variable is composed of various indicators of project completion rates, timelines, budget management, stakeholder satisfaction, and overall project success. Through the logical definition and execution of these research variables, the study aims to clarify the connections between project performance results and organizational culture in the context of Action Against Hunger Ethiopia.

Identifying variables for this study involved a literature review to establish a theoretical foundation. Quinn and Cameron's Competing Values Framework was selected for its robust classification of organizational culture into Clan, Adhocracy, Market, and Hierarchy dimensions. These dimensions were operationalized through validated survey instruments (Quinn & Cameron, 1983); (Quinn & Cameron, 1999). For project performance, the study utilized the traditional metrics of cost, time, and scope, complemented by stakeholder satisfaction, which are well-established criteria in project management literature ((PMI, 2017) (Atkinson, 1999).

3.3. Description of the Study Area

The study area for this research project, investigating the relationship between organizational culture and project performance, is centered on Action Against Hunger's operations in Ethiopia. Action Against Hunger, a humanitarian organization addressing critical issues such as hunger, malnutrition, and water scarcity, operates in diverse regions across Ethiopia, including Amhara, Gambella, Oromia, Somali and Tigray, and the city administration of Addis Ababa. For the purpose of this research, data will be collected from Action Against Hunger offices in Addis Ababa, Oromia, Amhara and Gambella.

3.4. Target Population and Sample Design

Population of the Study

A research population refers to the specific group of individuals that a researcher wants to analyze or generalize findings to. It indicates the larger group from which a sample will be taken for a research project.

The total target population from the head office, Addis Ababa, and the three regions of the organization (Oromia, Amhara, and Gambella) was 348 employees. This diverse group of individuals engaged in different roles within the organization, including those directly participating in project activities and those providing invaluable support as administrative staff. The inclusion of both project participants and administrative personnel adds depth to the study, which allows an overall analysis of the organizational dynamics.

Sampling technique and sample size

In the field of research, the selection of an appropriate sample technique plays a vital role in ensuring the validity and reliability of study outcomes. This study used two sampling stages. The first one is to sample out the regions within the organization; a purposive sampling technique were used to select four regions among eight regions which Action Against Hunger operates. To select respondents from within the selected operational areas, simple random sampling technique was employed.

The sample design adopts Yamane's formula, a widely recognized method for estimating sample sizes in finite populations. Yamane's formula is especially fitting for scenarios where the entire population is known, providing a straightforward and efficient approach to determine the sample size. From the total population of 348 employees, a sample size of 186 will participate in the data collection activity. The sample size is obtained using the below formula with 95% confidence level and 5% margin of error.

$$n = \frac{N}{1 + Ne^2}$$

Where: N = Total population

n = Sample size

e = standard error

$$n = \frac{348}{1+348(0.05)^2} = 348/1.87 \approx 186$$

Using this sampling method, the researcher employed a proportional sampling approach within each of the four regional strata. Moreover, for the selection of each respondent within a stratum, the researcher employed simple random sampling techniques.

Table 3.1 Proportionate Sampling Determination

No.	Region	Population	Proportion of sample
1	Addis Ababa	101	[(101/348) x 186] = 54
2	Oromia	79	[(79/348) x 186] = 42
3	Amhara	49	[(49/348) x 186] = 26
4	Gambella	119	[(119/348) x 186] = 64
		348	186

Source: Action Against Hunger, HR

3.5. Data Sources and types

In this research study, the data source involves both primary and secondary data. Primary data is directly collected from employees within the organization through online questionnaire. The online survey was distributed to employees across different levels and departments, and respondents were chosen randomly from each of the four regional strata based on equal proportions. This approach ensures a thorough representation of perspectives and improves the validity of the collected data. Drawing inspiration from (Quinn & Cameron, 1999) organizational culture model, the questionnaire aims to obtain detailed insights into the different dynamics of organizational culture, aligning with established theoretical frameworks and contributing to the depth of the research findings.

In addition to primary data, the study also includes secondary data from a variety of sources. These include related literature from books, journals, organizational reports, policies, and manuals. The researcher explores both published and unpublished documents to gather existing knowledge, theories, and insights relevant to the research topic. Using a combination of primary data and previous literatures, this approach enables for an in-depth analysis of the subject matter.

3.6. Data Collection Procedures

In executing the data collection procedures for this research, an organized method was adopted to ensure the reliability and validity of the gathered information. Initially, the employee directory was obtained from HR, constituting the primary sampling frame. Thereafter, a random selection process was conducted to choose participants from each of the four regional strata based on equal proportions. This method aimed at enhancing the representativeness of the sample, ensuring a fair and unbiased selection.

Before sending the survey, clear consent was obtained from the selected participants. The informed consent process communicated the study's purpose, emphasized voluntary participation, and assured confidentiality.

The questionnaire, designed to cover organizational culture and key project performance identifiers, was distributed to selected participants via email. The online survey choice facilitated the efficient, swift, and secure transmission of responses by allowing participants to respond at their convenience.

This meticulous data collection process that includes random selection, consent acquisition, and informal discussions alongside the online survey, contributes to the robustness of the research methodology, fostering a detailed analysis of organizational dynamics.

3.7. Data Analysis

A range of data analysis techniques was used in this research to study deeper the relationship between organizational culture types and project performance. The analytical approach involves a combination of descriptive, quantitative, and causal analysis techniques to provide valuable insights for theory and practice in organizational behavior and project management.

Descriptive analysis is used to summarize and explore the key variables through measures of central tendency, dispersion, and frequency distributions. This phase offers analysis of the dataset by creating awareness of the characteristics of organizational culture components and key project performance indicators.

Quantitative analysis focuses on analyzing the effect of organizational culture on project performance using multiple linear regression analysis. This method was used to calculate the F. Pearson Correlation, Analysis of variance, and significance test of the variables which provides

empirical evidence on the impact of the independent variables (clan, adhocracy, market, and hierarchy culture) on the dependent variable (project performance), clarifying which cultural factors influence project performance within the case organization.

The collected data was analyzed using the Statistical Software Package for Social Sciences (SPSS) tools such as reliability analysis, descriptive statistics, correlation analysis, and multiple linear regression analysis. Findings were presented in tables and figures, as well as descriptive statistics methods such as mean, standard deviation, frequency, and percentage, to describe employees' attitudes toward the subject.

3.8. Reliability and validity analysis

The reliability analysis in this study involved was assessing the consistency and stability of the measurement. Cronbach's alpha is employed to evaluate the internal consistency of these instruments, ensuring that they yield consistent results across different samples and conditions.

To ensure the validity of the research study, the researcher relies on reputable sources such as published books and articles that align with the study area. The validity of the OCAI questionnaire was confirmed by several scholars, including (Quinn & Spreitzer, 1991) and (Quinn & Cameron, 1999) who have extensively evaluated its effectiveness in organizational culture studies. Specifically, the questionnaire used in this study to measure the four types of organizational culture was adopted from Quinn and Cameron's work in 1999, which has been widely recognized and cited in the field of organizational behavior and management (Quinn & Cameron, 1999).

By carefully assessing the reliability and validity of the measurement instruments, this study tried to increase the credibility and validity of its findings. The researcher can be confident in the integrity of the data collected and the conclusions made regarding the relationship between organizational culture and project performance within Action Against Hunger Ethiopia by making sure that the measurement tools are used correctly and consistently captured the intended ideas.

Before collecting the actual data, the researcher conducted a pilot test of the instrument by sending the online survey to 41 respondents in Addis Ababa. The below table provides the result of Cronbach's alpha analysis of the pilot survey.

Table 3.2 Reliability Test Result

	No. of Items	Cranach's Alpha
Clan Culture	3	.723
Adhocracy Culture	3	.907
Market Culture	3	.830
Hierarchy Culture	3	.762
Project Performance	4	.803

3.9. Ethical Considerations

Ethical considerations are vital in the execution of this research study, since they ensure the protection and well-being of participants and maintain the integrity of the research process. The consent process clarified the purpose of the research, the voluntary nature of participation, and the confidentiality measures in place to the respondents. The study strictly adheres to ethical standards in handling sensitive information, and measures have been implemented to safeguard against any potential harm or discomfort to participants. Ethical considerations are foundational to the research methodology, reflecting a commitment to responsible and respectful research practices.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter analyzes the relationship between organizational culture and overall project performance. It covers response rate, demographic characteristics of respondents, correlation, and regression analysis of the effect of Organizational culture on project performance in Action Against Hunger Ethiopia. In this context, project performance is evaluated through four key metrics: cost, time, scope, and stakeholder satisfaction.

Various analytical techniques were used to uncover patterns, trends, and relationships within the dataset. Correlation analysis is conducted to explore the relationship between independent and dependent variables, using the appropriate tests to assess the direction and strength of these relationships. Following this, multiple linear regression analysis is employed to explore more deeply into predictive links of these variables, and diagnostic tests are further used to make sure the model is robust.

4.1. Response rate

The response rate refers to the percentage of individuals within the sample population who provide usable responses to the survey. In this study, out of the initially distributed 186 questionnaires, a total of 149 responses were received from four stratum resulting in a response rate of approximately 80% as represented below:

Table 4.1 Response Rate

Description	Respondents
Target Population	186
Questionnaire Distributed	186
Questionnaire Returned	149
Response Rate in %	80%
Usable Responses	149

4.2. Descriptive Analysis

Demographic Information of the Respondents

The demographic information describes the background characteristics including sex, age group, highest level of education, years of experience, and role in the organization of the people who participated in the study.

Table 4.2 Demographic representation of respondents

S.N	Respondent Characteristics	Frequency	Percentage	
1	Gender/Sex	Male	96	66.4
		Female	53	35.6
		Total	149	100
2	Age	20-30	34	22.8
		31-40	51	34.2
		41-50	33	22.1
		>50	31	20.8
		Total	149	100
3	Highest Education Level	Diploma	3	2
		First Degree	102	68.5
		Masters or Above	44	29.5
		Total	149	100
4	Region	Addis Ababa	41	27.5
		Oromia	35	23.5
		Amhara	15	10.1
		Gambella	58	38.9
		Total	149	100
5	Years of Service	Less than 1 year	28	18.8
		1-3 years	43	28.9
		4-6 years	50	33.6
		7 years or more	28	18.8
		Total	149	100
6	Primary role in the organization	Supporting a Project	55	36.9
		Directly Involved in a Project	64	43
		Management/Coordination	30	20.1
		Total	149	100

Table 4.2 shows data on sex, age, highest education level, years of service, and primary role in the organization. These characteristics have been examined by frequency analysis and represented.

The analysis indicates that 96 (66.4%) of the respondents were male and 53 (35.6) of the respondents were female. This shows that the majority of the respondents were male. There are researches highlighting that gender differences can influence employee performance in contexts that value collaborative and creative tasks but had less impact in highly standardized roles which have a direct effect on performance of the projects (Arsat, et al., 2023). However, the effects may vary based on the type of the work environment.

The largest age group of respondents falls within the 31-40 age range, comprising 34.2% of the total sample. This indicates that the majority of respondents are likely in the middle stages of their career path. Yet, there is a relatively even distribution across age groups, which suggests a various representation of different career stages within the respondents.

Regarding education level, the vast majority of respondents hold at least a First Degree (68.5%) and Masters or above (29.5%), indicating a well-educated workforce that contributes for the organization's performance. Study by (Arsat, et al., 2023) underlines, employees with higher educational attainment often demonstrate better problem-solving skills and adaptability to new technologies and methods.

The distribution of years of service holds a different range of experience levels among the respondents. While a substantial proportion have 7 years or more of service (38.9%), there is also a notable representation of individuals with less than 1 year (27.5%) and 1-3 years (23.5%) of service. This diversity in experience levels could provide valuable insights from both experienced professionals and newcomers to the field.

Lastly, the primary roles of the respondents within the organizations vary, with a significant portion being directly involved in projects (43.0%). This suggests that the perspectives provided by the respondents may be influenced by their hands-on experience with project work.

Descriptive Analysis of Organizational Culture

To understand the general perceptions of the respondents, this section of the study provides descriptive statistics, including Mean & Standard Deviation, of the independent variables: Clan, Adhocracy, Hierarchy, and Market Culture. The mean value indicates the extent to which the

sample group, on average, agrees or disagrees with different statements related to each type of organizational culture. A lower mean suggests greater disagreement among respondents with the statements, while a higher mean indicates stronger agreement. On the other hand, the standard deviation reflects the variability of observed responses within a single sample for each cultural type. This measure helps gauge the spread or dispersion of responses around the mean to provide additional context to the respondent's perceptions of each organizational culture.

Table 4.3 Analysis of Clan Culture Characteristics

Clan Culture	N	Mean	Std. Deviation
Our organizational culture encourages a family-like atmosphere among project team members.	149	3.684564	0.952147
In our organization, decisions are often made collaboratively, considering input from various team members.	149	3.429530	0.909819
Mentorship and support for professional growth are highly valued in our organizational culture.	149	3.469799	0.858637
Average		3.5280	0.9069

Table 4.3 shows the descriptive analysis result of clan cultural dimension measurement. The first question measured whether the organizational culture encourages a family-like atmosphere among project team members. With a mean score of 3.6846 (SD = 0.95), respondents generally perceive their organization as fostering a close and supportive environment akin to a family. This high level of agreement implies that interpersonal relationships and teamwork are valued within the organization.

The second question measure the extent to which decisions are made collaboratively, considering input from various team members and stakeholders. The mean score of 3.4295 (SD = 0.91), indicates that respondents somewhat agree that collaborative decision making is a norm in their organization. The result suggests the decision-making processes may be inclusive, with input sought from multiple stakeholders.

Furthermore, the third question measure the value placed on mentorship and support for professional growth. The mean score of 3.4698 (SD = 0.86) shows respondents believe their organization places a moderate to high level of importance on mentorship and professional development. This shows a perceived commitment to employee growth and advancement within the organization.

Overall, the average mean score for the Clan Culture dimension 3.5280 implies a positive but moderate agreement among respondents regarding the presence of Clan Culture within their organization. This dimension is characterized by a sense of community, collaborative decision-making, and support for professional development. The overall standard deviation of 0.99 indicates a moderate level of variability in perceptions, suggesting that while clan culture is generally perceived positively, there are some variations in how different employees experience it.

Table 4.4 Analysis of Adhocracy Culture Characteristics

Adhocracy Culture	N	Mean	Std. Deviation
Our organizational culture fosters new and innovative approaches to project implementation, even if it involves some risk.	149	3.033557	0.903567
My project team is effective at adjusting to changing circumstances and unexpected challenges.	149	3.046980	0.939635
Our organizations encourage experimenting with new ideas and learning from both successes and failures in projects.	149	2.939597	0.953147
Average		3.0067	0.9321

Table 4.4 shows the descriptive analysis result of adhocracy cultural dimension measurement based on the respondents perception. The first question measures whether the organizational culture encourages new and innovative approaches to project implementation, even if it entails certain risks. The mean score of 3.0336 (SD = 0.90) suggests that respondents had a moderate level

of agreement on innovation within the organization. This indicates a careful approach to change and probable reluctant to take risks in project implementation.

Similarly, the mean score of 3.0469 (SD = 0.94) for the second question on the effectiveness of project teams in adjusting to changing circumstances and unexpected challenges, that respondents slightly agree that their team is effective in adapting to changes and moderate degree of flexibility in responding to unforeseen circumstances and challenges encountered during project execution.

The third aspect assessed whether the organization encourages experimenting with new ideas and learning from project successes and failures. The mean score of 2.0604 (SD = 1.02) suggests a more neutral to slightly positive perception among respondents regarding the organization's encouragement of experimentation which means a probable lack of support for innovative practices and a missed opportunity for organizational learning and improvement.

Overall, the average mean score for the Adhocracy Culture dimension 2.1946 reflects a slightly positive but generally neutral agreement among respondents regarding the presence of adhocracy culture within the organization. The overall standard deviation of 0.98 indicates a moderate level of variability in perceptions, suggesting that while there is some recognition of adhocracy culture, experiences vary among employees.

Table 4.5 Analysis of Market culture characteristics

Market Culture	N	Mean	Std. Deviation
Achieving project goals and objectives is the top priority in our organization.	149	2.711409	1.0681
Individuals and teams are accountable for project deliverables.	149	2.154362	1.0701
Our organization encourages a competitive spirit among teams while emphasizing efficient project execution.	149	2.221477	.9934
Average		2.4273	1.0438

Table 4.5 shows the descriptive analysis result of market cultural dimension measurement. The first question measured the extent to which achieving project goals and objectives is a top priority within the organization. With a mean score of 2.7114 (SD = 1.07) respondents generally perceive a moderate to low emphasis on prioritizing project goals with relatively high variability in responses, suggesting diverse experiences and views among employees around this perception.

The second question focused on the level of accountability individuals and teams have for project deliverables. The mean score of 2.1544 (SD = 1.07) indicates that respondents perceive a lower level of accountability for project deliverables within the organization. This implies a potential gap in the organizational culture regarding the expectation of accountability, which may impact project outcomes and overall performance.

The third question assessed whether the organization encourages a competitive spirit among teams while emphasizing efficient project execution. The mean score of 2.2215 (SD = 0.99) shows a lower level of agreement among respondents about promoting competitiveness and efficiency. This indicates there is a potential opportunity for the organization to foster a more competitive and result-driven culture to enhance project performance.

Overall, the average mean score for the Market Culture 2.4273 reflects a generally neutral to slightly negative agreement among respondents regarding the presence of market culture within the organization. The emphasis on achieving project goals and objectives is moderate, while the perceptions of accountability for deliverables and encouragement of a competitive spirit are lower. The overall standard deviation of 1.04 indicates significant differences in how employees experience these aspects of market culture.

Table 4.6 Analysis of Hierarchy culture characteristics

Hierarchy Culture	N	Mean	Std. Deviation
Our organization have a well-defined organizational structure and clear rules and procedures for project implementation.	149	3.7919	.9320
There is a clear and respected chain of command within my project team.	149	3.8322	.9754
Our organization prioritizes maintaining order and control over project activities, even if it comes at the expense of flexibility.	149	4.3087	.8045
Average		3.9776	.9039

Table 4.6 shows the descriptive analysis result of the hierarchy cultural dimension measurement. The first question measured whether the organization has a well-defined structure with clear rules and procedures for project implementation. The mean score of 3.7919 (SD = 0.93) shows that respondents generally perceive a strong emphasis on organizational structure and standardized procedures within their organization. This suggests a hierarchical approach to project management, where adherence to established protocols and guidelines is prioritized.

The second aspect focused on the clarity and respect for the chain of command within project teams. With a mean score of 3.8322 (SD = 0.98), respondents generally agreed on the presence of a clear and respected chain of command. This suggests a structured reporting framework and a well-defined authority structure, which can facilitate decision-making and streamline communication within the team.

The third aspect assessed whether the organization prioritizes maintaining order and control over project activities, even at the expense of flexibility. The mean score of 4.3087 (SD = 0.80) shows a strong emphasis among respondents that the organization values order and control highly. This suggests a preference for stability and predictability over flexibility, which may be characteristic of a hierarchical organizational culture.

Overall, the average mean score for the Hierarchy Culture 3.9776 reflects a strong agreement among respondents regarding the presence of Hierarchy Culture within their organization. The overall standard deviation of 0.90 indicates moderate variability in perceptions, suggesting that while hierarchy culture is strongly recognized, there are some differences in individual experiences. This dimension is characterized by a well-defined organizational structure, clear chain of command, and importance on maintaining order and control over project activities. Such a culture may promote stability and efficiency in project management, but it may also limit adaptability and innovation.

Table 4.7 Summary of Descriptive Statistics for Organizational Cultural Dimensions

Cultural Dimension	N	Mean	Std. Deviation
Clan culture	149	3.5280	0.71
Adhocracy culture	149	3.0067	0.75
Market culture	149	2.3579	0.61
Hierarchy culture	149	3.8546	0.68
Valid N	149		

Table 4.7 summarizes the descriptive statistics for the organizational cultural dimensions based on the perceptions of 149 respondents. The mean scores and standard deviations for each dimension provide insights into how these cultures are perceived within the organization. These cultures value order, structure, collaboration, and support. On the other hand, market culture is perceived less favorably, with a lower mean score and relatively consistent views among employees. Adhocracy culture obtains a more neutral perception, indicating a balanced view on innovation and adaptability.

To improve overall project performance, the organization may consider strategies to strengthen market culture by fostering competition and accountability while maintaining the positive features of clan and hierarchy cultures. Additionally, balancing the support for adhocracy culture can drive innovation and adaptability.

Descriptive Analysis of Project Performance Measures

This section presents a descriptive analysis of the dependent variables of the study; project performance dimensions namely: time, cost, scope, and stakeholder satisfaction. Descriptive

statistics were calculated for each dimension to understand the overall performance of projects based on the perceptions of 149 respondents.

Table 4.8 Descriptive Statistics for Project Performance Measures

Project performance dimensions	N	Mean	Standard deviation
Time	149	3.4027	0.88
Cost	149	3.5771	0.95
Scope	149	3.5503	0.98
Stakeholders satisfaction	149	3.5369	0.96
Average	149	3.5168	0.94

Table 4.8 shows descriptive statistics of the four project performance dimensions based on the perceptions of 149 respondents to understand the overall performance of projects.

The time dimension measures how well projects are completed within the scheduled timeframe. The mean score of 3.4027 (SD = 0.88) indicates a moderately positive perception of projects being completed on time.

The cost dimension assesses how well projects stick to their initial budget. The mean score of 3.5771 (SD = 0.95) reflects a positive perception of respondents on projects staying within budget.

The scope dimension evaluates the extent to which projects deliver all planned deliverables without experiencing scope creep. The mean score of 3.5503 (SD = 0.98) suggests a positive perception of scope management.

The stakeholder satisfaction dimension measures the level of satisfaction among stakeholders with project outcomes and management. The mean score of 3.5369 (SD = 0.96) indicates a generally positive perception of stakeholder satisfaction.

The average mean score for project performance dimensions is 3.5168, with an overall standard deviation of 0.94. This average score reflects a generally positive perception among respondents regarding the overall performance of projects in the selected operational areas. The moderate variability in the standard deviation indicates some differences in individual experiences and perceptions of project performance across the four dimensions.

4.3. Analysis of Inferential statistics

Correlation Analysis

Correlation analysis in research is a statistical technique used to measure the strength of the linear relationship between two variables and quantify their correlation. A high correlation indicates a strong relationship between the two variables, while a low correlation means that the variables are weakly related (Anon., 2024). The Pearson correlation coefficient (r) is one of the most often utilized measurements among the various techniques available. This coefficient, which ranges from -1 to +1, was created by Karl Pearson and measures how much of a linear relationship there is between two variables. A perfect positive linear relationship is represented by a value of +1, a perfect negative linear relationship by a value of -1, and no linear relationship at all by a value of 0.

The formula for Pearson's r is calculated by the covariance of the variables divided by the product of their standard deviations, making it sensitive to outliers and given both variables are normally distributed and measured on interval or ratio scales (Benesty, et al., 2009). This technique is especially helpful for finding and measuring correlations between variables in a variety of fields, such as the social sciences, finance, and natural sciences. This allows researchers to draw well-informed conclusions from the patterns in the observed data (Rodgers & Nicewander, 1988).

According to Evans (1996), the strength of the correlation can be categorized as follows: 0.00 - 0.19 represents a "very weak" correlation, 0.20 - 0.39 is considered "weak," 0.40 - 0.59 indicates a "moderate" correlation, 0.60 - 0.79 is deemed "strong," and 0.80 - 1.00 signifies a "very strong" correlation.

Table 4.9 Correlation Analysis of each Predictor Variable with project performance

		Clan culture	Adhocracy culture	Market culture	Hierarchy culture	Project Performance
Clan culture	Pearson	1				
	Correlation Sig. (2-tailed)					
Adhocracy culture	Pearson	.354**	1			
	Correlation Sig. (2-tailed)	0,000				
Market culture	Pearson	.337**	.493**	1		
	Correlation Sig. (2-tailed)	0,000	0,000			
Hierarchy culture	Pearson	.422**	.256**	0,158	1	
	Correlation Sig. (2-tailed)	0,000	0,002	0,054		
Project Performance	Pearson	.509**	.638**	.403**	.472**	1
	Correlation Sig. (2-tailed)	0,000	0,000	0,000	0,000	
	N	149	149	149	149	149

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

Table 4.9 shows the correlation analysis between organizational culture types and project performance providing insights into the strength and direction of these associations.

Adhocracy culture demonstrates the strongest positive correlation with project performance, with a Pearson correlation coefficient of .638 ($p < 0.001$). This indicates a robust and statistically significant association, suggesting that organizations with a flexible and innovative adhocracy culture tend to achieve higher project performance.

Additionally, clan culture shows a significant positive correlation (coefficient of .509, $p < 0.001$). This moderate correlation indicates project outcomes are positively impacted by a cooperative and

encouraging clan culture, which creates an atmosphere where staff involvement and team cohesion can improve project performance.

The Pearson correlation coefficients showed that hierarchy culture .472 ($p < 0.001$), and Market culture .403 ($p < 0.001$) show that there is a moderate relationship between the two variables.

The analysis highlights that while all organizational culture types have a positive relationship with project performance, adhocracy culture stands out as the most influential, followed by clan culture, hierarchy culture, and market culture. These findings underscore the importance of fostering an innovative and supportive organizational culture to enhance project success.

Statistical Assumption testing

Before performing regression analysis, it is critical to confirm that the statistical assumptions underlying the regression model are correct. These assumptions are required for proper interpretation of regression results and accurate estimate of regression coefficients.

Normality Test

The normality assumption implies that the regression model's residuals (errors) have a normal distribution. (Montgomery & Runger, 2014) assert that because visual tools such as histograms are so easy to use and effective, they should be used as the initial step when determining the normality of the data.

(Field, 2013) also highlights that a fundamental assumption in regression analysis is the normality of residuals. It is advised to perform visual evaluations with histograms as a preliminary check before carrying out more formal statistical tests.

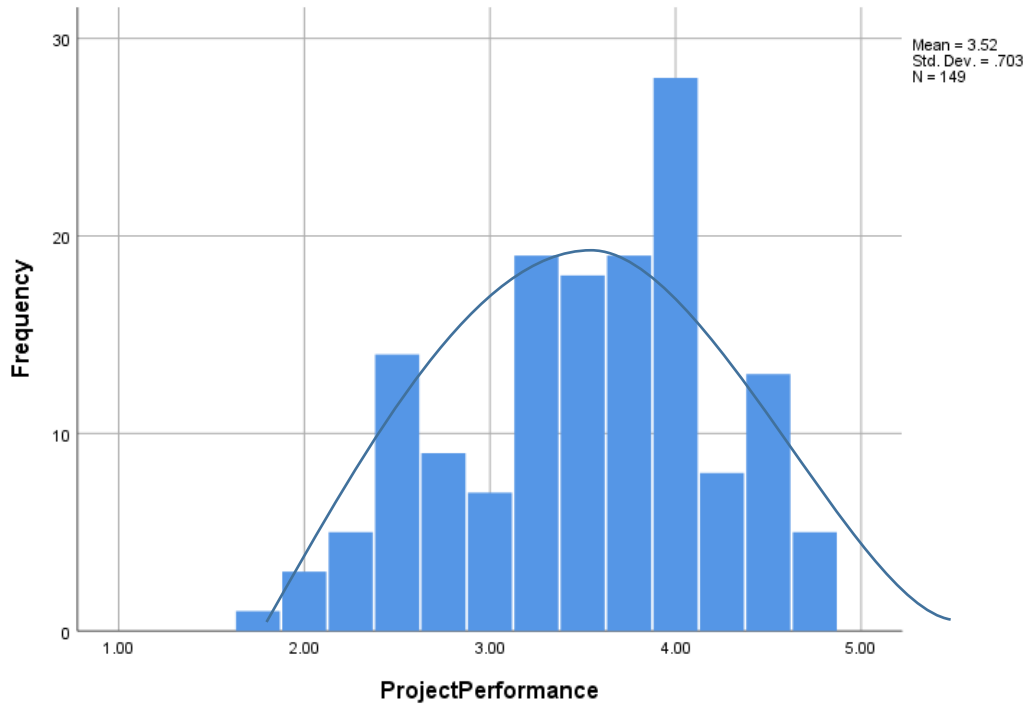


Figure 4.1 Frequency distribution of regression standardized residual

Figure 4.1 shows that the histogram result is a bell-shaped curve, hence data are normally distributed. Therefore, the estimated coefficients obtained through regression analysis are unbiased and have minimum variance.

MultiCollinearity Test

Multicollinearity occurs when the independent variables in the regression model are significantly correlated with one another. Multicollinearity can complicate regression analysis by raising the standard errors of the regression coefficients, making them imprecise and difficult to interpret. It can also make it difficult to distinguish the specific impacts of associated predictors on the dependent variable.

Table 4.10 MultiCollinearity Test

Coefficients^a

SN		Collinearity Statistics	
		Tolerance	VIF
1	Clan	.727	1.376
2	Adhocracy	.705	1.419
3	Market	.726	1.378
4	Hierarchy	.807	1.239

a. Dependent Variable: Project performance

A multicollinearity test during multiple regression analysis is used to detect the presence and extent of multicollinearity among the independent variables. Multicollinearity occurs when two or more independent variables in a regression model are highly correlated, which can lead to unreliable estimates of regression coefficients and inflated standard errors.

Tolerance is the fraction of variance in an independent variable that is unexplained by the other independent variables in the model. It ranges from 0 to 1, with a value close to 1 suggesting that the variable is not highly correlated with other variables in the model (Oke, et al., 2022).

VIF (Variance Inflation Factor) calculates how much the variance of an estimated regression coefficient increases due to multicollinearity. It is the opposite of tolerance (1/Tolerance). VIF values more than 10 indicate strong multicollinearity, which implies that the variable may be redundant in the model (Oke, et al., 2022).

Based on the tolerance and VIF values provided, there is no evidence of significant multicollinearity among the independent variables (Clan culture, Adhocracy culture, Market culture, and Hierarchy culture) included in the regression model. This suggests that each independent variable contributes unique information to the prediction of the dependent variable (Project performance) without redundancy from multicollinearity.

Regression Analysis

Regression analysis is used to clarify how one variable, known as the dependent variable (often denoted by Y), is influenced by one or more independent variables (often denoted by X). These independent variables are also known as predictors, covariates, or explanatory variables (Alchemer, 2023). (Hair, et al., 2010) state that regression analysis, which yields metrics like R-

squared and adjusted R-squared to assess model performance, is crucial for assessing theoretical models and hypotheses in organizational research.

Multiple linear regression analysis was adopted in this study since it allows prediction of the dependent variable based on several independent variables (Hocking, 1976). According to (Field, 2013), multiple linear regression is widely used in organizational studies to understand how several factors simultaneously affect outcomes. This makes it perfect for studying complex social phenomena like organizational culture.

Table 4.11 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 ^a	.551	.538	.47760

a. Predictors: (Constant), Hierarchy culture, Market culture, Clan culture, Adhocracy culture

Table 4.10 provides a summary of information about the regression models. The analysis aims to understand how organizational culture types influence project performance.

From the finding R is $R = 0.759$, indicating a strong positive correlation between the predictors and the dependent variable. The R Square = 0.551, specifying that approximately 55.1% of the variance in the dependent variable is accounted for by the independent variables.

Table 4.12 ANOVA Table

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.237	4	10.265	44.101	.000 ^b
	Residual	32.846	144	.228		
	Total	73.083	148			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Hierarchy culture, Market culture, Clan culture, Adhocracy culture

Table 4.11 shows the analysis of variance (ANOVA) to further understand the impact of demographic factors and organizational culture on project performance. The analysis of variance

shows the model including hierarchy culture, market culture, clan culture, and adhocracy culture as predictors is highly significant in explaining the variance in project performance.

The result of F-statistic for model 1 (44.101) and p-value < 0.001 allows us to reject the null hypothesis that the independent variables do not collectively influence overall project performance. Hence, the result suggests that organizational culture types play a crucial role in influencing the success of projects within the case organization.

These findings are consistent with previous researches on the same study area such as (Quinn & Cameron, 1999). The authors shows that different types of organizational culture can significantly affect organizational performance including projects.

Table 4.13 Regression Coefficients Analysis

a. Dependent Variable: Project performance

Table 4.12 shows a detailed analysis of the regression coefficient to estimate the relationship between the independent variables (clan culture, adhocracy culture, market culture, & hierarchy culture) and the dependent variable (project performance). The coefficients are divided into unstandardized coefficients (B), standardized coefficients (Beta), t-values, and significance levels (p-values).

The equation for the regression model to predict project performance (Y) based on organizational culture dimensions can be expressed as follows::

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:

Y = Project performance (dependent variable)

β_0 = Intercept (constant term)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficients (weights) for the predictors

X_1 = Clan culture

X_2 = Adhocracy culture

X_3 = Market culture

X4 = Hierarchy culture

ϵ = Error term

The analysis in Table 4.12 model 1 reveals that different organizational culture dimensions have varying impacts on project performance. The constant term with (B = 0.290, Std. Error = 0.270, t = 1.074, Sig. = 0.285) is not statistically significant with p-value > 0.05.

Clan culture, adhocracy culture, and hierarchy culture were significant predictors of overall project performance with beta values of 0.217, 0.467, and 0.251 respectively. These results align with (Bekele & Tekle, 2021) and (Choma & Nakpodia, 2020), who found positive impacts of clan and hierarchy cultures on performance due to teamwork and structured processes

Adhocracy culture is the most influential factor among the variables considered with standardized coefficient (Beta = 0.467. For every one-unit increase in Adhocracy culture, project performance increases by 0.435 units. This supports findings by (Choma & Nakpodia, 2020) and (Hartnell, et al., 2011), highlighting the significant role of flexibility and innovation in enhancing performance.

On the other hand, Market culture does not have a statistically significant importance on overall project performance, which is indicated by the p-value of 0.366. The unstandardized coefficient of 0.068 suggests a small positive effect, but this result is not reliable due to the lack of statistical significance. This finding contrasts with (Mwangi & Muturi, 2018), who found a significant positive relationship, but aligns with (Hartnell, et al., 2011), who noted that market culture's impact can vary across contexts.

The t-values provide additional insights into the significance of the relationships between organizational culture dimensions and project performance. A higher t-value indicates a stronger relationship, with values greater than 2 generally considered significant.

Table 4.14 Hypothesis Test

S.N	Hypotheses	Result	Reason
1	H1: Clan Culture has a positive and significant effect on overall project performance.	H1:Not Rejected	Sig = 0.001, P < 0.05
2	H2: Adhocracy Culture has a positive and significant effect on overall project performance.	H2:Not Rejected	Sig = 0.000, P < 0.05
3	H3: Market Culture has a positive and significant effect on overall project performance.	H3: Rejected	Sig = 0.366, P > 0.05
4	H4: Hierarchy Culture has a positive and significant effect on overall project performance.	H4:Rejected	Sig = 0.000, P < 0.05

As per the findings described in the models above, table 4.13 shows the hypothesis test. The result shows that Adhocracz and Hierarchz culture types were statistical significant at p-value of 0.000. The p-value of 0.001 for clan culture with $p < 0.05$ shows clan culture is also statistically significant. However, market culture has p-value of 0.366, which is not statistically significant.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This final chapter focuses on the key findings of the research, provides a conclusion based on the analysis, makes recommendations, and ends by explaining the limitations of the study, providing valuable insights for future researchers.

5.1. Summary

This section summarizes the key findings of the study guided by the research questions. The employees of the organization generally perceive that the project performance in the organization based on Time, Cost, Scope and stakeholder satisfaction is more than average with a mean score of 3.5168.

The analysis draws a clear picture of the dominant organizational culture type in Action Against Hunger, Ethiopia. Among the four culture types examined which are clan, adhocracy, market, and hierarchy; Hierarchy culture is the most dominant with a mean score of 3.8546, closely followed by Clan culture, which has a mean score of 3.5280. Adhocracy and Market culture following by having a mean score of 3.0067 and 2.3579, respectively. This shows that the organization prioritizes established processes, defined rules, and procedures to provide project stability and control. The high mean score implies a well-defined organizational structure and a respected chain of command, both of which are critical for keeping project operations on track and consistent.

Clan culture is the second dominant organizational culture in the organization closely following the leading dominant culture. Clan culture is characterized by the organization having an intimate atmosphere, similar to that of an extended family. The leadership in the company demonstrated mentorship, facilitation, cooperation, consensus, and involvement. Loyalty, mutual trust, and devotion serve as the organization's unifying factors. Furthermore, the organization prioritizes human growth, trust, transparency, and engagement.

The regression analysis demonstrates a significant relationship between organizational culture types and overall project performance. In detail, the coefficients for adhocracy culture ($B = 0.435$, $p < 0.001$), hierarchy culture ($B = 0.259$, $p < 0.001$), and clan culture ($B = 0.215$, $p = 0.001$) are statistically significant. These findings suggest that these three culture types (adhocracy, hierarchy,

and clan) positively influence project performance. The strong positive beta value for adhocracy culture indicates that fostering an environment of innovation, adaptability, flexibility, and risk-taking in the organization is crucial for enhancing overall project performance. Likewise, the positive impact of hierarchy culture highlights the importance of well-defined organizational structure, stability, and structured processes, while clan culture stresses the value of a family-like environment, collaborative decision-making, and mentorship in driving project success. On the other hand, the beta value for market culture ($B = 0.068$, $p = 0.366$) shows that it has a positive relationship with project performance but the effect is not statistically significant.

Organizational culture gap occurs when there is a mismatch between the current and desired culture and according to the analysis result it can adversely affect overall project performance. The regression analysis reveals that market culture has a beta value of ($B=0.057$, $p=0.457$). The beta value indicates that the change in project performance (the dependent variable) when associated with one change in the independent variables which is market culture while controlling all other factors (Frost, 2017). A beta value of 0.068 shows a one standard deviation increase in market culture is associated with a 0.060 standard deviation increase in project performance, which is relatively small and not statistically significant. Therefore, the analysis shows market culture doesn't significantly impact project performance, indicating a probable culture mismatch. This gap might make it difficult to achieve project goals because employees may struggle with a culture that is not aligned with the best practices for success. Addressing these gaps by aligning the organizational culture with the desired attributes of adhocracy, clan, and hierarch culture can alleviate the adverse effects and enhance project outcomes.

Generally, the finding highlights organizational culture plays an important role in enhancing project performance at Action Against Hunger, Ethiopia. The dominant culture at the organization is Hierarchy culture along with significant positive impacts of adhocracy and clan cultures on project performance. This shows the need for a balanced approach that integrates both cultures. Addressing cultural gaps and aligning the organizational culture with the desired cultural dimensions will further enhance project performance.

5.2. Conclusion

The study conducted on the relationship between organizational culture and project performance at Action Against Hunger, Ethiopia, provides valuable insight into the effects of the four cultural dimensions on project performance in the NGO sector.

According to the analysis, Hierarchy culture is the dominant organizational culture type within the organization. The high degree of agreement with the presence of a hierarchy culture indicates the organization prioritizes a well-defined structure and respected chain of command, both of which are critical for sustaining consistency and efficiency in implementing both development and emergency response projects. In donor fund projects, to secure ongoing funding and uphold the reputation of the organization, it is crucial to ensure projects adhere to donor requirements and all relevant regulations.

However, the high agreement on the presence of clan culture among the respondents shows there is a high value for teamwork, collaboration, and a family-like environment between team members in the workplace.

The study also reveals that there is a significant relationship between certain organizational culture types and project performance.

The Adhocracy culture has the strongest positive effect on project performance. This culture type encourages innovation and adaptability and risk taking which are particularly relevant in the dynamics and often unpredictable field of humanitarian work. Considering the nature of humanitarian projects, the presence of Adhocracy culture allows the organization to respond quickly to emergencies and adapt to changing circumstances by being flexible.

In addition, Clan Culture, which underlines collaboration, mentorship, and a family-like environment, improves project performance. This culture promotes teamwork and a supportive environment, increasing the overall effectiveness of project teams. In the NGO sector, where resource constraints and difficult working conditions are common, a collaborative and supportive culture can significantly boost morale and productivity, resulting in better project performance.

The study further points out the negative impact of cultural gaps on project performance. The relatively low impact of Market Culture indicates a potential misalignment between this culture type and the operational context of the organization. Market culture, which emphasizes

competition and measurable outcomes, may not be compatible with the collaborative and mission-driven nature of NGO project context. The organization can improve project performance by addressing this cultural gap by encouraging the adhocracy and clan cultural characteristics.

5.3. Recommendation

Based on the findings from the study, the following recommendations are made to take full advantage of the organizational culture in driving project performance in Action Against Hunger, Ethiopia.

To achieve the goals and objectives of the organization, the top management should fully understand its culture before implementing strategies. Research indicates that different organizational cultures can lead to varying outcomes from a single strategy.

Based on the analysis, it is recommended that the organization continue to strengthen and improve organizational structures and procedures to maintain stability and order. This includes defining clear roles and responsibilities and putting together a reliable compliance mechanism. Since the managers are responsible for implementing and maintaining structured processes, the organization should consider investing in leadership development programs.

The organization should encourage creativity and risk-taking which might be achieved by creating programs and initiatives that reward employees who propose innovative solutions and take calculated risks. Providing training sessions that help employees adapt to a changing environment that is quite common in the sector might also positively contribute.

The result of the study on the effect of market culture shows that it has a low, statistically insignificant effect on project performance. Thus, the organization should ensure that the individual accountability, competitive and results-driven aspects of market culture are in line with the humanitarian mission of the organization. This involves establishing clear, mission-driven goals that prioritize impact and sustainability over short-term outcomes.

Implementing these recommendations will help Action Against Hunger, Ethiopia, in developing a balanced and effective organizational culture that promotes innovation, stability, and collaboration. By addressing cultural gaps and investing in employee development, the organization can improve project performance whilst also fulfilling its mission of providing development and emergency response interventions. Continuous monitoring and proactive

adjustments will keep the organization's culture dynamic and responsive to the needs of both employees and beneficiaries.

5.4. Research Limitation and Areas of Further Research

Limitation of the study

There are various limitations in this study that should be considered while interpreting the data and they can also be opportunities for future research.

The study was conducted on selected operational areas of Action Against Hunger, Ethiopia, hence the results may not be generalizable to other operational areas of the organization and other NGOs in the country.

The study relies on self-reported data through questionnaires, which can introduce biases such as social desirability bias, where respondents might provide answers they believe are more socially acceptable or favorable to the organization. Moreover, the interpretation of organizational culture might differ based on the cultural background of the respondents. Cultural dimensions that are perceived as positive or negative can vary significantly across different contexts and individuals.

The study measures organizational culture using the Organizational Culture Assessment Instrument (OCAI) model, which, while widely recognized, may not capture all relevant cultural dimensions specific to the NGO context in Ethiopia.

Suggestion for future research

The study is conducted on the effect of organizational culture on project performance in Action Against Hunger, Ethiopia and the result is limited to the study area. Therefore, the researcher recommends for further studies in other non-governmental organizations to enhance the generalizability of the finding.

In addition, the study used quantitative research method. Hence, future researchers may complement both quantitative and qualitative methods to gain deeper insights into the cultural dimensions and their effect on project performance.

The researcher recommends for further studies by exploring other cultural assessment frameworks beyond OCAI, such as Hofstede's cultural dimensions or the Denison Organizational Culture Model, to capture a broader range of cultural attributes.

This study focuses on the impact of internal factors, so a study on the impact of external factors such as political stability, and economic conditions on organizational culture and project performance.

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Appendix 1: Survey Questionnaire

Addis Ababa University

School of Postgraduate Study

Department of Project Management

Questionnaire

Dear Respondents,

Thank you for participating in this study. I am conducting a research with a title of “The effect of organizational cultures on project performance: The case of Action Against Hunger, Ethiopia.”

All the information provided will be used purely for academic purposes and will be treated with utmost confidentiality. The final result of this research shall be used for academic purpose and the final recommendation and finding shall be forwarded to the respective office of Action Against Hunger in Ethiopia for their preventive measure and actions.

Your insights are valuable in understanding the relationship between organizational culture and project performance at Action Against Hunger Ethiopia. Please answer the following questions candidly and to the best of your knowledge.

Instructions:

- Please read each statement carefully.
- Choose the answer that describe your level of agreement to the statement

For any problem and suggestion contact the researcher through the following addresses:

Email: fireselamtek@gmail.com

Phone: +251913957162

Thank you very much for spending your valuable time!

Section 1: Demographic Information

1.1 Sex =CHOOSE(RANDBETWEEN(1,2),"Male", "Female")

1 Male 2 Female

1.2 Age =CHOOSE(RANDBETWEEN(1,4),"20-30", "31-40", "41-50", ">50")

1: 20-30 2: 31-40 3: 41-50 4: >50

1.3 Educational Background =CHOOSE(RANDBETWEEN(1,2),"Masters or Above", "First Degree")

1: Certification 2: Diploma 3: First Degree 4: Masters or Above

1.4 Primary role: =CHOOSE(RANDBETWEEN(1,3), "Supporting a Project", "Directly Involved in a Project", "Management/Coordination")

1: Supporting a Project 2: Directly Involved in a Project 3: Management/Coordination

1.5 Years of Experience in Action Against Hunger:

1: Less than 1 year 2: 1-3 years 3: 4-6 years 4: 7 years or more

1.6 Region:

1: Addis Ababa 2: Oromia 3: Amhara 4: Gambella

Section 2: Organizational Culture Assessment (Based on OCAI Model):

Please rate each statement based on your perception of the organizational culture and its impact on project performance in your organization. Choose the number that best represents your view.

(Scale: 1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree & 5 - Strongly Agree)

Clan Culture:

Our organizational culture encourages a family-like atmosphere among project team members.	1	2	3	4	5
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In our organization, decisions are often made collaboratively, considering input from various team members.	1	2	3	4	5
Mentorship and support for professional growth are highly valued in our organizational culture.	1	2	3	4	5

Adhocracy Culture:

Our organizational culture fosters new and innovative approaches to project implementation, even if it involves some risk.	1	2	3	4	5
My project team is effective at adjusting to changing circumstances and unexpected challenges.	1	2	3	4	5
Our organizations encourage experimenting with new ideas and learning from both successes and failures in projects.	1	2	3	4	5

Market Culture:

Achieving project goals and objectives is the top priority in our organization.	1	2	3	4	5
Individuals and teams are accountable for project deliverables.	1	2	3	4	5
Our organization encourages a competitive spirit among teams while emphasizing efficient project execution.	1	2	3	4	5

Hierarchy Culture:

Our organization have a well-defined organizational structure and clear rules and procedures for project implementation.	1	2	3	4	5
There is a clear and respected chain of command within my project team.	1	2	3	4	5

Our organization prioritizes maintaining order and control over project activities, even if it comes at the expense of flexibility.	1	2	3	4	5
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Section 3: Overall Project Performance (Please consider recent projects you were involved in)

I consider the projects to be completed on time or within acceptable deadlines	1	2	3	4	5
I consider the projects to stay within budget	1	2	3	4	5
I consider the projects to deliver all planned deliverables without experiencing scope creep	1	2	3	4	5
I consider the project's stakeholders are overall satisfied with project outcomes and management	1	2	3	4	5