



Assessment of the organizational factors that influence the success of projects in World Vision Ethiopia: A case of the WASH program

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Declaration

I hereby affirm that the study titled **“Assessment of the organizational factors that influence the success of projects in World Vision Ethiopia: A case of the WASH program”** is an original work of my own. It had not been used as a partial fulfillment for any educational qualification at this university or any other.

Hanibal Girmay

Date

Certification

This is to proclaim that the study entitled “**Assessment of the organizational factors that influence the success of projects in World Vision Ethiopia: A case of the WASH program**” is an original work of Hanibal Girmay. It had not been used as a partial fulfillment for any educational qualification at this university or any other. All the resources materials applied for this thesis had been acknowledged accordingly.

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Date

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TABLE OF CONTENTS

DECLARATION.....	ii
CERTIFICATION.....	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
ACRONYMS.....	ix
ABSTRACT	x
 CHAPTER ONE	 1
INTRODUCTION.....	1
1.1 Background of the study	1
1.2 Problem Statement	4
1.3 Research Questions	6
1.4 Objectives of the Study	6
1.5 Significance of the study	6
1.6 Scope of the study	7
1.7 Limitations of the study	7
1.8 Organization of the Study	7
1.9 Definition of Key Terms	8
 CHAPTER TWO	 9
LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Project & Project Management Overview.....	9
2.3 Project Success.....	10
2.4 Organizational Culture and Success of Projects	12
2.5 Resource Allocation and Success of projects	14
2.6 Human Resource Factors and Success of Projects.....	15
2.7 Government Policy.....	17
2.8 Empirical Review	18
2.9 Conceptual Framework.....	20
 CHAPTER THREE	 21
RESEARCH METHODOLOGY	21
3.1 Introduction	21

3.2 Research Design.....	21
3.3 Target Population	21
3.4 Sample Design.....	22
3.5 Data Collection Methods	22
3.6 Data Analysis Techniques	23
3.7 Data Quality Assurance.....	23
3.8 Ethical Considerations	24
CHAPTER FOUR	25
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION.....	25
4.1 Introduction	25
4.2 Response Rate	25
4.3 General Information	25
4.4 Success of Projects	27
4.5 Organizational Culture.....	28
4.6 Resource Allocation	31
4.7 Human Resource Factors.....	34
CHAPTER FIVE	37
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	37
5.1 Introduction	37
5.2 Summary of the Findings	37
5.2.1 Organizational Culture and Success of Projects	37
5.2.2 Resource Allocation and Success of Projects	38
5.2.3 Human Resource Factors and Success of Projects	38
5.3 Conclusions of the Study	39
5.4 Recommendations	40
5.5 Recommendations for Further Research	42
REFERENCES	43
APPENDICES	46
Appendix I: Introduction Letter	46
Appendix II: Questionnaire.....	47

LIST OF TABLES

Table 3.1: Reliability Analysis.....	24
Table 4.1: General Information.....	26
Table 4.2: Measures of Success of Projects	27
Table 4.3: Organizational Culture.....	28
Table 4.4: Correlation between Organizational Culture and Project Success	29
Table 4.5: Resource Allocation	31
Table 4.6: Correlation between Resource Allocation and Project Success	32
Table 4.7: Human Resource Factors	34
Table 4.8: Correlation between Human Resource Factors and Project Success	35

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	20
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ACRONYMS

HRM- Human Resource Management

NGO- Non-governmental Organization

SPSS- Statistical Package for Social Sciences

WASH- Water, Sanitation and Hygiene

WVE- World Vision Ethiopia

ABSTRACT

World Vision is an international non-governmental organization in which one of its programs, the WASH (Water, Sanitation and Hygiene) program is working in reducing the lack of access to clean water, sanitation and hygiene on children and families in project intervention areas in Ethiopia. The purpose of this study was to investigate the organizational factors which influence the success of projects in World Vision Ethiopia, a case of the WASH program. This study adopts a descriptive research design. According to, WASH (Water, Sanitation and Hygiene) program, 71 staff are incorporated in the program throughout the three areas: Rural WASH, Urban WASH and Emergency WASH. This study puts into use both secondary and primary data. Both quantitative and qualitative data analysis methods were used to collect data. The Quantitative method included both descriptive analysis and inferential analysis which were used on the data with the help of Statistical Package for Social Sciences (SPSS). Descriptive statistics such as percentages, frequencies, mean and standard deviation were used. In explaining the relationships between the variables correlation analysis was applied. Thematic analysis is a good approach that was used to analyze the qualitative data. The study shows that all three factors which are: organizational culture, allocation of resources and human resource factors have influence on the success of projects in the WASH program. The study recommends that the organization should provide more periodic staff trainings in order to assure that they gain the necessary competent skills for enhancing their performance leading to a successful project. The study also advises that the organization should follow all the policies that it issued in a careful and discrete manner.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

NGO is a non-profit organization that is based on voluntary activities in order to benefit the community without seeking political power (NGO Law Institute, 2014). Currently, NGOs, tend to commonly use project-based funding to fulfill society needs due to the absence of private financial resources and support from the government. Some of NGOs have hundreds of volunteers and are executing international development projects, building schools, providing fresh water for under privileged regions, having only several members put their efforts on projects to fight for human or animal rights, to employ socially excluded groups, to integrate immigrants or disabled people of the society. Hereby, there is a variety of types of NGOs and there is a variety of challenges they face in everyday project management. Project management as a strategy can be used for these organizations that are project-oriented and will assist in meeting the set objectives and also gain a competitive edge over their competitors (Gareis, 2005).

The majority of developing countries have governments that cannot be the sole providers of goods and services as in the process of poverty mitigation and guaranteeing development. So, because of an increase in the citizens' needs in developing countries, non-governmental organizations (NGOs) have taken complementary and active roles in the process of utilizing people's potential so as to assure that there is development (Lekorwe & Mpabanga, 2007). The interest in and support of NGOs has had a rapid growth in most developing countries in the past few decades. This is due to a persuasion that NGOs are more adaptive, quick and flexible in answering to the demands of the people as compared to the government (Lekorwe & Mpabanga, 2007). In spite of that, the international NGO sector has had a gradual engagement change from relief to development projects (ICNL, 2015). The growing significance of NGOs in the development process is attributed to many factors. Mkoba (2002) implied that NGOs are considered as an alternative path to development in pursuit of participatory grassroots development and self-reliance in the third world for two major reasons: Firstly, they employ innovative development methods including cost-effective approaches, assisted by self-reliance or

participatory development. Secondly, they have small-scale oriented operations, flexibility, adaptability, and quicker reaction to peoples' demand than the government with a great capacity to mobilize resources and to help people solve their own problems (Lekorwe and Mpabanga, 2007). It basically means that non-governmental organizations are institutions and groups that are entirely independent of government support.

In the 1960s, Non-Governmental Organizations (NGOs) began to show up in Ethiopia when neither the self-help groups found in all levels of Ethiopian society nor the government were able to meet the growing demands of the population (Jeffrey, 2000). The catastrophic famine crises of 1973–74 and 1984–85 was when most International Non-Governmental Organizations (INGOs) trace their Ethiopian roots. The NGOs of those years were extremely focused on emergency relief operations and were largely foreign entities (ICNL, 2015).

Since the famines, Ethiopia has seen a large inpouring of International NGOs. These NGOs, one of them being World Vision Ethiopia, have been investing billions of dollars in wide range of sectors including food security, emergency, water development, health, education, agriculture, women and children development etc. Nevertheless, these organizations undergo a number of difficult situations, which significantly influence their success then it is too obvious to see that projects are core to their existence and success. The implementation of these new projects in non-governmental organizations compels changes and hence the importance of organizational change management practices. According to Oluoch, Machuki and Awino (2015) established that organizational factors attribute internal environment of an organization as having characteristics in terms of social, cultural, physical or psychological. Moreover, Oluoch (2015) stated that organizational factors provide a stage for decision making and the success of an organization's project depends on the interaction among factors such as structure, human elements, internal support and reward system in conjunction with the organization's culture. The most important organizational factors in any organization contain shared values and systems, staff, structure, skills and strategy. Thus, organizational factors, which illuminate the internal environment of an organization, are important to the success of projects of non-governmental organizations.

Correspondingly, Meskendahl (2010) equate projects as the central building block used in implementing organizational strategies, and further explain that organizational success is decided

by the success of their projects. Hence, project success and factors that influence it, are topics of great interest.

World Vision is a Christian humanitarian organization devoted to working with communities specially families and children worldwide to reach their full potential by dealing with the causes of poverty and injustice. World Vision works in nearly 100 countries with more than 37,000 staff, serving all people, regardless of religion, race, ethnicity, or gender. World Vision is a leading nongovernmental organization that provides clean water in the developing world, finances more than \$110 million per year in 57 countries and reaches a new person with clean water every 30 seconds. World Vision is often working in rural areas to provide drinkable water, improved sanitation, and hygiene education (WASH) so that waterborne illness declines, health improves, and the load on women and children is lessened by reducing the distance to water sources. World Vision has brought 12 million people with the many benefits of clean water over the past 27 years. They are now dramatically scaling up their WASH programs, with the goal to reach one new person with clean water and sanitation every 10 seconds in 2021.

World Vision Ethiopia, a non-governmental organization (NGO), began its first intervention in Ethiopia in 1971 with relief and opened its office in 1975. In the following decade, relief, rehabilitation and small community development projects were subjugated. During the 1984/85 drought, World Vision Ethiopia took part in a substantial relief operation that saved the lives of millions of people. World Vision Ethiopia currently works in 57 Area Programs (APs) implementing major programs such as, Education, Water, Sanitation and Hygiene (WASH), Nutrition, Emergency Response, Faith and Development, Food Security, Economic development, Climate change and environment projects and other crosscutting programs since having started its operation with emergency intervention in some parts of Ethiopia.

These 57 Area Programs (APs) are coordinated by eight program offices in eight regional states and one city administration which at present are registered and licensed by Ethiopia's Charities and Societies Agency. Furthermore, World Vision performs emergency response interventions in regions like the eastern Somali, Oromia (Guji, Borena, East and West Hararghe) and SNNP (Gedeo).

WASH at World Vision Ethiopia

The Water, Sanitation and Hygiene (WASH) Program at World Vision Ethiopia makes up one of the foundation of WV Ethiopia's national strategy. Led by its mission; "Every child deserves safe water" the program mainly aims to reach children and families with a holistic suite of WASH interventions. The strategic concerns are improved water supply, improved sanitation services, improved hygiene practices and strengthened WASH institutions in rural and urban settings as well as emergencies with WASH needs. WVE operates at low cost and innovative interventions and makes communities the focus of its activities.

WVE has provided 2.9 million people with safe drinking water, more than 2.4 million people with dignified sanitation and 2.45 million people are employing healthy hygiene behavior between the years 2011-2018. It made all these possible by the use of its three major areas; Rural WASH, Urban WASH and Emergency WASH Response.

World Vision Ethiopia is one of the nongovernmental organizations that experience a number of common problems and dilemmas, which significantly influence their success. For example it may experience tensions between senior managers and staff since the beliefs of staff is that they would be equal partners in the decision making process. The relation between the organizational governance and staff is another problem which is common. Additionally, execution of new projects in non-governmental organizations demands changes and hence the need for organizational change management practices. The project managers in this organization cannot overlook the role of organizational factors such as organizational competencies and skills, interactions, organizational structures, organizational culture, team work, employee commitment, financial resource allocation and transparency in the success of their projects (Zidane, Hussein and Gudmundsson, 2016). Thus, organizational factors, which highlight the internal environment of an organization are key to the success of projects in the World Vision Ethiopia.

1.2 Problem Statement

As it had been mentioned earlier in the background of the study, non-governmental organizations are associated with social sector alleviation of poverty and development. Development is in small scale and those that acquire a high degree in their involvement is through acquainting themselves with the target groups. Besides, these organizations have in the past been involved in

relief, emergency or longer term development work or a mixture of all three. Despite the role they play, they fail to achieve the target objectives of their projects or even leave before task completion.

There are actually many NGOs that have a very poor performance in implementing projects on time and meeting the objectives they set out. The late delivery and poor quality of these projects are also instigating the government and local community more time and resources than the intended. These kinds of organizations have been questioned about the proper handling of the project life cycle which causes additional time and resources for completion by asking the project donor for extra fund in order to compensate for the overspent balance. This extraction from its own allocated resource may lead to a deduction from the next phase's budget.

Correspondingly, NGOs like the World Vision Ethiopia have gotten less research attention at the empirical level in comparison to public sector organizations. Therefore making the NGO related literature somewhat underdeveloped (Ahsan and Gunawan, 2010). Generally, very little has been written on international development project success and factors influencing success of projects in Sub-Saharan Africa (Khang and Moe, 2008; Ika, 2010 Ika, 2012; Daniel, 2013). The World Vision engaged in playing an intermediary role between international donors and local implementing agencies is not exceptional to this. It had not often been the subject of such studies in many parts of the world in general and that of Ethiopia in particular. Since World Vision has to play different roles and take very different shapes and forms within and across different country contexts (Riddell, 2007).

The WASH (Water, Sanitation and Hygiene) program within World Vision is the main concern of this study because nowadays as it is known the pandemic disease called the Corona virus (COVID 19) has become a world crisis. It is also known that this disease can first be prevented by keeping our hygiene: which is washing our hands and that makes water more important than ever in protecting ourselves. The WASH program then has the duty to provide improved water supply and improved hygienic practices in the rural areas where there is a scarce use of clean water. This study then was concerned with the internal environments within the World Vision Ethiopia since the WASH program is a program implemented in an integrated manner in close to 50 Area Programs, financed through sponsorships and grant programs. Hence, this called the need for a closer investigation and understanding of correlates of project success at individual

organization level. This study sought to assess the organizational factors influencing organization success of projects under World Vision Ethiopia in particular the WASH program.

1.3 Research Questions

- a) How does organizational culture influence the success of the WASH program within World Vision in Ethiopia?
- b) What is the influence of resources allocation on the success of the WASH program within World Vision in Ethiopia?
- c) What is the influence of human resource factors on the success of the WASH program within World Vision in Ethiopia?

1.4 Objective of the study

1.4.1 General Objective

The general objective of the study is to assess the organizational factors that influence the success of projects in World Vision Ethiopia-a case of WASH program.

1.4.2 Specific Objectives

- a) To determine how organizational cultures influences the success of World Vision projects in particular the WASH program in Ethiopia.
- b) To determine the influence resource allocation on the success of World Vision projects in particular the WASH program in Ethiopia.
- c) To assess the influence of human resource factors on the success of World Vision projects in particular the WASH program in Ethiopia.

1.5 Significance of Study

If genuinely administered NGOs can form an essential part in delivery of development projects as they operate in turbulent natural, economic and social environments to support rebuilding susceptible communities (Weerawardena,2010). World Vision Ethiopia has reached millions of Ethiopians, most of whom were disadvantaged and living in the peripheral areas. Despite this, no study was conducted to estimate the rate of influence of organizational factors on project success in the organization.

This study provided information on how organizational factors influence project success that can be beneficial in formulating strategies that improve successes of projects in this organization. The formulation of organization related strategies also improved employees' commitment and thus an improvement in projects success and project sustainability. Academicians and researchers may also gain from this research study as the study gave information that may be used in literature review. Moreover, the study gave more information to the body of knowledge on the organizational factors that influence the success of projects in World Vision Ethiopia. This study may also form an underlying support for research studies that can be carried out on the influence of organizational factors on project success in other non-governmental organizations.

1.6 Scope of the study

The study focuses on only three organizational factors influencing the success of projects namely: organization culture, resource allocation and human resource factors. It was also constricted to only one non-governmental organization which is the World Vision, WASH program in Ethiopia. The research put in to operation the mixed approach.

1.7 Limitations of the study

This study made use of questionnaires for data collection. Nevertheless, identifying whether the respondents are telling the truth becomes difficult because there is usually low validity in questionnaires. Since they also depend on how respondents have the capacity to remember, the questionnaires are on a recall bias. Moreover, the respondents' eagerness to respond to the questions defines the data collected using a questionnaire. A biased information may also be given due to the fact that they may feel as if they are being investigated. As a result of this, an assurance from the researcher was given that the information collected from the respondents would only be used for academia only.

1.8 Organization of the Study

The research project was classified into five chapters. The first chapter contains the introduction which illustrated the background, problem statement, objectives, research questions, significance, scope and limitations of the study. Chapter two presented a review of literature on organizational factors, project & project management overview and project success. The parts of this chapter encompassed an introduction, review of variables in theoretical framework, the

empirical review and conceptual framework. Chapter three was on research methodology that were used in the form of research design, the target population and sample design, data collection methods, data analysis techniques, data quality assurance and ethical considerations. Chapter four included the data analysis, demonstration and explanation of the findings with the discussion of the findings. Chapter five displayed the summary of the findings, conclusions, recommendations and suggestions for more studies.

1.9 Definition of Key Terms

Organizational culture: A system that contains guiding beliefs, norms and values of workers on how work is done in an organization. The shared assumptions, beliefs and values have a strong effect on project success.

Resource allocation: It is the allotment of accessible resources like human resource and finances for different uses in order to fulfill organizational objectives.

Human resource factors: refers to the factors of appropriate competencies in terms of knowledge, skills and capabilities along with the motivation needed to perform economic activities of an organization that intends to achieve its set objectives.

Project Success: is the extent to which the projects are measured in terms of completion on time, completion within budget, achievement of objectives and user satisfaction.

CHAPTER TWO

Literature Review

2.1 Introduction

As per the objectives of the study, this chapter shows the related literature review: Project and Project management Overview and influence of organizational factors in terms of organizational culture, resources allocation and human resource on the success of projects. This is then succeeded by an illustration of the hypothesized relationships of variables in the theoretical framework, empirical review and conceptual framework.

2.2 Project and Project management Overview

A project is a process which is one-off with a distinct definable end-result or product. For instance; introducing new human resources practices, developing new IT systems and building a house. It is difficult to provide an illustration of a 'typical' project since project management techniques are now employed so widely that listing their possible applications would be endless. Moreover, new uses are being found regularly. Project management being a very practical tool when used for change management purposes is one reason for its growth in popularity. If they are to survive and have the possibility of prosperity, the ever-increasing rate of change in the environments in which organizations operate requires them to transform themselves often. Therefore, there will be continued growth of concern towards project management.

Project management is mostly interested in planning and controlling the three key variables related with projects. These variables are namely; *time*, *cost*, and *quality*. They are interconnected and an alteration in any of the single variable often has a significant impact on the others. Since project management is involved in managing change within the constraints of the three key variables, organizational structures for managing projects can likely vary from traditional organizational structures which were developed to help managers manage in more unchanging environments. Projects have a finite life cycle meaning they have definite starting and completion points, and it suggests that any project team or organization structure constructed to manage a project will have a finite life cycle. , Hence project management is about determining the various success and failure criteria of a project and then organizing and running the project as a single unit so that all the success criteria are fulfilled.

2.3 Project Success

Many studies have been administered on project success in the past thirty years. As stated by Bateta and Wagoki(2015), project success is one of the topics in project management that has been discussed among authors without reaching to an agreement and as a result the definition remains unclear and varies from author to author. Moreover, the difference in the definition of project success also directs to the difference in the measure of project success among various authors. In addition, the perception of project success by the users may differ from that of the contractors and sponsors. Nonetheless, there is a general consensus among others that it is too plain to see that project success entails both effectiveness and efficiency.

In earlier days, the idea of evaluation criteria of project success concentrated on the achievements of defined objectives or outcomes, such as time, cost and quality (Westhuizen and Fitzgerald, 2005). Recently, a wider range of criteria, including stakeholder satisfaction (Baccarini,1999; Schwalbe,2004), product success, business and organizational benefit (Globerson and Zwikael 2002; Thomsett 2002; Redmill 1997) team development (Atkinson 1999; Baccarini 1999) and the quality of PM process (Ika et al. 2012), is being included. Foregoing research illuminated the degree of project success in private sector organizations; however, the context of development projects in an NGO setting are very rarely researched. NGOs are project-based and currently range to all sectors of social life such as: relief, welfare, development programs, environmental issues, human rights, democracy building, conflict resolution, cultural preservation and several other sectors of socio-economic development (Ika, 2012; Lewis and Kanji, 2009; Bagci, 2003; Korten, 1990).

Success of projects can be measured in terms of schedule, safety, quality, cost and user satisfaction. However, Afaq (2013) asserts that the success of a project is considered good if it meets its technical specifications and if satisfaction is achieved among stakeholders such as end users, project team members, parent organization managers and donors or financiers. According to Abok (2013), the success of a project is considered good if its completion is within schedule, within budget, achieves the set goals and ensures user satisfaction.

Hence the success of a project that was measured traditionally was in terms of schedule, within budget (cost) and specified quality. Nonetheless, projects completion that are done on time,

within budget and are seen to be of good quality, they can still be considered as failures when projects that have exceeded the set time and exceeded the budget can be considered successful. Consequently, even if the traditional performance measures such as quality, cost and budget are important in measuring success; other measures have also to be used. These measures consist of user satisfaction, client satisfaction and environmental impact. Nguyen and Watanabe (2017) contend that the measures of project success should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder's expectations, minimum conflicts and disputes and safety.

De Wit (1988) and Cooke-Davies (2002) classified project success into the connected domains of project management success (cost, time and quality) and project product success (benefits derived from use of a project's outputs) (Pinkerton, 2003). Four different dimensions of project success were identified by Shenhar (1997), these are: project efficiency, customer impact, organizational success, and future orientation. Current research embodies this multi-dimensional method (ul Musawir, Serra, Zwikael and Ali, 2017). Research has identified dimensions of project management success, repeatable project management success, project success (Sutton, 2005), and corporate success (Cooke-Davies 2002). Hence, project success is defined holistically and project delivery is linked to overall organizational success. The performance and success of projects significantly depends on the interaction between various teams, leaders and staff as well as among departments (Raulea, 2014).

As emphasized above, different authors use various measures of project success. For example, Wangu (2015) measured the success of projects in non-governmental organizations by use of measures such as transparency, accountability, cost of the completion, completion within budget and user satisfaction. However, Musyula (2014) measured success of projects in non-governmental organizations in terms of achievement of goals, user satisfaction and accountability of financial resources. Muriungi (2012) measure success of non-governmental organizations' projects by use of completion time, cost of completion and objectives achievement. In this study, the success of projects in one of the non-governmental organizations (World Vision) will be measured in terms of completion on time, completion within budget, achievement of objectives and user satisfaction.

2.4 Organizational Culture and success of Projects

Organizational culture is a culture that is characterized as the guiding beliefs, norms and values of workers on how work is done (Yazici,2007). In performing projects, it is demanded to have a business environment that possesses features that complements the requirements of what a good project management encompass. The shared believe, assumptions and values have a strong outcome on organization and they display how people act, dress and carry out their jobs. While these definitions of culture depict how the concept happens in the workplace, other definitions stress staff behavioral components, and how organizational culture directly has an impact on the behaviors of staff within an organization. According to the stated set of definitions of Ravasi & Schultz (2006), organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It impacts the way people and groups interact with each other, with stakeholders, and with clients. It may also influence how much the staff identify with its organization (Schrodt, 2002). In business terms, other phrases are often used interchangeably are “corporate culture,” “workplace culture,” and “business culture.”

It is a general knowledge that a thorough understanding of what organizational culture entails, is helpful in aligning a project with an organization’s objectives as well as established practices. It is not stagnant. A shared belief around “what right looks like” is developed by the members of an organization as they interact over time and learn what yields success and what doesn’t. The culture must evolve for the organization to stay relevant in a changing environment, when those beliefs and assumptions lead to less than successful results. Organizational culture differs from one organization to the other, as no two-organization practicing similar culture can obtain the same type of result. This can be related to differences in resources, span of project or even documentation resulting from the different corporate culture practiced.

Changing organizational culture is not easy to implement. Employees mostly resist change and can rally against a new culture. Therefore, it is the duty of managers to convince their employees of the benefits of change and show through collective experience with new behaviors that the new culture is the best way to operate to yield success.

An organization can be adaptable and agile by allowing certain types of subcultures to emerge rather than changing an entire organization's culture. Boisnier & Chatman (2002) stated that organizational subcultures are groups whose common attribute is a shared norm or belief. These organizations may not be adaptive enough to ascertain their long-term survival despite having a deeply enrooted organizational culture that is usually associated with higher performance. Organizations may, thus, become more agile by allowing subcultures to emerge.

If the management of an organization ensures trust in the employees to be involved in all phases of a project, it could be beneficial to the organization. In its very nature, trust helps the staff to conquer the hurdles of biases and makes the way of doing things in the organization to be more open and easy to change. In an organization with a high level of trust between employees, the communication process works more easily. Correspondingly, if there are strong norms and traditions in the organization, employees know that their fellow staff members will not take advantage of them. Lucas (2005) stated that there are four reasons for the form of trust. First, trust develops in a situation where there occurs a certain level of uncertainty. Second, parties that partake in the process are expecting some specific consequence. Third, the trusting body is expecting the trustee to have certain character. Fourth, both parties are self-motivated to satisfy each other's needs.

There is widespread agreement that organizational cultures do co-exist and that they are center for shaping organizational behaviors, pinpointing an exact definition of the concept is a difficult undertaking. An absolute definition does not only allow for a more rigorous study of organizational culture, but also increase our perception of how it impacts other organizational outcomes such as productivity, commitment and employee engagement. One thing for certain about culture is that it is continually being created, changed, and disintegrated to ensure the success of its parent organization.

Denison and Mishra (2005) restated that the effect of organizational culture and its potential impact on organizational project success has contributed to the much attention it has received in the last twenty years. Employee commitment to contract agreements is one of the means of measuring organizational culture and it clearly has an effect on success of projects. Nguyen &

Watanabe (2017) implied that performance and satisfaction of participants is enhanced by commitment by the contractor, worker orientation and alignment of goals.

2.5 Resource Allocation and success of projects

Resources are inputs to the process of the project and can be classified into tangible and intangible resources. Tangible resources are physical in nature and entail finances, equipment, land, buildings, machinery and human resources (Gillis, 2014). Physical resources are easily available in the market and hence give little advantage since the competitors can easily buy them in the market. Intangible resources are resources that cannot be touched but they are possessed by the organization. They include intellectual property, brands, reputation and trademarks. Unlike physical resources, intangible resources evolve over time so it is difficult for others to copy and get instant competitive advantage. Resources of an organization determine its performance (Jensen, 2016). These include processes in the organization, knowledge, information and attributes as well as assets that allow the organization to acquire and develop strategies that will improve its effectiveness, efficiency, quality, awareness and image of products or services. When appropriately used, performance in the organization improves that means the success also improves through these resources.

A common cause for many project teams failing to meet objectives is the lack of the required resources. This applies mainly in systems where team success creates growth. In such cases, it is very essential that resources are presented into the system so that the increase in workload are matched by resource allocation.

Resource allocation in project management is more interested in creating a plan which can help reach future goals. There are many resources which have to be allotted when running a project, starting from budget for equipment and tools, to data and the project's plan. It is a vital component in the success of a project in any organization. Its use in terms of finances and equipment may have an impact on the delivery time and project cost. The quantity of resources that are received by different tasks is determined by several policies that govern resource allocation. The policy applied in the allocation of resources can have a great effect on the project period (Mutula, 2013). In various project's success, reduction of time is important. Resource

allocation policies decide the resource amounts received by the different tasks (Jensen, 2016). There are two policies that are accessible to the managers and they can be used to control the project duration and these are estimates in resource demand and resource adjustment times (Gillis, 2014).

The schedule performance is improved by increasing resources amount, productivity and utilization of the resources using a resource management system. According to, Zenko (2013), utilization of resources effectively is important in project duration reduction. Therefore, policies of resource allocation can be diligently executed by managers in reducing the project duration despite the amount of resources fixed. So in order to succeed in the project through reducing the project duration, the management should allocate the scarce resources effectively. Policies that are associated with resource allocation are a fruitful tool in project schedule reduction (Hongwei, Huixin & Jian-bo, 2009).

2.6 Human Resource Factors and Success of Projects

Human resource is the most important asset to any organization which is willing to achieve its objective. People are the only greatest potential asset and the only greatest potential liability that an organization will obtain as it goes about its business, unlike other assets. Hence, one of the key resources for successful organizational development is the human resource. In a turbulent competitive environment, completing a project successfully with in particular time and budget is a big challenge faced by the firms. The success of the project depends on different resources such as physical and financial capital, technology and also human resource. Nonetheless, according to Arindam Banik & Pradip K. Bhaumik (2006), the element of human resource is not given much attention at the time of project designing which is an incorrect practice on the part of the project designers.

Hartog (1999), further added that only economic resource is not sufficient enough to produce goods and services, human resource is also required for the efficient execution of production process. Human resource gains more importance than economic resource because it is considered to be the scarce and vital resource necessary for project success. Moreover, Hartog (1999) described human resource as a factor of production just like any other resources needed in production process. Correspondingly, Arindam. B & Pradip K. B (2005), stated that indeed,

human resource is needed to make best use of other physical and economical resources during the production process. They further stated that human resource is personified and comprised of knowledge, skills and capabilities that are being used to bring innovation in the production process. Similarly, OECD (1998), defined human resource as the existence of appropriate competencies in terms of knowledge, skills and capabilities needed to perform economic activities.

The execution of projects may be considered as a change that touches on the different organization's dimensions in an organization (Gareis, 2005). Since the personnel require skills and competences that are new, human resource is a central dimension that require that change be done. Therefore, the configuration of human resource must change when a new program or project has begun in the organization. Strain might be created on the human resource available and in the organization. Specific skill, knowledge and competence will therefore be needed in order to be successful in working together on the project.

Huang (2000) argued that practices in human resource affect the willingness of the employees to leave and their job satisfaction levels of the organization. Bratton and Gold (2007) explained in order to improve performance; management of human resource links the function of human resource to the organization's strategic goal. Hence, managerial processes where human resource policies and practices are needed to be linked with the organization's objectives is Human Resource Management (HRM). Increased performance leads to growth and boosting of sustainable competitive advantage which is triggered by practices in resources management in an organization. HRM practices contribute to increased performance in an organization and therefore enhancing its growth and ability to gain a competitive advantage that is sustainable.

The human resource department must realize human resource as one of the competitive advantage of the firm. Accordingly, Ian Clark & Trevor Colling (2005) mentioned that it is the responsibility of the firm to develop human resources practices in such a way it leads to competency development of the team members that is necessary for the project success. Therefore, the success of the project and the overall firm hinges mainly on its human resource. Hence, human resource executives and practitioners perform a crucial role in helping project-based companies by developing well-organized human resource policies and competent teams.

Employee motivation applying a good rewarding system has a positive effect in terms of their behavior and commitment towards the job thus increasing their performance which leads to success of the project. This is nevertheless a challenging and a difficult task to the general managers. Armstrong and Murlis (2007) imply that human resource practices should be linked with strategies in rewarding so as they can reinforce and complete each other due to their importance in HRM of an organization. Bratton and Gold (2007) illustrated that the productivity of employees may increase due to a good reward system. Human resources in form of effective project team collaborate their knowledge, skills and abilities in such a way that enhances project performance. It not only results in successful completion of the project but also increases the value of the stakeholders involved in the project (Carole Tansley, Sue Newell, 2007).

2.7 Government Policy

A government policy is a rule or principle that regulates decisions, producing constructive results that develop the community. Government policies consist of the reasons and processes of an action. This leads to the advancement of procedures and protocols to monitor if policies are conducted in a correct manner. Protocols and procedures show the “when”, “where” and “how” policies will be implemented.

When there is technology development, change in user demands, change in new market regulations and so on in a non-governmental organization, change management practices are essential. Because change management is a systematic method that involves dealing with the evolution or change of organizational goals, core values, processes or technologies. Accordingly, updating the policies and procedures due to these changes will also need the adherence of these updated policies to the policies issued by the government.

The policy applied in resource allocation of a project can have a great effect on the project period. Thus the policy in a non-governmental organization should be implemented in appropriate manner complying with the government policy.

The human resource policies of an organization should be executed in accordance with the government policy so that questions are not asked when handling employees. The hiring, laying off or any sort of employee treatment must be in line with the policy.

2.8 Empirical Review

According to some authors there is a significant relationship between organizational culture and project success, others find insignificant association. In turkey, authors find that an organization culture had a significant effect on the project success in non-governmental organizations (Metin & Coşkun, 2016). Metin and Coşkun (2016) formed an idea that culture of an organization as a climate for motivation in the organization, willingness and confidence of members in taking up responsibilities creates a good atmosphere. Likewise, Ojo (2009) states that strong corporate culture potentially increases a project success as the success of a project is dependent on effective employee performance in Nigeria. Moreover, personal values and behaviors of the leaders were consistent with those of the employees in the project. Pinto (2010) claimed organizational culture has an effect on the success rate of a project in four different ways. It influences departments in terms of their levels of support and interaction in the pursuit of stated goals. It also impacts a project in terms of how it influences workers commitment level to project goals and how to balance competing goals. Thirdly, it affects the process involved in allocating resources to projects; finally, it impacts the performance evaluation of teams and the outcome of the project done by managers (Pinto, 2010). Ochiel, Iravo and Wandera (2017) learned the following to positively influence project success; diversity, communication and leadership. Tahir (2015) also found a significant interaction between organizational culture and project success.

In addition, Bateta and Wagoki (2015) asserted that to strongly implement strategic plans, rewarding systems and behavioral norms are strong motivators in NGOs. Besides, to enhance strategic plan implementation, there are certain traits that are valued highly in the organization and communication strategies in NGOs. Further, Abok (2013) determined an important relationship between NGOs and organizational culture. From the results, it was clear that the Kenyan NGOs that were successful had staffs who showed a welcoming culture with a sense of criticism acceptance when corrections are made on any aspects.

Contrastingly, Yesil and Kaya (2013) found that the dimensions of the culture of an organization have no influence on success of projects. Specifically, the pattern of basic assumptions, beliefs,

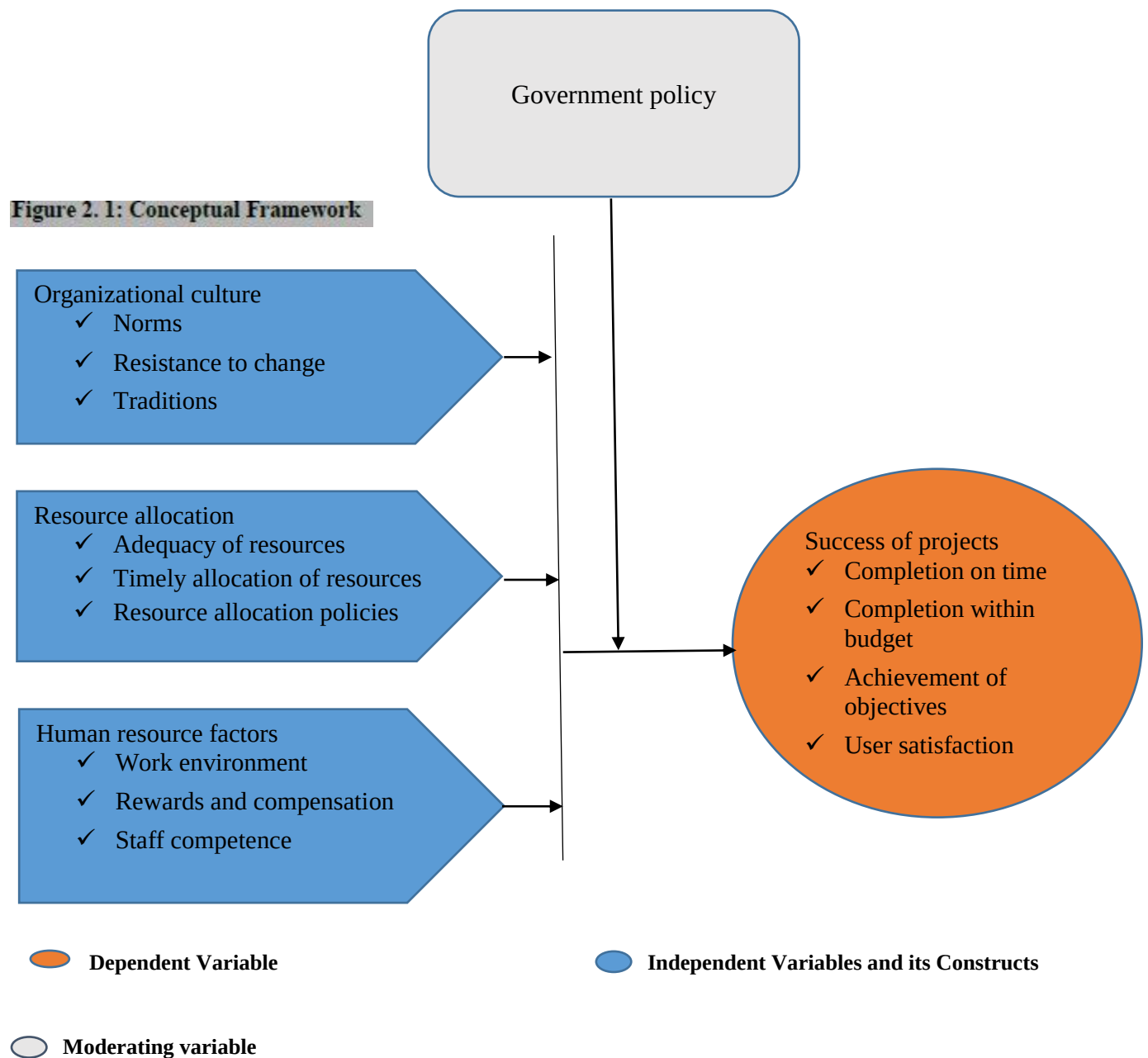
norms, values and expectations had minimal influence on change management and project success in terms of delivery with time and within the set budget.

Investigation on resource allocation show they influence project success significantly. Lee, Ford and Joglekar (2007) show that the duration of the project can be affected by the allocation policy chosen to a great extent in the United States, although policies used to reduce the duration of projects are difficult to implement and design due to closed loop flows of work that create dynamic patterns of demand and delays in resource shifting in activities. Managers can use measures in resource demand and resource adjustment times as policy features that can be used to change the durations of a project. Furthermore, Yaghootkar and Gil (2010) explain that while capturing resources may ensure that the project that is business-critical is delivered timely, where the organization lacks capacity to free resource and does not recruit more staff, this practice will harm the performance schedule of the projects that is derived from the resources that has an effect on the success of the project.

Various studies conducted in various parts of the world highlight different factors influencing the performance of projects and project success. Notwithstanding, these studies show mixed findings, with some showing positive influence and others negligible influence. For example, Belout and Gauvreau (2004) found that despite there being a relation between project success in Malaysia and the personnel factor (competence, skills), the factors did not have an impact that was significant to the success of the project. To the contrary, Cania (2015) shows that human resource factors have a significant influence in achieving success in an organization's project.

2.9 Conceptual Framework

This part is the conceptual framework that consists of independent variables as organizational culture, resources allocation and human resource factors. The dependent variable is the success of projects in World Vision Ethiopia.



Source: Own survey

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter comprises of the methodology with respect to the research questions that are provided. It consists of the research design, the target population and sample design, data collection methods, data analysis techniques, data quality assurance and ethical considerations.

3.2 Research Design and Approach

A research design is a design selected by a researcher to identify the various study components in a rational and coherent manner hence addressing the research problem. According to (Cooper & Schindler, 2006) its elements are data measurement, collection and analysis. This study employed a descriptive research design. Administration of questionnaires that focused on collecting the respondent's views is this design's medium of information collection. It entails of asking similar questions to people through mail or face to face to draw information that is coherent in the fulfillment of the set objectives. This research design is chosen because it leads to accurate data collection and a clear picture of the study phenomenon to be demonstrated. As the study was planned to assess the organizational factors influencing the project success of the organization, both quantitative and qualitative approach were used. The reason for using qualitative approach is to have a better insight of the problem being investigated whereas the quantitative approach was applied for means of testing the objective theories by examining the relationship among variables. Hence, by mixing the two approach it increased the overall strength of the study, as it is greater than either qualitative or quantitative research separately (Creswell & PlanoClark, 2007).

3.3 Target Population

According to (Cooper & Schindler, 2006) research population otherwise known as target population is the entire group of individuals or objects that are to be included in any field of inquiry that have common association. World Vision Ethiopia is one of the non-governmental organizations that has various area programs despite the main concern of this study being the case of the WASH (Water, Sanitation and Hygiene) program. The target population of this study

will be the staff working in this particular program. According to, WASH (Water, Sanitation and Hygiene) program 71 staff are incorporated in the program throughout the three areas: Rural WASH, Urban WASH and Emergency WASH. These are: 3 project managers involved in the four regions where the NGO is doing the projects. There is one project manager for both Amhara and Tigray regions while the other two project managers are stationed for the other regions Oromia & SNNP while another 40 staff are entailed in the drilling department. The 43 staff above are categorized under the Rural WASH sector where as the Urban WASH sector has 24 staff that consists of the Sanitation & Hygiene team and Design (Hydro-geologist) team. The remaining 4 staff members are under the Emergency response sector. Among these targeted samples, 30 working staff participated in the research. These are: the 3 project managers that are from the different regions, 5 drilling team members, 18 Urban WASH sector personnel and 4 Emergency WASH response sector members. Each area sector that consists of at least one project coordinator are also included in the sample size.

3.4 Sample Design

A sample size is the chosen group of people that represents the whole population and a sampling technique describes the process and method of sample selection. So, the sampling technique that was chosen for this study was purposive or judgmental sampling. The interviewees and the respondents of the questionnaires were selected based on purposive sampling of the researcher's subjective judgment which considers that the chosen gives the needed level of information. Purposive sampling being chosen made it possible to deliberately find who to involve in the study based on their ability to provide necessary and reliable data. This sampling chosen by the researcher used personnel from each area sector inclusive of the project managers who have the most experience in the line of duty along with drilling team members who are technical experts as well as the office engineers who know everything on paper.

3.5 Data collection methods

This study utilized both secondary and primary data. Secondary data was obtained from annual reports. This study used structured questionnaires in the obtaining of primary data. A questionnaire is the best method of collecting data, where respondents cooperate at will and can be reached. This method of gathering data is convenient as it can reach many people so long as

the people can read and write independently. In addition, resources and time are minimized with the use of questionnaires.

3.6 Data Analysis Techniques

The data analysis process is the packaging of the data collected, arranging it in order and structuring the major in a manner that the results may be understood easily (Kothari, 2004). Inferential analysis and descriptive analysis were used to analyze quantitative data and the Statistical Package for Social Sciences (SPSS) version 20 aided in the analysis. Descriptive statistics was utilized to evaluate the quantitative data, after the data collected was confirmed to be accurate. Frequency, mean, percentages, and standard deviation are all included in the descriptive statistics. Demonstration of the results was in tables. Distribution measurements is explained by the researcher using descriptive statistics and by explaining, organizing and reviewing data. Thematic analysis is a good approach to research something about people's views, opinions, knowledge, experiences or values from a set of qualitative data – for example, interview transcripts, social media profiles, or survey responses. It was used to analyze the qualitative data. The relationship between the dependent and the independent variables was analyzed by using correlation analysis. The significance level of 0.05 was used in the study. The p-value should be less than the significance level (0.05), for the independent variable to have significant impact on the dependent variable.

3.7 Data Quality Assurance

3.7.1 Validity

The validity was assured by making certain the sampling techniques were exempt from bias by providing each respondent equal chance to score. All the variables being measured were included in the questionnaires. Ambiguous and vague questions were cleared by the help of pretest study.

3.7.2 Reliability

Reliability is used to determine whether the same data was gathered each time in repeated observation of the same phenomena. It deals with the degree to which the measurement is consistent and repeatable.

Measurement of reliability is administered by the internal consistency where it assumes that items which measure the same variables should correlate. Cronbach's alpha (α) is used to measure internal consistency. Accordingly, (Greener, 2008) proposed that a Cronbach's alpha which is more than 0.7 is adequately considered while a Cronbach's alpha (α) which is less than 0.7 is doubtfully considered. In the study, a Cronbach's alpha of more than 0.7 was adequately drawn.

Table 3.1 Reliability Analysis

Variables	Cronbach's Alpha
Organizational Culture	0.721
Resource Allocation	0.906
Human Resource Factors	0.793

Source: Own Survey

3.8 Ethical Considerations

The respondents were approached after handing them a letter written by the University to the authority. Purpose of the study was explained to the respondents so that they are inclined to react. All participants were asked to willingly participate in the data collection by cooperating in filling the questionnaire and responding to the interview. Respectively, the respondents were free of any harm and more importantly their views were very anonymous and confidential. In addition, the questionnaire and the interview does not have any association with the respondents since it is done for academic purpose.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

OF RESULTS

4.1 Introduction

This chapter shows the presentation of the ultimate results and the process through which the results were acquired. The data that was collected through questionnaires was analyzed by using SPSS, in which expressive results were derived from the percentages arrived at this process. The objective of this study was to investigate the factors influencing the success of projects in World Vision in Ethiopia. Especially, to assess the influence of organizational culture, resources allocation and human resource factors on the success of projects in the WASH program. The results were exhibited in tables.

4.2 Response Rate

The research targeted 40 respondents in which 30 respondents adequately filled in and gave back the questionnaires. This was denoted by overall successful rate of 75%. The unsuccessful response rate is only (25%) consisted of those questionnaires that were either poorly and partially filled or not filled at all. The 30 respondents consisted of 3 project managers, 5 drilling team members, 18 Urban WASH sector personnel and 4 Emergency WASH response staff.

4.3 General Information

The background information of respondents encompassed their gender, age bracket, duration in the organization, highest level of education and the sector in which they are working in their organization.

Table 4.1 General Information

Section	Category	Frequency	Percentage(%)
Gender	Male	23	76.7
	Female	7	23.3
	Total	30	100

Age Bracket	Below 25 years	3	10
	26-35	14	46.7
	36-45	8	26.7
	Above 45 years	5	16.7
	Total	30	100
Duration in organization	Below 1 year	2	6.7
	1-5 years	11	36.7
	6-10 years	15	50.0
	Above 10years	2	6.7
	Total	30	100
Education Level	Diploma	0	0
	Undergraduate degree	8	26.7
	Master's degree	22	73.3
	PhD	0	0
	Total	30	100

Source: Own Survey using SPSS

From the result, 23 % of the staff pointed out that they are male while 7 % indicated that they were female. This shows that most of the staff working in the WASH program are male. Correspondingly, their age bracket, 10 % of the personnel indicated that they were aged below 25 years, 46.7% indicated between 26 and 35 years while 26.7 % were ages between 36 and 45 and 16.7% indicated above 45 years. This implies that the majority of the staff working in WASH program are aged between 26 and 35 years and shows that the organization has significant maturity level in terms of age amongst its employees and this could help in accomplishing the outlined objectives.

Referring to the time they had been working in WASH program, 6.7 % indicated for below 1 year where as 36.7 % indicated for between 1 and 5 years but half or 50 % of the staff have worked there from 5 to 10 years while 6.7 % have worked there for more than 10 years. This signifies that the larger part of the staff had been working in the WASH program from 5 to 10

years. In regard to their level of education, 26.7 % of the staff have undergraduate degrees whereas 73.3% marked they have Master's degree while none of the respondents had indicated for diplomas or PhD. This shows that most of the staff working in WASH program have Master's degree which confirms that the respondents are qualified. Therefore, the researcher's conclusion that the response acquired from them is reliable and convincing that approves the researcher to continue with the intended research findings.

4.4 Success of Projects

The staff were asked to indicate their level of agreement on different statements on the success of projects in their organization.

Table 4.2 Measures of Success of Projects

	Mean	Standard Deviation
The projects in our organization are finished within the set time.	3.53	1.167
Our organization finishes projects within the budget.	3.03	0.964
Projects in our organization are finished as per specifications.	3.97	0.964
Our organization completes projects within the scope.	3.93	0.944
Our projects in our organization always achieve the set objectives.	4.23	0.728
Our projects in our organization achieve user satisfaction.	4.07	0.740
Our projects in our organization achieve the intended purpose.	4.30	0.702

Source: Own Survey using SPSS

In agreement to the results, the respondents pinpointed that projects in their organization achieve the intended purpose and customer satisfaction as indicated by means of 4.30 and 4.07 respectively. In spite of that, the staff chose to be neutral to the fact that their organization finishes projects within the budget by a mean of 3.03. Regarding the statements that projects in their organizations are finished as per specifications, the respondents implied their response with a mean of 3.97. Achievement of the set project objectives and projects completion within the scope are indicated by means of 4.23 and 3.93 respectively. The respondents agreed and revealed the

statements that the organization completes projects within the set time by means 3.53 respectively.

4.5 Organizational Culture

The initial objective of the study was to determine how organizational culture influences the success of projects in the WASH program within the World Vision organization in Ethiopia. The staff working in World Vision were asked to indicate their level of understanding with different statements on the influence of organizational culture on the success of projects in their organization by stating the extent. 1 represents strongly disagree, 2 represents disagree, 3 represents neutral, 4 represents agree whereas 5 represents strongly agree.

Table 4.3 Organizational Culture

	Mean	Standard Deviation	Frequency & Percentage		
			Agree	Neutral	Disagree
Our organization has norms and traditions that influences employee productivity and commitment.	3.93	0.785	24(80%)	4(13.3%)	2(6.7%)
In our organization the way of doing things is normally very flexible and easy to change.	3.30	0.877	13(43.4%)	11(36.7%)	6(20%)
Our organization has norms and traditions that affect project implementation.	4.07	0.740	25(83.4%)	4(13.3%)	1(3.3%)
Our organization's communication level enhances flow of information.	3.97	0.765	25(83.3%)	3(10%)	2(6.7%)
Our organization has a management that ensures employee involvement in all phases of a project.	3.20	1.064	14(46.7%)	8(26.7%)	8(26.7%)
Our organization normally applies change management practices that adhere to the government policy.	3.50	0.861	16(53.3%)	10(33.3%)	4(13.3%)
Our organization often has exposure to resistance to change in different projects.	2.80	1.215	9(30%)	7(23.3%)	14(46.6%)
The department in our organization often cooperate to create change.	3.43	0.858	14(46.7%)	12(40%)	4(13.3%)

Source: Own Survey using SPSS

As stated in the findings, the staff concurred with a mean of 3.93 that the norms and traditions in their organization influence employee commitment and productivity. Furthermore, the respondents agreed that the norms and traditions in their organization affects project implementation and communication in their organization enhances flow of information with means of 4.07 and 3.97 respectively. Be that as it may, the respondents disagreed on the statement that their organization often has exposure to resistance to change in different projects, shown by a mean of 2.80. With respect to the statement that the way of doing things in their organization is normally very flexible and easy to change, the staff agreed by a mean of 3.30. On the same note, the staff also agreed on the statement that the management of their organization ensures employee involvement in all phases of a project and that the department in their organization often cooperate to create change, indicated by means of 3.20 and 3.43 respectively. The statement that their organization normally applies change management practices that adhere to the government policy was agreed and indicated by a mean of 3.50 by the staff.

4.5.1 Effect of Organizational Culture on Project Success

The findings from the correlation analysis exhibit that organizational culture has a positive influence on the success of projects in the WASH program under World Vision Ethiopia. This is shown by a correlation coefficient of 0.688 and a p-value of 0.000. The p-value was less than the significance level (0.05)

Table 4.4 Correlations between organization culture and Project Success

		Culture_effect	Project_success
Culture_effect	Pearson Correlation	1	.688**
	Sig. (2-tailed)		.000
	N	30	30
Project_success	Pearson Correlation	.688**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Source: Own Survey using SPSS

The personnel were further inquired so as to indicate how else organizational culture influences the project success in their organization. From the results, they have tried to put into perspective that, as it is a faith affiliated organization, most the employees are somehow religious and that they manifest the culture of loyalty, commitment and discipline leading to a sense of good stewardship towards resources. Moreover, making the staff to be more responsible. However, the staff indicated that it would be recommended, if the organizational culture considers other faith followers as employees. The staff also pointed out that the organization should entertain staff engagement by increasing participatory approach from the start and be responsive to each project management cycle before decision making because it helps in bringing new ideas and alternative thoughts or may lead to a gradual erosion of trust finally making the staff careless and reluctant. In addition, the staff implied that through sharing best global practices, assigning expertise, sharing experiences with other country programs and by internalizing objectives of the program areas in the organization, it should positively influence its project success.

The study established that organizational culture has a positive influence on the success of projects in the WASH program. This finding agrees with Ojo (2009) that affirms the strong corporate culture potentially increases a project success as the success of a project is dependent on effective employee performance in Nigeria. The study shows that norms and traditions in World Vision influences employee productivity and commitment which agrees with the claim Pinto (2010) made, that the organizational culture has an effect on the success rate of a project in different ways. It influences departments in terms of their levels of support and interaction in the pursuit of stated goals. It also impacts a project in terms of how it influences workers commitment level to project goals and how to balance competing goals.

The study shows that the organization does not often have exposure to resistance to change in different projects and that the communication level is an optimum type. This illustrates the fact that the organizational culture in World Vision positively influences the project success of the organization.

4.6 Resource Allocation

The second objective of the study is to determine the influence of resource allocation on the success of World Vision projects in particular the WASH program in Ethiopia. The staff were asked to indicate their level of understanding on different statements on the influence of resource allocation on the project success in their nongovernmental organization.

Table 4.5 Resource Allocation

	Mean	Standard Deviation	Frequency & Percentage		
			Agree	Neutral	Disagree
Our organization has adequate financial resources.	4.27	0.828	25(83.4%)	4(13.3%)	1(3.3%)
Our organization has adequate tools and equipment to undertake different projects.	3.93	0.868	24(80%)	3(10%)	3(10%)
Our organization has resource availability that influences the timeline of completing project.	4.07	0.868	24(80%)	4(13.3%)	2(6.7%)
Our organization has resources that are easily accessible.	3.63	1.098	19(63.3%)	7(23.3%)	4(13.4%)
Our organization has a management that releases resources on time.	2.63	1.159	9(30%)	2(6.7%)	19(63.3%)
Our organization has resources that are allocated based on priority.	3.87	1.167	22(73.3%)	4(13.3%)	4(13.4%)
Our organization has resource allocation policies in accordance to the government policy.	3.73	0.785	18(60%)	11(36.7%)	1(3.3%)
Our organization follows all resource allocation policies.	3.03	1.098	8(26.7%)	16(53.3%)	6(20%)
Our organization clearly specifies how resources should be allocated within our organization.	3.33	1.269	19(63.3%)	4(13.3%)	7(23.4%)

Source: Own Survey using SPSS

With respect to the results, the staff concurred that the organization has adequate financial resources with a mean of 4.27. The staff also agreed that the organization clearly specifies how resources should be allocated in their organization with a mean of 3.33. On the contrary, the respondents were neutral on the statement that resources in their organization follows all

resource allocation policies with a mean of 3.03. The statements that resource availability in the organization influences the timeline of completing projects and that the resources in the organization are easily accessible were indicated by means of 4.07 and 3.63. Moreover, the staff agreed that there are resource allocation policies that comply with the government policy and that the resources are allocated based on priority by means of 3.73 and 3.87. The staff also were on agreement on the statement that there are adequate tools and equipment in their organization to launch different projects by a mean of 3.93. However, the staff disagreed that the management in their organization releases resources on time, as shown by a mean of 2.63.

4.6.1 Influence of Resource Allocation on Project Success

From the correlation analysis, the findings exhibit that allocation of resources has a positive and significant influence on the success of projects in the WASH program under World Vision Ethiopia. This is shown by a correlation coefficient of 0.735 and a p-value of 0.000. The p-value was less than the significance level (0.05).

Table 4.6 Correlations between Resource allocation and Project Success

		Project_Success	Resource Allocation
Project_Success	Pearson Correlation	1	.735**
	Sig. (2-tailed)		.000
	N	30	30
Resource Allocation	Pearson Correlation	.735**	1
	Sig. (2-tailed)	.000	
	N	30	30

** stands for correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey using SPSS

When the staff was asked how else resource allocation influences the project success of their organization, similar responses were given. The employees think that the project implementation

process is highly linked to different resources like human, material and financial resources, hence whenever there is shortage of these resources every project becomes a risk of failure. It is also their general thinking that the organization should allocate resources that are even scarce and limited in an effective, efficient and timely manner because it affects the success of projects. Moreover, most of resource allocations do not consider specific job nature hence are not flexible mainly because they are just allocated by the organization in alignment with the rules and regulations. Therefore, it is the employees' understanding that the resources in particular the financial performance should have a close monitoring and evaluation. According to the staff, the whole concept of resource allocation is to maximize the benefits from projects as much as possible so significant portion of budget must be allocated to programs that benefit the community.

Since the study shows that resource allocation has a positive and significant effect on project success of the WASH program in World Vision Ethiopia. This result is in agreement with Gillis (2014) assertion that resource allocation influences success of projects. The finding of Lee, Ford and Joglekar (2007) that the duration of the project can be affected by the allocation policy chosen to a great extent in the United States also agrees with the study that the organization has resource allocation policies although policies used to reduce the duration of projects are difficult to implement and design due to closed loop flows of work that create dynamic patterns of demand and delays in resource shifting in activities. Despite the fact that it was found in the study that the organization does not follow all resource allocation policies.

Even though the organization has adequate financial resources with adequate tools and equipment to undertake different projects, not to mention with the resource availability, the management still has hindrance releasing resources on time. The study also shows that the organization clearly specifies how resources should be allocated within the organization. This is essential because while capturing resources may ensure that the project that is business-critical is delivered timely, where the organization lacks capacity to free resource and does not recruit more staff, this practice will harm the performance schedule of the projects that is derived from the resources that has an effect on the success of the project (Yaghootkar and Gil,2010).

4.7 Human Resource Factors

The third and final objective of this study was to assess the influence of human resource factors on the success of projects in the WASH program within the World Vision organization in Ethiopia. The staff were asked to indicate their level of understanding on different statements on the effect of human resource factors on the project success in their nongovernmental organization by stating the extent.

Table 4.7 Human Resource Factors

	Mean	Standard Deviation	Frequency & Percentage		
			Agree	Neutral	Disagree
The work environment that I am in, is conducive for maximum productivity.	3.90	0.712	23(76.7%)	6(20%)	1(3.3%)
The work environment that I am in, allows creativity and innovation.	3.80	1.031	22(73.3%)	4(13.3%)	4(13.3%)
The salary that my employer offers matches the work.	3.30	0.877	16(53.3%)	8(26.7%)	6(20%)
There are performance bonuses in our organization.	2.70	1.236	9(30%)	7(23.3%)	14(46.7%)
Other NGOs compensations matches my compensation.	2.77	0.858	5(16.6%)	13(43.3%)	12(40%)
Our organization has staff with skills required to achieve the goals of the organization.	4.07	0.740	23(76.7%)	7(23.3%)	0(0%)
There are frequent training to improve staff skills and competence in our organization.	2.70	1.022	7(23.3%)	9(30%)	14(46.7%)
There are human resource policies our organization in line with government policy.	4.27	0.828	28(93.3%)	1(3.3%)	1(3.3%)
Our organization always follows the human resource policies.	3.00	1.017	9(30%)	15(50%)	6(20%)

Source: Own Survey using SPSS

In relation to the results, the staff agreed that the work environment allows creativity, innovation and is conducive for maximum productivity by means of 3.80 and 3.90. However, the employees remained neutral on the statements that their compensation matches with other NGOs compensations and that their organization always follows the human resource policies by means of

2.77 and 3.00 respectively. The staff meanwhile agreed it has the skills required to achieve the goals of the organization with a mean of 4.07. Furthermore, the staff agreed that their employer offers salary that matches their work and that their organization has human resource policies that is in line with the government policy by means of 3.30 and 4.27 respectively. Contrastingly, the staff disagreed on the statements that their employer provided them with performance bonuses and that the organization provides frequent training to improve staff skills and competence with the same mean 2.70. 46.7% of the sample size disagreed on the statement that the organization provides frequent trainings to improve staff skills and competence where as 30% remained neutral. On the same note, 46.7% of the respondents also disagreed on the statement that they are provided performance bonuses when 23.3% remained neutral.

4.7.1 Effect of Human Resource Factors on Project Success

The findings indicate that human resource factors has also a positive and significant influence on the success of projects in the WASH program under World Vision Ethiopia. This is shown by a correlation coefficient of 0.680 and a p-value of 0.000. The p-value was less than the significance level (0.05).

Table 4.8 Correlations between human resource factors and project success

	Human resource	Project_Success
Pearson Correlation	1	.680**
Human resource Sig. (2-tailed)		.000
N	30	30
Pearson Correlation	.680**	1
Project_Success Sig. (2-tailed)	.000	
N	30	30

** stands for correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey using SPSS

The staff was then requested how else human resource factors influence the success of projects in their organization. Most of the respondents started by acknowledging human resource is as important as any of the other resources in project implementation since human resource is the eyes of the project that oversees from the initiation to the closing of the project. As stated by the staff, human resource is the main pre-requisite for the success or failure of a project. Whenever there is competent staff available, the likelihood of the project success is high, likewise unqualified staff leads to project failure. Then according to the respondents, human resource factor is the key determinant for project success. In spite of that, the staff implied that some of the skilled and well-qualified staffs in the office are neither well paid nor promoted. They also recommended that the organization should improve this factor, as it is essential in building morale and give motivation to these employees which need support because it has an effect on the success of projects related to the organization.

The personnel further gave an insight in to having the right people at the right place with a conducive and flexible working environment is crucial in making the organization productive as intended. The staff then asserted by learning from each other, active cooperation between senior leadership and other employees with respect to team-based annual planning and joint strategic planning will aid in the successful implementation of the projects.

The study clearly stipulates that human resource factors has a positive and significant effect on project success of the WASH program in World Vision Ethiopia. This result coincides with the finding of Cania (2015) that implies human resource factors have a significant influence in accomplishing success of projects in an organization. Moreover, it is also in line with finding of Bratton and Gold (2007), which states human resource factors affect project success in an organization. On the contrary, the result is in disagreement with the finding of Belout and Gauvreau (2004) which despite there being a relation between projects success and the personnel factor (competence, skills), the factors do not have an effect that was significant enough to influence the success of the projects.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter of the project work that will have four main parts. Initially, summary of the major findings will be conferred. After that, the conclusion extracted from the findings will be given then succeeded by the recommendations that are built on the conclusions. Last but not least, recommendations for further studies will be put in to perspective.

5.2 Summary of Findings

This part of the chapter consists of the summary of the findings generated from analyzing the data. The summary was done with respect to the general objective of the study, which is to examine the influence of organizational culture, resource allocation and human resource factors on the project success of the WASH program inside World Vision Ethiopia.

5.2.1 Organizational Culture and Success of Projects

The study established that the culture of World Vision Ethiopia has a positive and significant influence on the success of projects in the WASH program. (Pearson Coefficient(r)= 0.688, P value=0.000). According to the study, 83.3% say communication enhances smooth flow of information between department and between employees in the organization has an effect on success of the projects (mean=3.97). It was indicated by 80% of the staff that the norms and traditions in World Vision Ethiopia (WVE) affect employee commitment and productivity (mean=3.93). Furthermore, the 83.4% think norms and traditions affects the employment of a project (mean=4.07), as it does. 46.7% of the respondents pointed out that the management of the World Vision Ethiopia assures involvement of employees in all levels of a project (mean=3.20). Because fair relationship between the management and staff affects the project success.

43.4% of the respondents agreed the way of doing things in World Vision Ethiopia was easy to change and flexible (mean=3.30). The study also revealed with 46.6% of the respondents, that the World Vision Ethiopia does not often have exposure to resistance to change in different projects(mean=2.80) since World Vision Ethiopia is applying change management practices in accordance with the government policy(mean=3.50) as reported by 53.3% of the staff. The

departments in World Vision Ethiopia mostly cooperate to create change (mean=3.43) which is supported by the 46.7% of the respondents.

5.2.2 Resource Allocation and Success of Projects

The study established that the allocation of resources has a positive and significant influence on the success of projects in the WASH program within World Vision Ethiopia (Pearson Coefficient(r)= 0.735, P value=0.000). According to the study, 83.4% of the respondents agreed on the fact that there are adequate financial resources in World Vision Ethiopia (mean=4.27). The study found out that 80% of the staff's support proves there is availability of adequate equipment and tools in World Vision Ethiopia (mean=3.93) which has a direct impact on the project success. Resource availability in World Vision Ethiopia affects the timeline of completing a project (mean=4.07) which is supported by 80% of the staff. The study also found out that 63.3% of the responses were that the resources in World Vision Ethiopia are easily accessible (mean=3.63). 63.4% of the respondents also agree that World Vision Ethiopia clearly specifies how resources should be allocated in their organization (mean=3.33). However, the study also showed that according to another 63.3% of the staff, the management of WVE was not releasing resources on time (mean=2.63). Also according to 53.3% of staff, all resource allocation policies are rarely followed (mean=3.03) even though, the study found that 60% of staff stated that there are resource allocation policies in the organization which are in line with the government policy (mean=3.73).

The study revealed that resources in WVE are allocated based on priority as stated by 73.3% of respondents (mean=3.87).

5.2.3 Human Resource Factors and Success of Projects

The study established that human resource factors has also a positive and significant influence on the success of projects in the WASH program within World Vision Ethiopia (Pearson Coefficient(r)= 0.680, P value=0.000). The study implied with 76.7% support, that the staff in WASH program has conducive work environment for a maximum productivity (mean=3.90). The study also shows the work environment allows creativity and innovation (mean=3.80), as supported by the 73.3% of respondents. Furthermore, with 76.7% backing from the respondents, the study showed that the staff in WASH program has the skills needed to accomplish the goals

of the organization (mean=4.07). Correspondingly, this staff are offered salaries that matches their work (mean=3.30). The study then emphasized the fact that World Vision Ethiopia has human resource policies in accordance with the government policy (mean=4.27) with 93.3% support from the staff even though the organization was not always following these human resource policies (mean=3.00), as backed up by 50% of the staff.

The study also revealed with 46.7% of the respondents, that World Vision Ethiopia does not provide frequent training to improve staff skills and competence (mean=2.70). It again illustrated with 46.7% of respondents, that World Vision Ethiopia does not provide the employees with performance bonuses (mean=2.70). Finally, it showed that with 43.3% of respondents' support, World Vision Ethiopia does rarely match the compensation with other NGOs compensations (mean=2.77).

5.3 Conclusions

This part is to review and come to a final deduction on what has been said earlier with respect to objectives and research questions.

- ✓ The study concludes that culture of World Vision Ethiopia has a positive and significant influence on the success of its projects in the WASH program. It also established that the norms and traditions in World Vision Ethiopia impact the project implementation in the WASH program. The management of the WASH program assures employee involvement in all phases of a project because fair relationship between the management and staff affects the project success. Communication is key in enhancing flow of information in World Vision Ethiopia. The WASH program in the World Vision Ethiopia often cooperates to create change although it does not often experience resistance to change in different projects. The way of doing things in the WASH program within World Vision Ethiopia is flexible and easy to change and applies change management practices.
- ✓ The study also concludes that the allocation of resources has a positive and significant influence on the success of projects in the WASH program within World Vision Ethiopia. There are adequate financial resources along with adequate tools and equipment to undertake different projects within the organization. Resource availability in the organization impacts the timeline of

completing the project. The study also shows that World Vision Ethiopia clearly specifies how resources for the various functions should be allocated in their organization, however, it was also revealed that the management does not release resources on time. The study further shows that the organization has resource allocation policies although they are rarely put into action.

- ✓ The study finally concludes human resource factors has also a positive and significant influence on the success of projects in the WASH program within World Vision Ethiopia. The study finds out that the work environment is conducive for maximum productivity and allows creativity and innovation. It also found out that the staff in WASH program had the skills required to accomplish the goals of the organization. Correspondingly, the organization offers this staff salaries that matches their work. The study further reveals that organization does not provide the employees with performance bonuses. Although, the organization has human resource policies, the organization was not dependable in following these policies.

5.4 Recommendations

In accordance to the discussions in the previous parts, the researcher strongly proposes the subsequent recommendations.

1. The study already established that World Vision Ethiopia is a Christian organization and being Christian affiliated helps the organization in setting the norms and standards that influence the employee productivity and commitment however the study recommends that it should work with other religious organizations in harmony for the betterment of the community.
2. Although the study exhibits that the organization has adequate tools and equipment to undertake different projects, the study also advises that having modern technology in the employment of projects has a great impact and therefore should be adopted.
3. Even though in the study it shows that the work climate in the WASH program is open for creativity and innovation, the researcher advises to have a positive influence on the success of a project, an innovation department should be proposed because it would be an enabling factor for any staff to overstretch their creativity beyond the normal and routine activities making it a pilot project assuming a separate budget is allotted duly.

4. The study found that even though the organization has adequate financial resources, the management at World Vision Ethiopia are not releasing the resources on a timely manner. The study then recommends World Vision Ethiopia should ensure timely resource allocation since the projects in the WASH program have deadline to end their work and reach the community as soon as possible. . There should also be decent training on application of the available resources since it should be a priority in order for a project to achieve the set objectives.
5. The study shows that WASH program has resource allocation policies that is bestowed upon to them by WVE although the WASH program does not follow all resource allocation policies. The study again advises that the organization should follow the resource allocation policies that it issued in a careful and discrete way since the type of resource allocation determines the failure or success of a project in an organization.
6. As the study exhibits the WASH program does not administer frequent training to boost staff skills and competence. Human resource is known to be essential for a project to set its goals and objectives so the study recommends that the WASH program should provide more periodic staff trainings in order to assure that they gain the necessary competent skills for enhancing their performance leading to a successful project. The staff also should not wait for the organization alone to provide them with trainings, they should be able to obtain skills by learning from each other because at the end it may be for the good of themselves and their community.
7. According to the study, WVE has human resource policies in line with the government policy although the WASH program was not following these policies. The study then recommends that the WVE should make sure that the WASH program should follow and properly carry out the human resource policies since most projects start to fail when the human resource is not handled well and appropriately.

8. Though the study found out that the organization offers salaries that coincides with the work done, it is recommended that a competitive pay scale according to the market allows qualified individuals to join the organization and take it to a higher level.
9. According to the study, the organization does not provide the employees with performance bonuses. Though it is not a must it would be advisable that the organization grant bonuses to the employee with a better performance since it would play a big role in the employee's work conduct making them motivated to do more. Hence if there is a performance that is motivated by bonuses it should ultimately have an impact on the success of the projects executed in the implementation stage.
10. Regarding the compensation provided by the organization, the study shows that the employees do not receive matching compensations as of like the other NGOs so it is recommended that the organization keeps in mind that the employee's motivation depends on what is provided to them.

5.5 Recommendations for Further Studies

1. The study was only limited to the WASH program in the World Vision Ethiopia. Therefore, studies should be done on other programme in the organization like Food & Nutrition Security.
2. The study was only concerned with the internal environment factors (organizational culture, resources allocation and human resource factors). Hence, more studies should be done on the influence of external environment factors on the success of projects in the WASH program within the World Vision Ethiopia.
3. This study was also only concerned with the WASH program in World Vision Ethiopia, a single non-governmental organization. Hence, the findings of the study cannot be generalized to all World Vision organizations across the world. The study ultimately advocates more studies to be done on determinants influencing success of projects in all World Vision organizations.

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APPENDICES

Appendix I: Introduction Letter

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

REF: Request for participation in a research study on ‘assess the organizational factors influencing the organizational success in projects under World Vision Ethiopia: case of WASH program’

I Hanibal Girmay am a student at Addis Ababa University conducting a research project which is part of course fulfillment for Master of Arts in Project Management. The purpose of this study is to assess the factors influencing the organizational success in projects under World Vision Ethiopia: case of the WASH program.

The findings of the study will be treated with high confidentiality and will be used in academia only and there will be no mentioning of your name anywhere in this report. Honest participation in the study will be appreciated highly.

Yours truly,

Hanibal Girmay

Appendix II: Questionnaire

SECTION A: General Information

1. Gender

Male []

Female []

2. Kindly indicate the age bracket you belong to.

Below 25 years []

25-35 years []

36-45 years []

Above 45 years []

3. For how long have you been working in your organization?

Below 1 year []

1-5 years []

6-10 years []

Above 10 years []

4. In which programme in your organization do you work?

Rural WASH [] Emergency WASH Response []

Urban WASH []

5. Which is your highest level of education?

Diploma []

Undergraduate degree []

Master's degree []

PhD []

Any other (specify)

SECTION B: Organizational Culture and Success of Projects

6. Using the below Likert scale, state the extent to which you agree with the following statements on the influence of organizational culture on the success of projects in your organization (5=**strongly agree**, 4=**agree**, 3=**neutral**, 2=**disagree**, 1=**strongly disagree**) Please mark with a CROSS (X) in the applicable box

Statements on organizational culture	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Our organization has norms and traditions that influences employee productivity and commitment.					
In our organization the way of doing things is normally very flexible and easy to change.					
Our organization has norms and traditions that affect project implementation.					
Our organization's communication level enhances flow of information.					
Our organization has a management that ensures employee involvement in all phases of a project.					
Our organization normally applies change management practices that adhere to the government policy.					
Our organization often has exposure to resistance to change in different projects.					
The department in our organization often cooperate to create change.					

7. How else does organizational culture influence the success of projects in your nongovernmental organization?

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SECTION C: Resource Allocation and Success of Projects

8. Using the below Likert scale, state the extent to which you agree with the following statements on the influence of resource allocation on the success of projects in your organization (5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree) Please mark with a CROSS (X) in the applicable box

Statements on resources allocation	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Our organization has adequate financial resources.					
Our organization has adequate tools and equipment to undertake different projects.					
Our organization has resource availability that influences the timeline of completing project					
Our organization has resources that are easily accessible.					
Our organization has a management that releases resources on time.					
Our organization has resources that are allocated based on priority.					
Our organization has resource allocation policies in accordance to the government policy.					
Our organization follows all resource allocation policies					
Our organization clearly specifies how resources should be allocated within our organization.					

9. How else does resource allocation influence the success of projects in your nongovernmental organization?

.....

SECTION D: Human Resource Factors and Success of Projects

10. Using the below Likert scale, state the extent to which you agree with the following statements on the influence of human resource factors on the success of projects in your organization (5=**strongly agree**, 4=**agree**, 3=**neutral**, 2=**disagree**, 1=**strongly disagree**) Please mark with a CROSS (X) in the applicable box

Statements on human Resource Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The work environment that I am in, is conducive for maximum productivity.					
The work environment that I am in, allows creativity and innovation.					
The salary that my employer offers, matches the work.					
There are performance bonuses in our organization.					
Other NGOs compensations matches my compensation.					
Our organization has staff with skills required to achieve the goals of the organization.					
There are frequent training to improve staff skills and competence in our organization.					
There are human resource policies in our organization in line with the government policy.					
Our organization always follows the human resource policies.					

11. How else do you think human resource factors influence the success of projects in your nongovernmental organization?

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SECTION E: Success of nongovernmental organization (World Vision Ethiopia)

12. Using the below Likert scale, state the extent to which you agree with the following statements on the success of World Vision Ethiopia (5=**strongly agree**, 4=**agree**, 3=**neutral**, 2=**disagree**, 1=**strongly disagree**) Please mark with a CROSS (X) in the applicable box

Statements	Excellent	Good	Moderate	Poor	Very poor
The projects in our organization are finished within the set time.					
Our organization finishes projects within the budget.					
Projects in our organization are finished as per specifications.					
Our organization completes projects within the scope.					
Our projects in our organization always achieve the set objectives.					
Our projects in our organization achieve user satisfaction.					
Our projects in our organization achieve the intended purpose.					