

ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

MA IN PROJECT MANAGEMENT



**THE EFFECT OF ORGANIZATIONAL CULTURE ON PROJECT SUCCESS:
THE CASE OF THE BRITISH COUNCIL ETHIOPIA PROJECTS**

**In partial fulfillment of the requirements for the award of
Master of Arts Degree in Project Management**

By: EDEN FISEHA ALEMU

Advisor: Teklegiorgis Assefa (PhD)

*Addis Ababa, Ethiopia
June 2022*

STATEMENT OF DECLARATION

I declare that the project work entitled **“The Effect of organizational Culture on Project success: in the case of British Council Ethiopia Projects”** is my original work and all sources of material used for the work have been duly acknowledged.

EDEN FISEHA ALEMU

STATEMENT OF CERTIFICATION

This is to certify that, this project work “**The Effect of organizational Culture on Project success: in the case of British Council Ethiopia Projects**”, undertaken by **EDEN FISEHA ALEMU** in partial fulfillment of the requirements for Master of Arts in Project Management at Addis Ababa University School of Commerce, is an original work and not submitted earlier for any Degree either at this university or any other university.

Teklegiorgis Assefa (PhD)

Research project advisor

**ADDISABABA UNIVERSITY SCHOOL OF COMMERCE
PROJECT MANAGEMENT PROGRAM**

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APPROVAL BY:

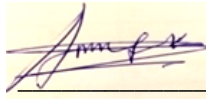
Teklegiorgis Assefa (Phd)
ADVISOR

SIGNATURE

DATE

EXAMINERS:

Afework G. (PhD)
EXTERNAL EXAMINER



SIGNATURE

29 June 2022
DATE

Abraraw C. (PhD)
INTERNAL EXAMINER

SIGNATURE

DATE

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ACRONYMS AND ABBREVIATION

BC – British Council

PM – Project Management

EDI – Equality Diversity Inclusion

KPI - Key Performance Indicator

IM – Information Management

T&D – Training and Development

SAP – System Applications and Products

REF – Research Excellence Framework

GSD – Global service desk

ABSTRACT

The British Council has been functioning fully in Ethiopia for almost 80 years and it's known for its strong organizational culture and values. There are several projects taking place in this organization under different programs. This study draws attention to the cultures of the BC with the main elements of organizational culture and studies the effects of these cultures on the successful completion of a project. Hence, Clan, Adhocracy, Hierarchy, and Market were taken as the main elements of organizational culture to study the reflection of these cultures on Project Success. The methodology to conduct the research was based on questionnaires. The additional primary data used are documents from the British council employee handbook as well as data from archives of the organization. Research papers were used as secondary data. The study adopted an explanatory research design. The effect of organizational culture on project success was assessed quantitatively using a structured five-point Likert scale questionnaire and regression data analysis method. The hypothesis organizational culture has a positive effect on project success was accepted. The result of the study reveals that the relationship between the main elements of organizational culture (Clan, Adhocracy, Hierarchy, and Market) and project success is significant and positive at 99% with a sig value of .000. The data were statistically analyzed using SPSS VR 20. The outcome of this work will serve the British Council to evaluate its current organizational culture and recommends ways to move towards its improvement. Since the mean average of all forms of cultures was above average, recommendations are drawn to strengthen the currently available organizational culture through the establishment of an empowered work unit for the better of the organization's project success.

Key words: Organizational Culture, Project Success, the British Council Ethiopia

CHAPTER ONE

1. INTRODUCTION

This chapter consists of background of the study, statement of the problem, research questions, research objectives, significance of the study, scope of the study, and definitions of terms.

1.1. Background of the study

Organizational work culture is directly proportional to the success rate of your projects. It is not just one project, but all the projects that are running in your organization. And organizational culture means ‘how we work around here (*Brown, 2020*). There might be lots of reasons that might attribute to project success or failure that could be identified if proper documentation can be done starting from the project’s conception until completion but one of the major reasons could be project culture.

According to Suda (2007), a strong culture shapes an organization's decision patterns, guides actions, and drives the individual behavior of all members. He further claims that an organization's culture is its personality which is comprised of assumptions, beliefs, values, norms, and tangible signs (artifacts) or organization members and their behaviors.

Organizational culture is a very powerful force and is multidimensional which can be a huge weapon that can drive the project to success if it’s channeled in the right way and engraved in the hearts and souls of the project stakeholders.

Nowadays, the effect of organizational culture on project success is becoming a major area of interest among project management and human resources scholars who work closely with personnel who are entitled to execute the project.

Taking into consideration the study of Sudhir (2020) under the title ‘The beams and pillars model for organizational culture’, who depicts the organization as a building with the values as the foundation because of their permanent nature that is embedded in the base and the strategic objectives as a ceiling right at the top which is visible and able to change as needed to suit the

organization's functionality and the ever-growing environmental demands. Furthermore, Sudhir's study mirrors organizational culture as a beam and pillar that strengthens the organization and without a strong organizational culture, the organization, as well as the project that it tries to implement, is close enough to failure than to success.

Internal and external factors shape an organization's culture that impacts projects either positively or negatively. As per Suda (2007), there is a strong linkage between the organization's "vision, mission & strategy", organizational structure, leadership actions, human resources management, performance measures, and external forces like technology/ politics/ environmental concerns and many more than the organization couldn't control in its own.

Unless the organizational culture is properly identified, outlined, communicated, internalized by the employees in a way that could give a marginal advantage to the organization in its project implementation the project will be completed in a cost-effective and timely manner without compromising its quality, the project will end up to be a failure.

The problem of the unsuccessful project would not end up consuming the highly constrained project budgets, its effect will also contribute to creating an unpleasant working environment which might result in high employee turnover that will make sustaining a conducive organizational culture unattainable.

1.2. Background of the industry

The BC, the UK's international organization was established in 1934 for cultural relations and educational opportunities. It does this by making a positive contribution to the UK and the countries it works with – changing lives by creating opportunities, building connections, and engendering trust.

So the BC was formed with the declared purpose of creating ‘a basis of friendly knowledge and understanding of the people of the UK’, a purpose that still holds true today. Over the following decades, the BC’s work has expanded to cover over 100 countries and territories around the world, reaching over 700 million people each year through a wide range of programmes and projects. It is now one of the UK’s best known international organizations and one of the largest charities in the UK.

Over the past 80 years BC has built unparalleled networks and connections around the world with institutions, governments and communities, as well as with individuals. These include many global leaders and decision makers in business, politics, education, culture and civil society who have learned English with the BC, grown up using the BC libraries or participated in the exchanges, scholarships and cultural programmes – and thus have a positive attitude towards the UK. Although the BC does many things, its work mainly falls into three key areas.

Table 1-1 British Council Project Works

<p><i>Projects in English and Exams</i></p>	<p><i>For many millions of people, having the ability to speak English and a formally recognized qualification can open doors to education, job opportunities and mobility that would otherwise remain closed. In addition, the BC also develop and create cutting-edge English learning products for the internet, mobile devices, broadcast media and print, which reach millions more. Teaching English and the work in teacher training and policy-making have powerful knock-on effects, like supporting the UK's contribution to international mobility development, opening new markets and improving security in many conflict zones.</i></p>
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<p>Projects in Education and Society</p>	<p><i>BC's work in society helps citizens and institutions contribute to a more inclusive, open and prosperous world and connects local issues to global themes ranging from social action to diversity and youth issues.</i></p> <p><i>Society covers four areas:</i></p> <ul style="list-style-type: none"> • <i>widening access to justice</i> • <i>helping to build stronger communities (civil society)</i> • <i>working to empower girls and women</i> • <i>Sharing the UK's expertise in social enterprise.</i>
<p>Project work in Arts</p>	<p><i>The programme spans architecture, creative industries, dance, design, fashion, film, literature, music, theatre and visual arts. The project works with the best of British and international creative talent to deliver innovative, high quality projects that:</i></p> <ul style="list-style-type: none"> • <i>showcase UK artists and companies to new markets around the world</i> • <i>supports international collaboration between artists and arts professionals from the UK and abroad</i> • <i>Share the UK's experience of developing and implementing cultural policy and skills programmes.</i>

Source: British Council handbook

All of this helps the strategic plan and vision and mission of the BC with building co-operation and links between people of the UK and other countries. It promotes a wider knowledge of the UK and UK values. It also builds trust and underpins security and opportunity for millions of people around the world.

The organization opened its Ethiopian branch in 1943 working on different projects. This study is conducted on the completed and still functioning projects in the BC Ethiopia office.

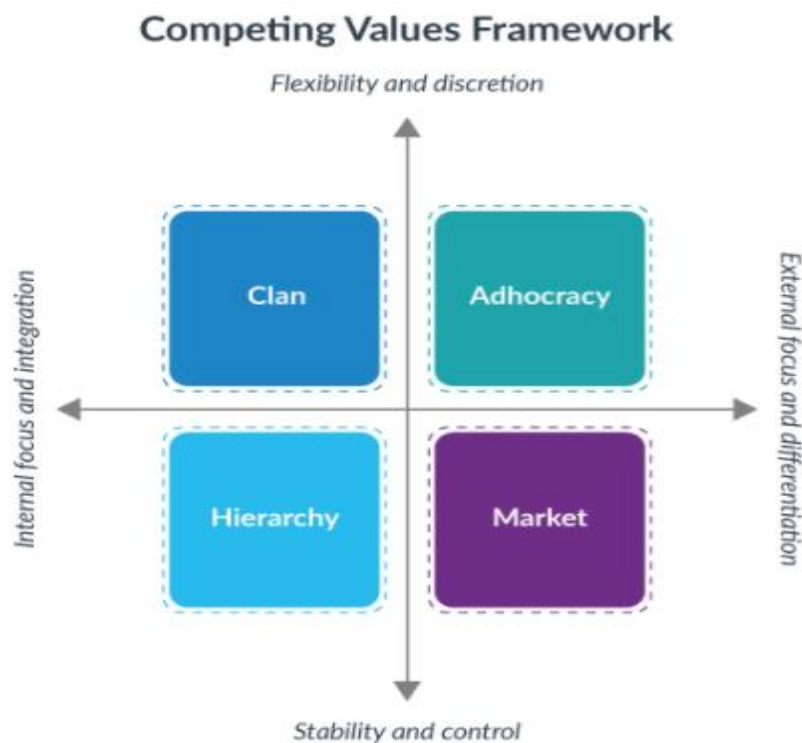
1.3. Statement of the problem

As described in the earlier sub-chapter, this research subject area is vast and of interest to many researchers and it is highly challenging to cover all components of the organization's culture rather it's preferable to cover the dominant ones.

Bruce M. (2009) Culture is a complex issue that essentially includes all of a group's shared values, attitudes, beliefs, assumptions, artifacts, and behaviors. Culture is broad encompassing all aspects of its internal and external relationships—and culture is deep in that it guides individual actions even to the extent that members are not even aware they are influenced by it. Scholars tend to agree that the root of any organization's culture is grounded in a rich set of assumptions about the nature of the world and human relationships. For example, the underlying belief that people are selfish and only out for themselves might unwittingly influence a company's attitudes and behaviors toward outside sales people, vendors, and consultants. This is profound matter that is largely invisible, unspoken, and unknown to an organization's members.

To assess the state of the organization's culture, the researcher would like to develop its research question around the renowned "The Standard Competing Values Framework" and instrument that was developed by Cameron and Quinn (1999).

Figure 1-1 The Standard Competing Values Framework



Source: Adapted from Cameron and Quinn (1999)

The project success measurement part of the proposed research is mainly focused on cost, time, Efficiency and quality which are considered to be the most vital key success indicators on any project.

In terms of the success indicators mentioned, the study would investigate if the BC's own cultural rules and values have contributed positively or negatively to the project's success factors. Table 1.2 shows a simple comparison of the four culture groups to BC's dominant cultures.

Table 1-2 Generic cultures Vs Identified BC dominant cultures

Generic Organizational Culture	Identified BC's Dominant Cultures
<p>Collaborate Culture (Clan Culture) <i>a. build teams, do things together</i> <i>b. commitment, empowerment</i> <i>c. human development</i> <i>d. cohesion, engagement</i> <i>e. collective wisdom, long-lasting partnerships, and relationships</i> <i>f. roles like a mentor and a coach</i> <i>g. wary of conflict</i></p> <p>Create Culture (Adhocracy Culture) <i>A. create, innovate, envision the future</i> <i>B. handle discontinuity, change, and risk</i> <i>C. freedom of thought and action, rule-breaking</i> <i>D. thoughtful experimentation, learning from mistakes, failing fast</i> <i>E. roles like entrepreneurs and visionaries</i> <i>F. visionaries inclined toward risk, not afraid of uncertainty</i></p> <p>Control Culture (Hierarchy Culture) <i>i. better, cheaper, surer</i> <i>ii. eliminate errors</i> <i>iii. increase consistency and reliability</i> <i>iv. better processes and efficiency</i> <i>v. routines</i> <i>vi. roles like organizers and administrators</i> <i>vii. attention to details, careful decisions, precise analyses</i> <i>viii. conservative, cautious, logical problem solvers</i> <i>ix. technical experts that are well-informed</i></p> <p>Compete Culture (Market Culture) <i>1. compete, move fast, play to win</i> <i>2. monitor signals from the market and customers</i> <i>3. deliver shareholder value</i> <i>4. speed: results-right-now</i> <i>5. getting things done, achieving goals</i> <i>6. acquiring other firms, outsourcing selected processes,</i> <i>7. investing in customer satisfaction, attacking the market position of competitors</i> <i>8. delivering results, making fast decisions, driving through barriers to achieve results</i> <i>9. leaders are hard-driving, directive, commanding, demanding</i></p>	<p>➤Open and Committed aligned with: (b) of collaborate Culture, (B,C,) of Create Culture, (3,5,7,8,9) of compete Culture</p> <p>➤Expert and Inclusive aligned with (a,c,d,e,f) of Collaborate culture, (A,C,D,E,F) of Create Culture, (i,ii,iii,iv,v,vi,vii,viii,ix) of control culture,</p> <p>➤Optimistic and Bold aligned with (a) of Collaborate Culture & (5,8,9) of Compete culture, (E,F) of Create Culture,</p>

This study aims to find out if the successes of the projects in the BC are indeed the results of the organizational culture and how it has affected the success factors, time, quality and cost.

It's been mentioned in the previous section that the BC's core values related to its culture are the below:

- *Open and committed*
- *Expert and inclusive*
- *Optimistic and bold*

What is said to be dominant cultures of the BC are being challenged over time. Just to cite as an example; unexpected corporate reform programs, sudden organizational restructuring and transformation or roles and positions of employees, frequent management and staff turnover contributes to the loss of what the long history would provide in building more meaningful and unique organizational cultures.

In addition to the dominant cultures and values, the BC also has sub-cultures like Equality, diversity and inclusion (EDI) policies, training and development practices for employees, different inductive trainings on information management, child protection, communication, teamwork, transparency and many more. As for delivery and performance measures of the project, the BC uses different tools of online performance measurements like yearend Evaluation, SAP, REF, satisfaction and end line project surveys etc.

The study tries to relate these cultural implications with the major Organizational culture values framework and show their effects on project success.

1.4. Basic research questions

Following the mentioned core values and cultures of the BC Ethiopia, the study attempts to answer the following basic questions: -

- a) What are the currently known organizational cultures in BC Ethiopia?
- b) What is the effect of Clan organizational culture on project success?
- c) What is the effect of Adhocracy organizational culture on project success?

- d) What is the effect of Hierarchy organizational culture on project success?
- e) What is the effect of Market organizational culture on project success?

1.5. General Objective

The objective of this study is to concretize the relationship of organizational culture and project culture in the BC at institutional level. This study was also intended to investigate if a well formulated organizational culture exists in the BC with reference to best practices and literatures written in the subject line.

Culture is a characteristic of the organization, not of individuals, but it is manifested in and measured from the verbal and/or non-verbal behavior of individuals – aggregated to the level of their organizational unit. People who hold a common conception of what the organization should be and how work should be organized will tend to create an organization that realizes that conception. Moreover, an individual who joins that organization will tend to become socialized to that conception and come to perceive the way work is conducted as appropriate and natural (Deal & Kennedy 1982).

The study aims to test the effect of organizational culture on project success.

1.6. Specific Objective

The specific objectives of this study are:

- to review the currently known organizational cultures in BC Ethiopia,
- to assess the effect of the Clan organizational cultures on the project success
- to assess the effect of the Adhocracy organizational cultures on the project success
- to assess the effect of the Hierarchical organizational cultures on the project success
- to assess the effect of the Market organizational cultures on the project success

1.7. Significance of the Study

The study is highly useful to understand the importance of organizational culture on project success. It enables the organization to identify its cultural strength & weakness as well as how they are linked with performance and affect the project success.

Major beneficiaries from this study are:

- The Project managers for better culture application.
- The BC Ethiopia office for monitoring and improving the cultural application in its projects.
- the other stakeholders like project officers, coordinators and operations team so that they can reflect on the current cultural implications and pinpoint what is missing and what needs to be given attention.
- In terms of academic significance, there aren't many studies done before on the effects of organizational culture on project success at the BC. This study will serve as an input for future similar researches on international organizations and the effects of their cultures on project success.

Therefore, Lessons from this study are expected to serve as a map for improvement areas for the better cultural implementation of the company resulting in better project execution and the resulting project success.

1.8. Scope of the Study

Due to resource, time, and proximity constraints, the study is limited to only projects in the BC Ethiopia country office. Different members of different projects were selected from management level to operations to project facilitators. Some global members of the BC were interviewed for the purpose of reflecting the applicability of culture in country as well as worldwide to serve as an input to other researchers who are interested to further explore untouched areas of the study.

In the BC Ethiopia office, there are a lot of projects that have been completed and that are still in progress, therefore, the study is delimited to the currently functioning and recently completed projects. This is to give a little representation and inclusion in order to help the student researcher draw a more in depth conclusions of the study. Therefore, the samples and populations for this study are collected only from the BC Ethiopia office.

The BC is an organization that operates in more than 100 offices and countries around the globe with the same principles on Organizational culture. These 100+ offices each have different projects some small in number and other upto 10 -15 projects in a single country. Due to geographical scope limitation, this study only is limited to the BC projects located in Ethiopia.

Given the very limited time that's allocated to finish this research, the student researcher tries to cover and briefly touch the subject matter and literature related and most relevant to the topic.

1.9. Organization of the paper

This study is comprised of five chapters. The first chapter consists of introduction parts of the study including background of the study, back ground of the industry, statement of the problem, basic research questions, objectives of the study, significance of the study, and delimitation of the study and definition of terms. The second chapter discusses about the literature review and the third chapter describes the methodologies describing the research approach, research design, sampling design, sources of data, data collection instrument, validity and reliability as well as research ethics. Data analysis, presentation and interpretation is included under chapter four and the last chapter which is chapter five is about the conclusion and recommendation of the study.

1.10. Definition of Terms

Project Management: Is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (Project Management Institute 2008).

Project Team: A project team is a group of people with complementary skills and knowledge who work together through ongoing communication, making joint decisions, accomplishing a set of tasks, and motivating each other to accomplish a particular goal. (AAU SOC 2015)

Organizational Culture: Organizational culture is a system of shared assumptions, values, and beliefs, which govern how people behave in organizations.

Project Culture: A project culture represents the shared norms, beliefs, values, and assumptions of the project team. Understanding the unique aspects of a project culture and developing an appropriate culture to match the complexity profile of the project are important project management abilities. (Bannerman, P. L. 2008)

Project Success: variously refers to “on time, within budget, to specification” completion; success of the product produced; or success in achieving the business objectives of the project.(Bannerman, P. L. 2008)

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This chapter pays attention to reviews of literatures that supports and is related to the research problem identified in this study. The review focuses on literatures supporting the importance and impact of organizational cultures on project success.

2.2. Theoretical Review

In today's world that is constantly changing and evolving, organizations need to keep up with the cultures and norms of the outside environment and be mindful of what that change could mean to their internal culture and its effects on the project works. Every organization have its own beliefs, ideologies, and practices of an organization that form its culture which gives a sense of direction to the employees. The work culture goes a long way in creating the brand image of the organization and making it distinct from similar organizations. The employees are the true assets of an organization. They are the ones who contribute effectively toward the successful completion of the organization's goals and objectives.

According to Suda, L. V. (2007), A strong culture shapes an organization's decision patterns, guides actions, and drives the individual behavior of all members. In its most obvious form, it is "The way we do things around here to succeed." In its less visible form, it encompasses the shared beliefs, norms, symbols, values, and attitudes that permeate all parts of the organization. These enduring patterns help provide stability – an important benefit – for the organization. But, a strong culture can also erect barriers to getting the results needed to remain competitive. Culture is potent. It can block an organization's (or project) strategy or catalyze it.

2.3. Organizational Culture

Organizational culture is a shared perception. Individuals perceive the culture of the organization based on what they hear, see or feel within the organization. And even though individuals may have different backgrounds or may work at different levels in the organization, they tend to describe an organization's culture in similar terms. That is the shared aspect of culture. Second, organizational culture is a descriptive term; it describes rather than evaluates. (Management Transitions 2022)

Table 2-1. Strong and weak cultural Differences

Strong Culture	Weak Culture
Value widely accepted	Values are embraced by only a handful of people within the organization, usually top management
Culture provides consistent messages of what is important	Culture provides conflicting messages about what matters
Employees can tell the history and heroes of the organization	Employees have little knowledge of the history and heroes of the organization
Employees are strongly identified with the culture	Employees have little concern for organizational cultural identity
A strong relationship between shared values and behavior among members of an organization	A weak relationship between shared values and behavior among members of an organization

Source: (Bakhri et.al., 2018 as cited in Dinarjo Darmanto, Tjiptogoro & Husin, Albert. 2019)

Often, people tend to underestimate the extent to which organizational culture can impact on the success rate of a project. It is also general knowledge that a thorough understanding of what organizational culture entails is contributory to aligning a project with an organization's objectives

as well as established practices. Organizational culture varies from one organization to the other, as no two-organization practicing similar cultures can obtain the same type of result. This can be attributed to differences in resources, the span of projects, or even documentation resulting from the different corporate cultures practiced. Whatever the case and the type of organizational culture adopted, there must be an impact on it on project success or failure. (Daniel, C.O., 2019)

Ochiel, Iravo and Wandera (2017) discussed organizational culture to be one of the dominant dimensions of a work climate. This is attributed to its reflection on how goals are set, tasks are achieved, and how people are geared towards attaining the set goal. Thus, they stated that culture has a strong impact on how decisions are made, as well as workers' reactions to opportunities and threats in the work environment. In addition to this, it impacts how people are selected to perform certain tasks which have a direct influence on decision making and performance.

Organizational culture has been defined as comprising the values and behaviors of a company's employees. These factors can include Overall tone of the shared employee experience, Shared visions, mission statements and expectations, Motivation and reward systems, Views on leadership and authority relationships, Work ethic, Codes of conduct, Environmental factors, Social norms, Risk tolerance. Such characteristics play an important role in determining whether project objectives are achieved, the PMBOK Guide notes.

Yazici (2009) pointed out that organizations are affected by ethnic cultures which are a representation of an individual's attitudes stemming from religious, educational, and a general background; as well as their capacity for learning. This implies that there are various aspects of an organization that may make or mar the abilities of project managers to successfully execute a project. In spite of the broad nature of what culture entails in an organization, it is suggested to be a factor that plays of the biggest roles in project success

Research suggests that there are seven dimensions that, in total, capture the essence of an organization's culture:

Innovation and Risk-taking - The degree to which employees are encouraged to be innovative and to take risks.

Attention to Detail - The degree to which employees are expected to exhibit precision, analysis, and attention to detail.

Outcome Orientation - The degree to which managers focus on results or outcomes rather than on techniques and processes used to achieve these outcomes.

People Orientation - The degree to which management decisions take into consideration the effect of decisions on people within the organization.

Team Orientation - The degree to which work activities are organized around teams rather than individuals.

Aggressiveness - The degree to which people are aggressive and competitive rather than easy-going and cooperative.

Stability - The degree to which organizational activities emphasize maintaining the status quo in contrast to growth or change.

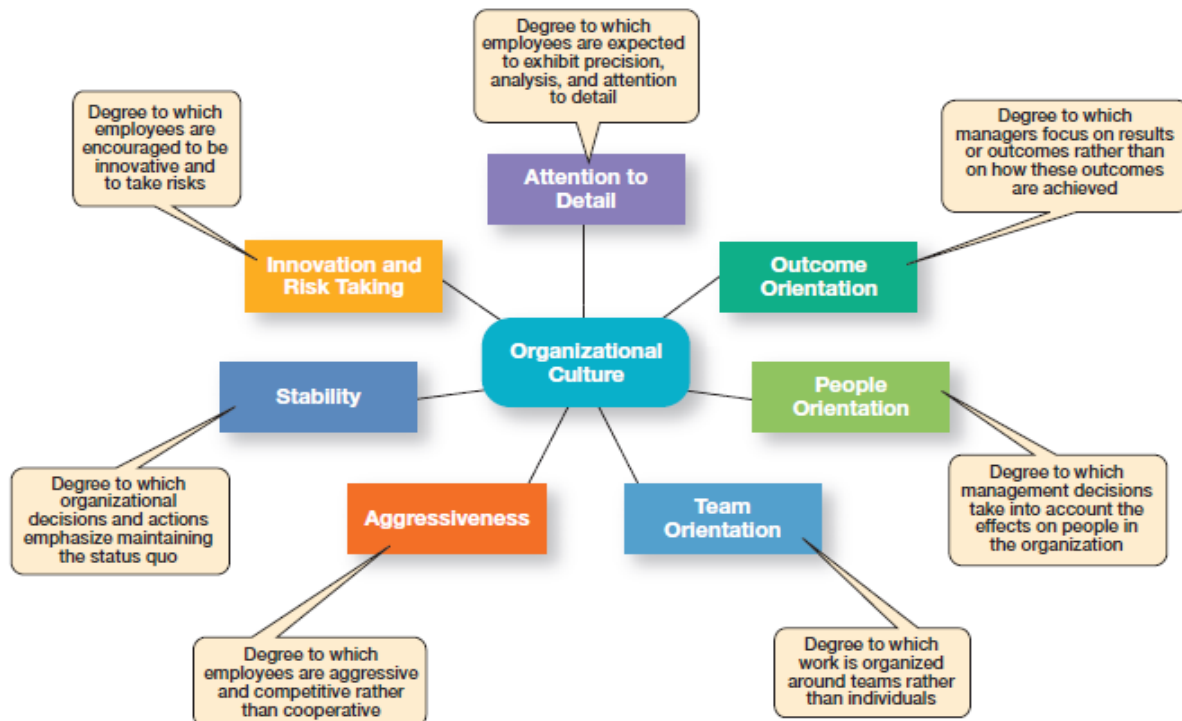


Figure 2-1 Dimensions of Organizational Culture

This study focuses on the relationship between an organization's cultural orientation and project success, focusing on four types of cultural orientation.

- **Clan** – quality placed on participation, commitment, and shared values
- **Adhocracy** – Initiative and innovation are seen as supporting creativity and entrepreneurship
- **Hierarchical** – formal structure focuses on control and efficiency
- **Market** – focus on results and production in a consumer-driven environment

2.4. Dominant and Sub-dominant cultures

As a company culture containing potentially numerous subcultures adds to the complexity of this approach, one other important issue must also be considered. The Competing Values Framework and its inclusion of the four organizational culture types offer a simple means of categorization and understanding; however, it is possible for a company or department to have subdominant elements.(Bruce 2009).

2.5. Effects of organizational culture on projects

An organization's culture can be related to the success rate of projects in several areas, including processes, management style, time management and training. Organizational culture has been defined as comprising the values and behaviors of a company's employees. According to industry sources such as the Project Management Body of Knowledge guide, these factors can include:

- Overall tone of the shared employee experience
- Shared visions, mission statements and expectations
- Motivation and reward systems
- Views on leadership and authority relationships

- Work ethic
- Codes of conduct
- Environmental factors
- Social norms
- Risk tolerance

Such characteristics play an important role in determining whether project objectives are achieved as noted in the PMBOK Guide.

How employees view their role in a project – and their function in the company as a whole – can be considered a foundational aspect of organizational culture. In turn, a company’s structure and projects can be shaped by organizational culture. Projects that are seen as aligning with organizational culture may have smoother implementation and higher success rates compared to projects that conflict with those cultural norms.

Understanding organizational culture and its relationship with project management can help businesses determine which projects are worth pursuing. By “embedding the project management mindset in organizational culture” firms may generate long-term benefits in a competitive environment, according to a 2015 study by the Project Management Institute titled Pulse of the Profession: Capturing the Value of Project Management.

The study aims to identify several keys to creating a culture that embraces project management, among them: comprehending the value that project management provides; engaging project sponsors at the executive level; and aligning projects with organizational strategy. Organizations with such attributes are more likely to have higher levels of performance in project management, the Pulse of the Profession study found.

2.6. Project success

Project success was defined as whether schedule and budget goals were met, and the level of satisfaction among project team members. A study found that the Clan orientation culture, with its

focus on shared values and cohesion, had the strongest association with effective and efficient projects, as well as with organizational success (“importance of organizational culture to project management, 2012”). In order to foster an effective organizational culture, it is necessary first to examine and define the current culture. At that point, a strategy can be developed for closing the gap between the existing and desired cultures, which can include changes to systems, practices and objectives.

2.7. Culture in the BC (*BC employee Handbook*)

The BC has developed the below organizational culture principles that it follows.

Principle 1: Equality, diversity and inclusion (EDI)

Equality, diversity and inclusion are integral to the BC’s cultural relations work. This means they commit to ensuring that there is no discrimination on the basis of age, disability (including HIV/AIDS status), gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Principle 2: Legal Compliance

Respecting Local legislation

The BC is committed to complying with the law in all the countries and territories in which it works. This is a fundamental principle and it must be followed in all the dealings and behaviors. In addition, all BC activities must comply with the UK’s charity law and be for the public benefit as well as comply with the 7 Principles of Public Life.

The Seven Principles of Public Life

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the

police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

- 1. Selflessness:** Holders of public office should act solely in terms of the public interest.
- 2. Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organizations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- 3. Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- 4. Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- 5. Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- 6. Honesty:** Holders of public office should be truthful.
- 7. Leadership:** Holders of public office should exhibit these principles in their own behavior and treat others with respect. They should actively promote and robustly support the principles and challenge poor behavior wherever it occurs.

Principle 3: Health and safety

Looking after people

The BC make every reasonable effort to ensure the health and safety of everyone who works for them, wherever they may be working, and comply with local law. This includes visitors, students, contractors, colleagues and others using our premises or involved in our work as well as our own health and safety.

Principle 4: Safeguarding

The BC takes the responsibility to protect children, young people and vulnerable adults who engage in activities with us from abuse, harm, exploitation and neglect, and to create a safe environment for them. This includes the prevention of illegal exploitation of people for personal or commercial gain. All employees managing the relationships with third party suppliers and partners have an important role in ensuring those third parties comply with safeguarding policies.

Principle 5: Working with others and upholding public trust

Behaving ethically and responsibly

Behaving with integrity helps build trust and confidence and enhances an organization's reputation. Therefore, everyone in the organization must never abuse or harm colleagues, customers, clients, partners, associates or any member of the public.

Working together

The BC has a policy to always treat people in accordance with their values and as a global organization, show respect for local cultures and customs as it is in their Ethiopia office.

Principle 6: Information governance and confidentiality

The BC collects and uses personal data to offer people information, products and services. This policy will apply in all locations where it operates, to all forms of information and to all systems used to collect, store, process or transfer information.

Principle 7: Looking after reputation

All staff of the BC should never behave at work, in public or online in a manner that may damage the BC's reputation.

Making public statements

The BC only makes statements to external stakeholders, customers and partners if the statements maintain or enhance its reputation. The rule is not to make statements about politics or on any subject that may damage the organization's reputation or cause a loss of confidence in the BC.

Communicating online

Online communications include email, websites and social media such as blogs, messaging apps, Facebook, YouTube and Twitter.

Anyone related to the BC should always be conscious of how they may be associated with the BC in their personal online communications outside of work, and behave appropriately and in line with the BC's values.

Principle 8: Financial management and accountability

When The BC is involved in any aspect of managing resources or assets, or processing or recording financial transactions, the rule is to behave ethically and keep complete and accurate records of decisions and transactions.

Principle 9: Property and assets

The BC follows the principle of **“Protecting what is ours”**.

Everyone is responsible for the BC's property and assets and should take all reasonable measures to protect them from loss or damage. Everyone should also take security precautions against other less routine risks, such as fire, flood, adverse weather and terrorism.

Information and products developed and owned by the BC, including copyright, must always be protected. Standards for managing hard copy and electronic documents and records must determine our actions.

Principle 10: Using funds and resources

Here are some of the policies in regards to using funds and resources of the BC.

- We must not abuse, mispend, misappropriate, defraud or pursue any personal or private matter in the use of our funds and resources.
- All grants and funding from government and non-government sources must be used in line with the conditions that apply to them.
- The delegated authorities must be followed before committing to any expenditure, supply of services or partnerships.

Principle 11: Gifts, Entertainment and inducements

Avoiding unethical rewards and inducements

The organization, and individuals, must not seek advantage by giving or accepting any gifts, entertainment or payments that may be perceived as inappropriate. There is a detailed policy on gifts and hospitality that must be referred to which is available in the BC's intranet page.

Principle 12: Conflict of interest

Separating the personal from the professional

All staff must avoid any activities that are in conflict or competition with the BC's cultural relations work or would prejudice it.

They should not use their position in the BC for personal advantage or gain. This includes outside business interests or employment, both of which require approval. Employees can refer to our conflict of interest policy on the intranet.

Principle 13: Duty of Disclosure

Telling what is needed to be known

Employees must always declare any information that may be relevant to the work or has impact on it, whether it is requested or not. All disclosures will be treated in confidence and only shared on a need-to-know basis.

Legal proceedings

Any involvement in legal proceedings or criminal convictions that may affect your suitability for certain posts (working with children and young people, for example), or that may discredit the BC or bring it adverse publicity, must be reported and details may be requested.

Principle 14: Personal Relationships

Professionalism

The BC declares that conduct at work should not be adversely affected by close personal relationships whether with colleagues, consultants, suppliers or others with whom the organization works or provide a service to.

Therefore, there are policies requiring disclosure of such relationships. Any information shared will be treated in confidence, and the organization may ask for a change in role or responsibilities.

Principle 15: Raising concern

The BC is committed to upholding the highest ethical and legal standards and has zero tolerance for malpractice or wrongdoing anywhere in the organization.

Examples of malpractice or wrongdoing include child abuse, theft, fraud, false accounting, misuse of assets, receiving bribes, failing to disclose outside business interests and breaches of regulatory requirements, as well as breaches of this Code of Conduct and other BC policies.

Core values of the BC

According to the BC, its organizational culture is built around three major pillars and they are: -

- **Open and committed:** - Its belief in what it does translates into a deep and long-term commitment to the people the BC works with. They tackle challenges and take responsibility with openness and honesty to bring about positive change.
- **Expert and inclusive:** - Inclusion is at the heart of everything on what they do. By involving everyone in the conversation they learned from each other and bring together all of their experience, knowledge, and expertise to do the best work they can.
- **Optimistic and bold:** - They believe in the potential of young people to create a better world. Inspired by this optimism, they are positive and creative, and they focus on what works. They are not afraid to make bold choices to shape a better future for everyone.

Organizational culture for the BC has been one of the main core values for many years which it followed religiously. Therefore, this paper measures the effect of these organizational cultures on project success of the BC Ethiopia projects.

2.8. Empirical Literature Reviewed

This proposal is based on completed and ongoing project in the BC Ethiopia projects. A project's quality are related to organizational culture and the organization's commitment to supportive environment, constraint free environment, encouragement to research and development, strategic direction, technically sound team and adequate funding (Kenny and Reedy 2007).

The relation between the need for achievement & creativity is moderated by innovative culture, whereas, relation between the need for power and creativity is moderated by traditional culture. The relation between the need for affiliation and creativity is moderated by cooperative culture (Hon and Leung 2011).

A world-renowned organization like the BC is a place where individuals from different backgrounds, religions, and communities come together on a common platform to work towards a predefined goal. Every organization has a set of principles and policies mandatory for all employees to follow.

“Culture is the soul of the organization—the beliefs and values, and how they are manifested. I think of the structure as the skeleton and as the flesh and blood. And culture is the soul that holds the thing together and gives it life force.” Henry Mintzberg

The culture decides the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management.

The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace which actually motivates the employees to perform.

Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines. (MSG Management Study Guide)

Clan Culture - Primary Focus: Mentorship and teamwork.

A clan culture is people-focused in the sense that the company feels family-like. This is a highly collaborative work environment where every individual is valued and communication is a top priority. Clan culture is often paired with a horizontal structure, which helps to break down barriers between the C-suite and employees, and it encourages mentorship opportunities. These companies are action-oriented and embrace change, a testament to their highly flexible nature. (Heinz, Kate.2022)

Adhocracy Culture - Primary Focus: Risk-taking and innovation.

Adhocracy cultures are rooted in innovation and adaptability. These are the companies that are on the cutting-edge of their industry — they’re looking to develop the next big thing before anyone else has even started asking the right questions. To do so, they need to take risks. Adhocracy cultures value individuality in the sense that employees are encouraged to think creatively and bring their ideas to the table. Because this type of organizational culture falls within the external focus and

differentiation category, new ideas need to be tied to market growth and company success. (Heinz, Kate.2022)

Market Culture - Primary Focus: Competition and growth.

Market culture prioritizes profitability. Everything is evaluated with the bottom line in mind; each position has an objective that aligns with the company's larger goal, and there are often several degrees of separation between employees and leadership roles. These are results-oriented organizations that focus on external success rather than internal satisfaction. A market culture stresses the importance of meeting quotas, reaching targets and getting results. (Heinz, Kate.2022)

Hierarchy Culture - Primary Focus: Structure and stability.

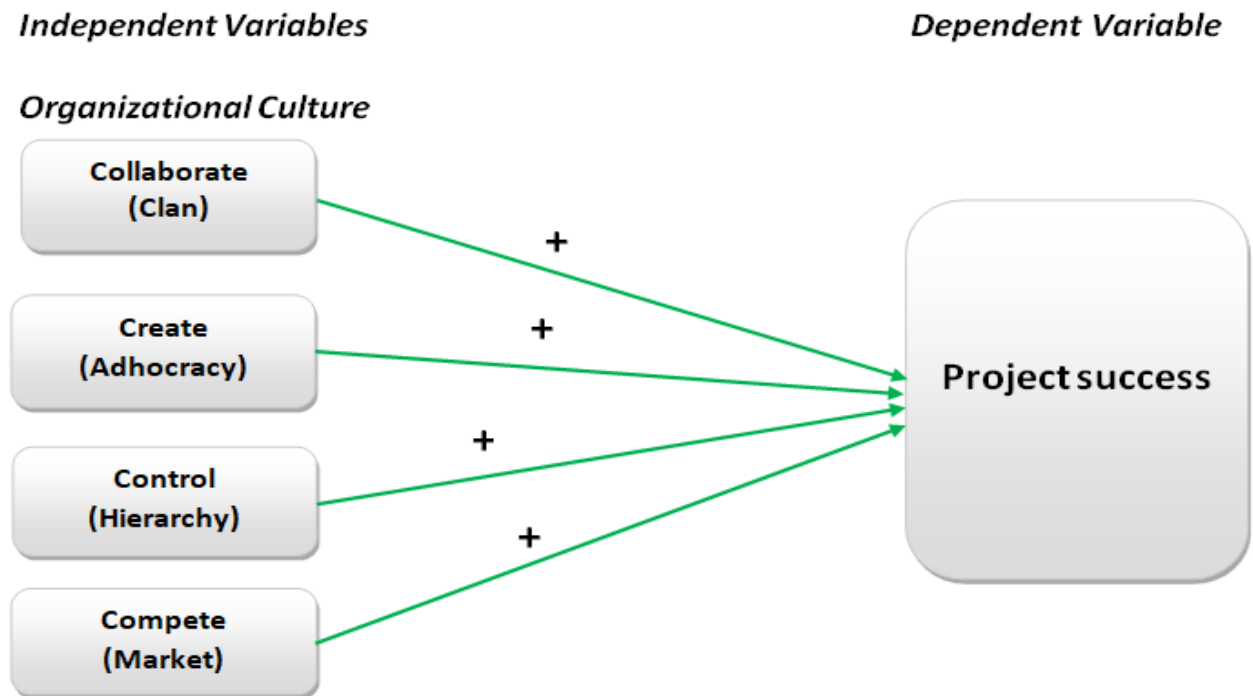
Companies with hierarchy cultures adhere to the traditional corporate structure. These are companies focused on internal organization by way of a clear chain of command and multiple management tiers that separate employees and leadership. In addition to a rigid structure, there's often a dress code for employees to follow. Hierarchy cultures have a set way of doing things, which makes them stable and risk-averse. (Heinz, Kate.2022).

2.9. Conceptual Framework

The conceptual framework of the study is as shown in figure 1. The model shows the three dimensions of organizational cultures; the focus of this proposal; along with other cultures as an independent variables.

Conceptual framework is a diagrammatic representation showing the relationship between independent and dependent variable. Accordingly the dependent variable is taken as Project Management Performance, whereas Organizational cultures as independent variables KARURU & OKOLA (2015).

Figure 2-2 Conceptual framework



Source: Adopted from; Kalaiarasi, and Sethuram, (2017)

2.10. Hypotheses of the study

Based on the theoretical reviews and empirical evidence discussed in the preceding sections, the following hypotheses have been forwarded.

H1: the effect of the Clan (Collaborate) organizational cultures on the project success is significant and positive

H2: the effect of the Adhocracy (Create) organizational cultures on the project success is significant and positive

H3: the effect of the Hierarchy (Control) organizational cultures on the project success is significant and positive

H4: the effect of the Market (Compete) organizational cultures on the project success is significant and positive

CHAPTER THREE

3. RESEARCH METHODOLOGY

To accomplish the objective of the study which is to test the effect of organizational culture on project success, the following breakdowns of the research methodologies are used.

3.1. Research Design

To evaluate the effect of organizational culture on project success and to interpret the results the best way and reach to a solid conclusion, the study employs quantitative approach of Explanatory and descriptive design. **Descriptive design** is used to assess the status (level) of the existing generic cultures and the project success at the BC. Explanatory design is used to test the cause and effect relationship between organizational culture and project success.

3.2. Sampling Method

The following section focuses on the sampling method used to conduct the research with information about the target population, sample size, sampling frame, sampling technique, data sources, and instruments of data collection, method used for data analysis, validity, reliability and ethical considerations while conducting the study.

The sampling design process which is used during the study follows quantitative sampling method. There are more than 10 projects and many employees that are directly and indirectly involved with the BC projects and are expected to follow the organization's set cultures throughout the project process starting from the planning phase all the way to monitoring and evaluation phase. These are the population for selecting samples and conducting data analysis based on questionnaires that are distributed.

3.3. Target population and sample size

The BC Ethiopia projects have one project manager and one project officer that work together and report to and also work in a cohesive way with the program team and with other stakeholders such as Monitoring and evaluation team, operations team, finance and admin team and with external donors and partners as well.

In this study, the key project stakeholders that participated in the study are senior leadership team, project managers, project supervisors, project officers and operations team. The population size is 50 and samples are selected using krejcie and Morgan (1970) sample-size-determination table, which means 44 samples to be reached out to. The plan to reach 50 employees in order to achieve the least required response of 44 people incase all are not able to give feedback and reach the maximum required samples.

Population = 50

Sample size = 44

Response rate = 91%

44respondents

Total of 44 local Project team members were selected out of the total 50 and this sample size was determined based on the **sample size determination table** suggested by Krejcie and Morgan (1970) at a 95% confidence level and 5% margin error.

3.4. Sampling Frame

This study is only focused on the internal stakeholders that are directly involved in the project planning and implementation phase. The end-users or external stakeholders might indirectly be affected by the organizational culture but this would deviate the study from the main actors and the scope might get out of context. Therefore, we only see the data collected from within the organization and from those that directly are affected by the culture in their project work, team work, communication barriers, management style and other factors of the organizational culture.

Therefore, the frame was only used to support the judgment of the researcher in an effort made to access a representative of the population of interest.

3.5. Sampling Technique

The sampling probability, specifically simple random sampling technique is used because it gives equal chance of being selected and avoids bias in sample selection. The selection of employees to fill out the questionnaire was conducted by sending the Link to the questionnaire using an ‘All Staff’ email address that sends email to every member of the staff at the same time. After doing that, the first 44 respondents were selected as samples from the 50 employees in the office. This gave everyone an equal chance in filling out the questionnaire in an unbiased way.

3.6. Data Sources and instruments used for data collection

To meet the objectives of this study, Primary data through survey study is collected to get first-hand information from the project stakeholders.

Primary data is collected by using questionnaires from employees of the BC and the secondary data sources used is both published and unpublished data that are obtained from the organization to help create further understanding of the subject matter.

Furthermore, tertiary data is used as additional reference material in the background of the study and literature review to strengthen the study.

3.7. Methods of Data Analysis

The responses which were obtained from the questionnaires are sorted, analyzed, and interpreted in terms of percentages, graphs, charts, and tables using quantitative data analysis.

3.8. Validity and Reliability

For the quantitative data to be trustworthy, we have to consider the reliability and validity of the methods used and measurements.

For reliability, the responses that are obtained from the questionnaires are analyzed through the Statistical Package for Social Sciences (**SPSS**). Furthermore, they are interpreted in terms of percentages, descriptive statistics, figures, and tables. The reliability of the questionnaires is tested by using the statistical tool Cronbach's coefficient alpha to identify the average correlation among all of the items that make up the scale as recommended by Pallant (2011).

Validity tells you how accurately the measurement is done. If a method measures what it claims to measure, and the results closely correspond to real-world values, then it can be considered valid.

Therefore, the student researcher used the four main types of validities:

Construct validity: the test measures the concept that it's intended to measure through the 4 OC elements

Content validity: the test is fully representative of what it aims to measure in terms of OC and PS measurement elements

Face validity: the content of the test is suitable to its aims through the tools used to measure.

Criterion validity: the results accurately measure the concrete outcome they are designed to measure which is the effect of OC on Project success in the BC Ethiopia projects.

3.9. Ethical considerations

The student researcher strictly follows the ethical guidelines for a responsible conduct of research..

The following are general summary of some ethical principles:

Honesty: Honestly report data, results, methods and procedures, and publication status. Do not fabricate, falsify, or misrepresent data.

Objectivity: Strive to avoid bias in experimental design, data analysis, data interpretation, peer review, personnel decisions, grant writing, expert testimony, and other aspects of research.

Integrity: Keep your promises and agreements; act with sincerity; strive for consistency of thought and action.

Carefulness: Avoid careless errors and negligence; carefully and critically examine your own work and the work of your peers. Keep good records of research activities.

Openness: Share data, results, ideas, tools, resources. Be open to criticism and new ideas.

Respect for Intellectual Property: Honor patents, copyrights, and other forms of intellectual property. Do not use unpublished data, methods, or results without permission. Give credit where credit is due. Never plagiarize.

Confidentiality: Protect confidential communications, such as papers or grants submitted for publication, personnel records, trade or military secrets, and patient records.

Responsible Publication: Publish in order to advance research and scholarship, not to advance just your own career. Avoid wasteful and duplicative publication.

Responsible Mentoring: Help to educate, mentor, and advise students. Promote their welfare and allow them to make their own decisions.

Social Responsibility: Strive to promote social good and prevent or mitigate social harms through research, public education, and advocacy.

Non-Discrimination: Avoid discrimination against colleagues or students on the basis of sex, race, ethnicity, or other factors that are not related to their scientific competence and integrity.

Competence: Maintain and improve your own professional competence and expertise through lifelong education and learning; take steps to promote competence in science as a whole.

Legality: Know and obey relevant laws and institutional and governmental policies.

Human Subjects Protection: When conducting research on human subjects, minimize harms and risks and maximize benefits; respect human dignity, privacy, and autonomy.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

In this chapter, the responses are obtained from selected BC Ethiopia office project staff are presented and analyzed using questionnaires. This chapter is basically divided into two main sections. The first one is to present the results of descriptive analyses and the second section presents the regression analysis results. The presentation of the results is followed by discussions of the information gathered from the respondents and making use of evidence from literature to support them.

This chapter is organized in the following manner: the first part of this chapter discloses the response rate of the survey that was distributed followed by data analysis which has its own subsections about, profile of respondents was presented and analyzed. Second, data collected through questionnaires were analyzed.

4.2. Response Rate

This study was designed to test the Effect of organizational culture on project success in the BC Ethiopia projects. List of employee were obtained from the HR department of the BC Ethiopia office. To this effect 50 questionnaires were distributed and 44 were returned which has a response rate of 88%. According to Mugenda (1999) a 50% response rate is adequate, 60% good and above 70% is rated very well so a 88 percent rate of response is very good.

4.3. Data Analysis

This section will discuss the descriptive information of respondents' demography, Instrument reliability, descriptive analysis of Organizational Cultures (Clan, Adhocracy, Hierarchy, and Market Cultures), descriptive analysis of Project success KPIs (Cost, Schedule, Quality, and Effectiveness) and descriptive analysis of Challenges of BC Ethiopia's organizational culture.

4.3.1. Biographic Information

The necessary information for this study was obtained from employees from different project level at BC Ethiopia office. According to the reports of the BC HR team, Country management team, general management team and first level supervisors, project coordinators, business support team, finance team, project and program managers and project consultants are considered as members of the project team and information is obtained from 44 of them out of the total 50.

Table 4-1 Demographic Characteristics of Respondents

Gender	Frequency	Percent	Position	Frequency	Percent
<i>Male</i>	23	52.3	<i>Program Manager</i>	6	13.6
<i>Female</i>	21	47.7	<i>Project Manager</i>	3	6.8
<i>Total</i>	44	100	<i>Section Manager</i>	1	2.3
Age	Frequency	Percent	<i>Supervisor/ Coordinator</i>	9	20.5
<i><30 years</i>	8	18.2	<i>Staff/Project Team member</i>	25	56.8
<i>31-39 years</i>	24	54.5	<i>Total</i>	44	100
<i>40-49 years</i>	10	22.7	Work Experience	Frequency	Percent
<i>50 years and older</i>	2	4.5	<i>0-5 years</i>	12	27.3
<i>Total</i>	44	100	<i>6-10 years</i>	9	20.5
Education	Frequency	Percent	<i>11-15 years</i>	10	22.7
<i>Certificate/Diploma</i>	1	2.3	<i>Above 15 years</i>	13	29.5
<i>First Degree</i>	25	56.8	<i>Total</i>	44	100
<i>Postgraduate</i>	13	29.5			
<i>Tertiary</i>	3	6.8			
<i>Other</i>	2	4.5			
<i>Total</i>	44	100			

Source: Survey data analysis (2022)

4.4. Descriptive Analysis

4.4.1. Descriptive analysis of respondents Biography

The Gender composition of respondents shows that out of the total respondents, 23 (52.3%) are Male and 21 (47.7%) are Female.

The age distribution of the respondents' result indicates the majority of the respondents are in the age of 31 to 39 (54.5%) followed by employees aged 40 to 49 (22.7%). It also shows that 18.2% of the employees fall in the age group below 30 years and only 4.5% are above 50 years.

The educational background of the majority of the respondents, accounting for 56.8% of the total, is First degree holders followed by Postgraduates at 29.5%. Employees with Tertiary level education are 6.8% while certificate and other comprises of 2.3% and 4.5% respectively.

The table 4.1 also shows positions of the employees who responded to the questionnaire. It can be seen that out of the total respondents, 56.8% are staff/project team member, 20.5% are project supervisors/ Coordinators and 13.6% have Program manager position holders in the company followed by section managers and project managers at 2.3% and 6.8% respectively.

The final demographic table shows the respondents' years of service in the case organization. It demonstrates that the work experience of the majority of the respondents is above 15 at 29.5% closely followed by another 0-5 at 27.3% and 11-15 years and 22.7%.

Over all, majority of the respondents have more than sufficient experience to be involved and provide viable feedback about the BC culture and details on the project that are relevant for the study.

4.4.2. Descriptive analysis of Organizational Cultures

This section summarizes the perception of respondents and measures with the respective means and standard deviations. Mean indicates to what extent the sample group at an average agrees or does

not agree with the different statements of the respective questionnaires. Marczak, DeMatteo and Festinger (2005) states that the lower the mean, the more the respondents disagree with the statements and the higher the mean, the more the respondents agree with the statement. Measure of Standard deviation shows the variability of an observed response. Table 4.2 shows mean, and standard deviation of each variable stated under Culture section (section I) of the questionnaire. Details of means and variance of each item under Clan, Adhocracy, Hierarchy, and Market cultures are shown as Appendix C of this paper.

Table 4-2 Results of Descriptive statistics

	Mean	Std. Deviation	N
Project Success	3.7195	0.53722	44
Clan Culture	3.5698	0.70484	44
Adhocracy Culture	3.2854	0.52027	44
Hierarchy Culture	3.5490	0.53592	44
Market Culture	3.5170	0.63885	44

Source: Survey data analysis (2022)

I. Descriptive analysis for Clan Organizational Culture

According to the responses from the participants of this study, there is a more than average value in the score towards Clan organizational Culture with mean value of 3.5698 and standard deviation 0.70484 which implies that the variable has high Collaborate culture.

II. Descriptive analysis for Adhocracy Organizational Culture

In addition, the descriptive statistics above shows the organization has high Adhocracy organizational culture level with a mean value of 3.2854 and standard deviation of 0.52027 indicating once again a more than average of 2.5 measuring scale that shows high Create culture in the organization.

III. Descriptive analysis for Hierarchy Organizational Culture

Regarding Hierarchy organizational culture, the above table shows that participants of this study indicated that the company has also high level with a mean value of 3.5490 and standard deviation 0.53592 which implies the extent to which they advocate control culture.

IV. Descriptive analysis for Adhocracy Organizational Culture

Similarly, according to participants of this study the company has high Market organizational culture level with a mean value of 3.5170 and standard deviation 0.63885 which signifies high compete culture that's practiced in the organization.

As revealed in Table 4.2 above, all the variables are with a minimal standard deviation (less than 1) implying the responses are closer to the average value with less variation. This shows the mean is a good representation of the responses.

V. Descriptive analysis of Project success

Table 4.2 shows mean, and standard deviation of Project Success section (Section II) of the questionnaire that consist of Cost, Schedule, Quality, and Effectiveness categories which are shown as Appendix C of this paper. It can be seen that the company has a project success lever with a mean value of 3.7195 and standard deviation 0.53722 that represents high level of project success.

4.4.3. Inferential Statistics Results Analysis

One of the objectives of this study is to explore the effect of organizational culture on the Project Success of BC Ethiopia. The study uses correlation and regression analysis by using SPSS V20 software and hence the results are shown in the following section. This section presents results of correlation analysis and regression analysis.

4.4.4. Correlation Analysis

A correlation is a relationship between two things. The results of correlational studies simply provide researchers with information regarding the relationship between two or more variables, which may serve as the basis for future studies. It is important, however, that researchers interpret this

relationship cautiously. According to (Geoffrey, DeMatteo and David 2005), a positive correlation between two variables means that both variables change in the same direction (either both increase or both decrease). A negative correlation between two variables means that as one variable increases, the other variable decreases. In other words, the variables change in opposite directions.

Marczyk , Dematteo and Festinger (2005) reveals that correlations of 0.01 to 0.30 are considered small, correlations of 0.30 to 0.70 are considered moderate, correlations of 0.70 to 0.90 are considered large, and correlations of 0.90 to 1.00 are considered very large. Pearson correlation coefficients show magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0) Correlations are perhaps the most basic and most useful measure of association between two or more variables. Correlation analysis of the case under this study comes out with Pearson correlation coefficients depicted in Table 4.3 below.

Table 4-3 Results of Correlation analysis

		Project Success	Organizational Culture Variables			
			Clan	Adhocracy	Hierarchy	Market
Pearson Correlation	Project Success	1.000	0.713	0.722	0.689	0.748
	Clan Culture	0.713	1.000	0.785	0.639	0.676
	Adhocracy Culture	0.722	0.785	1.000	0.770	0.692
	Hierarchy Culture	0.689	0.639	0.770	1.000	0.574
	Market Culture	0.748	0.676	0.692	0.574	1.000
Sig. (1-tailed)	Project Success	.	.000	.000	.000	.000
	Clan Culture	.000	.	.000	.000	.000
	Adhocracy Culture	.000	.000	.	.000	.000
	Hierarchy Culture	.000	.000	.000	.	.000
	Market Culture	.000	.000	.000	.000	.

Source: Survey data analysis (2022)

- i. **Clan Culture** has positive correlation to Project Success (Cost, Schedule, Quality and Effectiveness)

- ii. **Adhocracy Culture** has positive correlation to Project Success (Cost, Schedule, Quality and Effectiveness)
- iii. **Hierarchy Culture** also has positive correlation to Project Success (Cost, Schedule, Quality and Effectiveness)
- iv. **Market Culture** also has positive correlation to Project Success (Cost, Schedule, Quality and Effectiveness)

4.4.5. Results of the correlation analysis

Factors measuring organizational culture were determined to be positively related with project success within the range of 0.689 to 0.748, and all were significant at $p < 0.01$ level.

Market cultures also have a highest correlation to Project Success with 74.8% and Adhocracy culture having the second highest correlation with 72.2% which is not that far from Market culture. The third place is Clan culture with 71.3% and finally Hierarchy culture with 68.9% also holding a high correlation. This result explains:

- I. There is a relationship between organizational cultures and project success.
- II. There is a strong relationship between Clan cultures and project success
- III. There is a strong relationship between Adhocracy cultures and project success
- IV. There is a strong relationship between Hierarchy cultures and project success
- V. There is a strong relationship between Market cultures and project success

These result supports or answers the effects of organizational cultures on project success of BC Ethiopia.

Summary of the responses reveal that having strong organizational culture helps with better working environment to the project team which as a result presents the organization with successful projects.

Moreover, the statistics illustrate that when organizational culture is correctly applied on the principle of clan, Adhocracy, Hierarchical and Market culture, these values will contribute to a more

coherent working environment which improves the performance of the employees which then inevitably result in the successful completion of projects. Therefore, these qualitative results are similar to the results of the study tested quantitatively as discussed herein above.

4.5. Regression Analysis Results

This study used multiple regression models in which the cause and effect relationship between organizational culture and project success is to be tested. In the regression analysis, both the existence of significant relationship and the direction of relationship between these variables are tested.

4.5.1. Reliability of the Instruments

Reliability refers to the degree of consistency or accuracy with which an instrument measures the attribute it is designed to measure (Polit & Hungler 1997). If a study and its results are reliable, it means that the same results would be obtained if the study were to be replicated by other researchers using the same method. Reliability also refers to the stability of the research in maintaining consistent measurements.

Table 4-4 Cronbach’s α Coefficients of reliability test

Variable	Number of questions (Items)	Cronbach's Alpha
Organizational Culture	40	0.943
Project Success	19	0.903

Source: Survey data analysis (2022)

Cronbach’s alpha is a coefficient of reliability and it is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Hence, coefficients of .90 or greater are nearly always acceptable, 0.80 or greater is acceptable in most situations, and 0.70 may be appropriate in some exploratory studies for some indices. Lombard (2010). Table 4.4 summarizes scale and Cronbach’s Alpha values of the variables

4.5.2. Multicollinearity Test

Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linearly related. Multicollinearity can be scanned through running variance inflation factor (VIF) and tolerance static (1/VIF) among others. The following table shows the collinearity Statistics composed of tolerance levels and the variance inflation factors (VIF).

Table 4-5 Results of Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Clan Culture	0.349	2.868
Adhocracy Culture	0.243	4.111
Hierarchy Culture	0.402	2.489
Market Culture	0.473	2.116

a. Dependent Variable: PS

b. Predictors: Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture

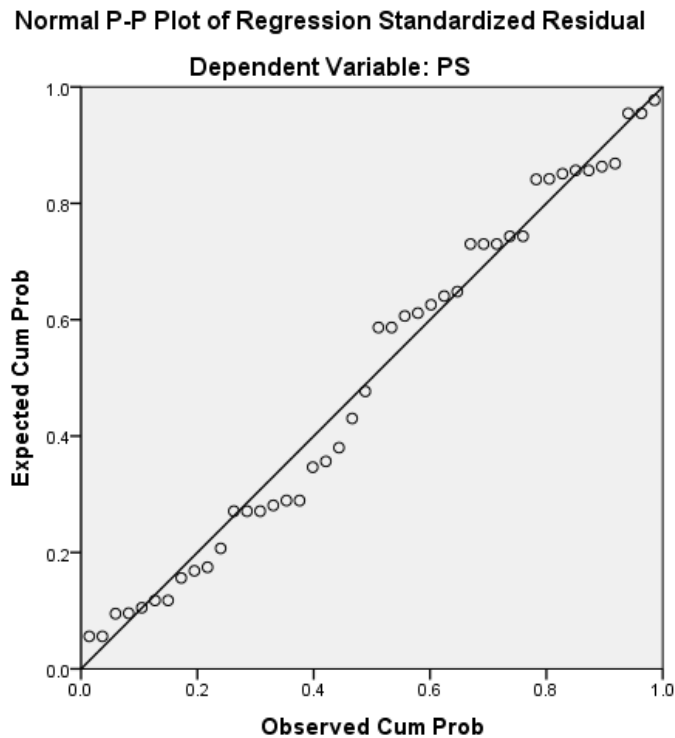
Source: Survey data analysis (2022)

Field (2005), there is a concern for multicollinearity problem if the largest VIF is greater than 10 or a tolerance level below 0.2. The collinearity statistics in the current model shows the VIF values are all below 10 and the tolerance statistics are all above 0.2. Therefore, it is safe to conclude that there is no collinearity within the current data.

4.5.3. Normality Test

Normality test is used to determine whether the error term is normally distributed. Visual inspection is employed here using histogram and normal probability plots. Figure 4.1 suggests that the residual is normally distributed.

Figure 4-1Normal P.P Plot of regression



Source: Survey data analysis (2022)

4.5.4. Model Fit

The model fit (The model's ability to predict the outcome variable) in the current study is assessed through R^2 , cross-validity (the adjusted R^2) and the ANOVA. The R^2 is used to assess the variance in the Project Success (dependent variable) accounted to the independent variables, whereas, the adjusted R^2 measures the cross-validity of the model. The results of the model-fit are presented in the model summary and ANOVA tables below.

It is essential to assess the goodness of fit of the model, which measuring how well the observed data fits the model. A good measure of goodness-of-fit is the R^2 which represents the amount of

variance in the outcome explained by the model. That means, it measures the percentage of the variation in the outcome that can be explained by the model.

Table 4-6 Model Summary

Model	R	R Square	Adj R Square	Std. Error of the Estimate
1	0.830 ^a	0.688	0.656	0.31501
a. Predictors: (Constant), MOC, HOC, COC, AOC				
b. Dependent Variable: PS				

Source: Survey data analysis (2022)

According to the study results in table 4.6 revealed, the correlation between the observed value of ‘Project Success and the optimal linear combination of the independent variables (Clan, Adhocracy, Hierarchy and Market) is 0.830, as indicated by multiple R. Besides, given the adjusted R² value of 0.688, it may be realized that 65.6% of the variation in ‘Project Success’ can be explained by the four independent variables (Clan, Adhocracy, Hierarchy and Market). The remaining 34.4% of the variance is explained by other variables not included in this study. This percentage of adjusted R² is an indication of a good measure of the model due to the fact that the variance for the dependent variable to the independent variables is large in the current study.

Cross-validation of the Model (The Adjusted R²)

It is difficult to be confident that the model derived from our sample accurately represents the entire population. However, there are ways one can assess how well the model can predict the outcome in a different sample. One way to do this is through cross validation. Cross-validation is assessing the accuracy of the model across different samples. Cross-validation is assessed using the adjusted R² from the regression analysis. The adjusted R² indicates the loss of predictive power or shrinkage. It tells us how much variance in the employee change readiness variable would be accounted for if the

model had been derived from the population from which the sample was taken. A result which is same or closer to the value of R^2 indicates a good model to generalize. The results in the current study revealed R^2 of 0.688 and the Adj. R^2 of 0.656 with a difference of 0.032 (about 3.2%). This shrinkage means that if the model were derived from the population rather than the sample it would account for approximately 3.2% less variance in the outcome. This value is very similar to the observed value of R^2 (0.688), indicating that the cross-validity of the model in the current study is very good.

Table 4-7 ANOVA Table

Model	Sum Squares	df	Mean Square	F	Sig.
1 Regression	8.540	4	2.135	21.516	.000 ^b
Residual	3.870	39	0.099		
Total	12.410	43			

a. Dependent Variable: PS

b. Predictors: (Constant), MOC, HOC, COC, AOC

Source: Survey data analysis (2022)

The F value 21.516 of the ANOVA section of table 4.7 was also significant (0.000), implying that the impact of the joint of the four Organizational Culture dimensions is significant at 99% significance level. This indicates that the model is best fitted at all the conventional levels of significance.

Coefficients of the Multiple Regression Analysis

The current study employed linear regression models in examining the relationships between leader-member exchange dimensions and employee readiness for change. To this end, the equation used in the study was;

$PS = \beta_0 + X_1 \beta_1 + X_2 \beta_2 + X_3 \beta_3 + X_4 \beta_4 + e$, and $PS = \beta_0 + X_1 PS + e$

PS = Project Success

β_1 = Clan dimension of PS β_2 = Adhocracy dimension of PS

β_3 = Hierarchy dimension of PS

β_4 = Market dimension of PS

e = error term,

β_0 = constant, term

X1, X2, X3, and X4, are coefficients

PS (Project Success) is the dependent variable, β_0 is the constant and COC(Clan Culture), AOC(Adhocracy Culture), HOC(Hierarchy Culture), and MOC(Market Culture) are parameters to be estimated. X1, X2, X3, and X4, are coefficients of the independent variables and e is the error term.

Table 4-8 Coefficients of Dependent and Independent Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.779	0.300		5.933	.000
1 Clan	0.544	0.082	0.713	6.594	.000
Adhocracy	0.746	0.110	0.722	6.767	.000
Hierarchy	0.691	0.112	0.689	6.159	.000
Market	0.629	0.086	0.748	7.304	.000

a. Dependent Variable: Project Success

Source: Survey data analysis (2022)

The contribution that an individual variable makes to the model is shown in the standardized beta coefficient column. The average amount the dependent variable increases when the independent variable increases by one standard deviation is called beta weight given that all other independent variables are held constant. Since the variables in Table 4.7 are standardized, we can compare them based on the standardized coefficients (Beta) of the independent variables in the regression equation.

$$Project\ Success = 0.761 + 0.219 (Clan\ Culture) + 0.067 (Adhocracy\ Culture) + 0.267 (Hierarchy\ Culture) + 0.400 (Market\ Culture) + e$$

As Table 4.7 confirms, in the regression equation above all the independent variables have a significant and positive impact on Project success at different levels of significance and with different strengths.

I. Project Success and Clan Culture

The relationship between Project Success with Clan is significant at 99% with a sig value of .000. Therefore, the alternative hypothesis that stated the two variables have significant and positive relationship is supported. The standardized coefficient (Beta = 0.713) showed that Clan Culture

affect Project Success positively. This can be interpreted as the collaborative effort of employees reflecting the clan culture of the organization plays a big role and has significant and positive impact on project success. It also means clan culture has a positive effect towards existence of high-quality organizational performance through the employees in each project which will contribute positively to project success.

II. Project Success and Adhocracy Culture

The relationship of Project Success with Adhocracy Culture is significant at 99% with a sig value of .000. Therefore, the alternative hypothesis that stated there is statistically significant relationship between the two variables is supported. The standardized coefficient (Beta = 0.722) showed affect dimension of the culture has significant and positive relationship with Project success. This translates into, the more creative culture and environment is created for the employees, the better inspired they will be and work towards achieving project success with great efficiency and quality level. Employees will also feel encouraged to take initiatives in doing the best work they can.

III. Project Success and Hierarchy Culture

The relationship between Project Success with Hierarchy Culture is significant at 99% with a sig value of .000. Therefore, the hypothesis that stated there is statistically significant and positive relationship between the two variables is well supported. The standardized coefficient (Beta = 0.689) showed Hierarchy affects Project success positively. This goes to tell that proper management style and control over performance and work processes by the management team can immensely increase the success of the project. The BC shows a great culture in leadership, transparency, line manager and staff members' relationship, proper communication and reporting system, yearend performance evaluation systems and many more ways to support the hierarchy culture.

IV. Project Success and Market Culture

The relationship of Project Success with Market culture dimension of Organizational Culture is significant at 99% with a sig value of .000. Therefore, the hypothesis that stated there is statistically significant and positive relationship between the two variables is well supported. The standardized coefficient (Beta = 0.748) showed that Market dimension of Organizational Culture affects Project success positively. This shows there is a healthy compete culture in the organization that encourages

employee to always keep an eye out for the project delivery in the best quality, time and cost as to concur to the competitive market and stay at the level of reputational stage it is always put on.

Examining the relative effect of the independent variables on the dependent variables, all have different strengths. (Field, 2005) The closer the absolute value of 1 is to the coefficient, the stronger the effect of that independent variable on the dependent variable and the closer the coefficient is to 0, the weaker the effect of that independent variable. Out of the variables that are investigated in this study, Market culture has the largest positive influence on project culture with a beta value of 0.748, followed by Adhocracy with a beta value of 0.722 and the least effect comes from Clan dimension of organizational culture with a beta value of 0.713.

4.6. Hypotheses Test

H1: Statically significant and positive relationship is projected between Clan Culture and Project Success

To support this theory, the regression result shows a significant and positive relationship between clan culture and project success is expected.

Referring to tables 4.3 and 4.7, the relationship of Clan culture on project success is significant at 99% with a sig value of .000. The standardized coefficient (Beta = .713) showed that contribution affect change readiness positively. Therefore, the alternative hypothesis that stated the two variables have significant and positive relationship is supported.

H2: Statically significant and positive relationship is projected between Adhocracy Culture and Project Success

According to table 4.3 and 4.7 the relationship of Project Success with Adhocracy Culture is significant at 99% with a sig value of .000. Therefore, the alternative hypothesis that stated there is statistically significant relationship between the two variables is supported. The standardized coefficient (Beta = 0.722) showed affect dimension of the culture has significant and positive

relationship with Project success. Therefore, the alternative hypothesis that stated there is statistically significant relationship between the two variables is supported.

H3: Statically significant and positive relationship is expected between Hierarchy Culture and Project Success

It is depicted in table 4.3 and table 4.7 that the relationship of between Project Success with Hierarchy Culture is significant at 99% with a sig value of .000. Therefore, the hypothesis stated there is statistically significant and positive relationship between the two variables is well supported. The standardized coefficient (Beta = 0.689) showed Hierarchy affects Project success positively.

H4: Statically significant and positive relationship is expected between Market Culture and Project Success

According to tables 4.7 and 4.3, the relationship between Market culture and Project Success is significant at 99% with a sig value of .000. Therefore, the hypothesis that stated there is statistically significant and positive relationship between the two variables is well supported. The standardized coefficient (Beta = 0.748) showed that Market dimension of Organizational Culture affects Project success positively. Therefore, the hypothesis that stated there is statistically significant and positive relationship between the two variables is well supported

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Introduction

The aim of this study is to investigate the effect of organizational culture on project success by studying each generic OC elements against project success. In order to do this, the study starts with explaining what organizational culture is, what Organizational culture is and list and description of these cultures, Clan Culture, Adhocracy culture, Hierarchy culture and market culture, and which one of these cultures the BC Ethiopia applies and how Project Success follows and is impacted by them. Moreover, the effect of the culture variables on project success is tested. This chapter further identifies summary of major findings followed by conclusion and recommendation.

5.2. Summary of Findings

5.2.1. Summary related to current organizational culture in the British Council Ethiopia projects

This study, based on the findings through descriptive and inferential analysis, can conclude the strong existence of organizational culture in the BC Ethiopia projects. This study has also shown that the mean score of all forms of organizational cultures (**Clan, Adhocracy, Hierarchy** and **Market** organizational cultures) in the BC projects didn't show significant variations. The mean score was shown as 3.5698 for Clan, 3.5170 for Market, 3.2854 for Adhocracy, 3.5490 for Hierarchy. This in turn would not lead to say that there is a dominant organizational culture. This addresses the first objective of the study.

5.2.2. Summary related to Effects of Organizational Culture on Project Success

To find out the level of impact that the independent variables have on Project Success to organizational change, multiple regression has been conducted in the data analysis and the major findings are presented below.

- All the independent variables (Clan Culture, Adhocracy culture, Hierarchy culture and market culture,) of the study are positive significant predictors of project success and they explain 68.8% of variation in Project success (Table 4.6) although their level of contribution for the variance differs. Basing on the standard coefficient (beta) values, Market culture (B=0.748) has the highest contribution for the variance followed by Adhocracy culture (B=0.722), Clan Culture (B=0.713) and Hierarchy culture (B=0.689) as referred to in Table 4.7.
- Clan Culture (B=0.713, sig. value = .000), Adhocracy culture (B=0.722, sig. value = .000), Hierarchy culture (B=0.689, sig. value = .000) and Market Culture (B=0.748, sig. value = .000) have positive and significantly high effect on project success (Table 4.7).

5.3. Conclusions

5.3.1 Conclusions related to current organizational culture in the British Council Ethiopia projects

As per the secondary data from the BC's database about organizational culture (Table 1.1), it is reported that there exists organizational culture in the organization that has been in function and is mature for a long period of time. Culture elements depicted in the organizational culture survey result of the company (**Open and committed, Expert and inclusive, Optimistic and bold**) are considered as subculture or factors and associated to the four main cultures; Clan, Adhocracy, Hierarchy and Market cultures.

5.3.2 Conclusions related to current organizational culture in the British Council Ethiopia projects

Results from the correlation and regression analysis of the four organizational cultures to project success variables have shown that the BC's organizational cultures have positive relationship to its projects' success. This result explains and answers the second objective and research question of the study.

In addition to this, according to the descriptive analysis, over all, the company has high organizational culture demonstrated through high clan culture level with a mean value of 3.5698 and standard deviation 0.70484, Adhocracy organizational culture level with a mean value of 3.2854 and standard deviation of 0.52027, Hierarchy organizational culture with mean value of 3.5490 and standard deviation 0.53592 and less personal Market organizational culture level with a mean value of 3.5170 and standard deviation 0.63885. Hence, both Organizational culture in all its dimensions and project success are high and this result is similar with the regression analysis results signifying positive relationship, i.e., as the independent variables increases, the dependent variable also increases and vice versa.

5.4. Recommendations

This section of the study provides recommendation of the student researcher on how best to fill the gaps based on the research findings. Therefore, implied that project success is positively and significantly impacted by the organization's cultures consequential of Clan, Adhocracy, Hierarchy, and Market sub cultures, the following recommendations are presented.

- I. **Clan** – even though the collaboration culture of the BC has positive and significant relationship with the project success, the mean level at more than average of 3.5698 shows that it is not that much higher than the 2.5 threshold. This shows that there is a room for improving the clan culture to increase its impact on project success and the student researcher recommends the BC to improve its Clan culture within and between the project team members, The organization's mission and vision, code of conducts, rules

of behaviors dissemination and awareness creation shall have owning entity in the functional structure and shall be of top priority.

- II. **Adhocracy** – the create culture, like the clan culture, shows a positive and significant relationship with project success at 3.2854 mean value according to the findings of the study. But this culture too has a little more than average mean rate which shows yet another culture to be taken into account for better application in the work place to have a more successful project. Therefore, the organization has to be engaged in constantly overseeing the application of this cultures and identify that all project members are aware of the culture and apply them during their time on the project.

Hierarchy – the control culture shares the same conditions as the above 2 cultures with a mean value of 3.5490 which shows above average result but still a long way to go to be a dominant culture and a more significant one to the Project's success. The British Council Ethiopia need to further work on its systematic capacity building , deployment of consistent and standard project management process , objective performance based recognition and rewarding, employee empowerment, rational thinking and swift decision making, sense of urgency and timeliness, proper resources utilization, quality orientation, and related management practices to achieve the best possible outcome from projects. When forming a project group, there should also be fairness in training and ensure all employees get specific work-skills training. Sharing of skills, group focus and decision making through consensus should be encouraged in order to foster team spirit. Hence, challenges shall be taken as a learning curve to the realization of sounding organizational culture in the BC.

- III. **Market** – the compete culture of the BC shows that there is a positive and significant relationship of this culture with the success of the project at 3.5170 mean value. This is similar to the previous cultures in needing more improvement and areas to be worked on by the BC. This can be through setting a system with a more customer orientation, encouraging employee to think like a customer and establishing a learning organization

where employees are appreciated are some of the improvement areas that the organization shall focus on and work on further.

An understanding of the effects of organizational culture on project success might be considered as one of the challenging issues but worth time and efforts for the good of the organization. This area of project management is often neglected and not taken into account during project planning and execution phases. This study tries to show how much effect OC has on Project success and how knowledge areas have gaps in the industry of educational projects and non-profit organizations and their culture relating to the successful completion of their projects.

Further study is recommended in identifying other factors having relationship to project success.

5.5. Limitation of the study

This study is conducted in the BC Ethiopia office only since the geographical scope and lack resources which prevented it from exploring the study in other British Council projects outside of Ethiopia. In addition, this study could not be conducted on similar organizations in the same industry to study their individual culture to reach to a more solid conclusion on the effect of organizational cultures on project success. If there was enough time to cover other organizations in the field as a comparison, it would have been a useful input to make this study a more in-depth research that could be of use internationally.

5.6. Direction for future research

The real understanding of the effects of organizational culture on project success might be considered as one of the challenging issues that is worth giving time and effort in looking deeper for the good of the organization.

Further study is recommended in identifying other factors having relationship to project success. Studying the effect other organizational behavior areas related to project success like Organizational Change and stress management, Power and Politics in organizations, Conflict Management,

Organizational design and structure are presumed to serve as complementary study areas to this paper.

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APPENDICES

APPENDIX A: DATA COLLECTION INSTRUMENTS



ADDIS ABABA
UNIVERSITY SCHOOL OF COM
MERCE

POST GRADUATE PROGRAM TOWARDS MA IN PROJECT MANAGEMENT QUESTIONNAIRE

Introduction

Dear Respondent,

The purpose of this questionnaire is to solicit your confidential input on “**The effect of Organizational Culture on Project Success in the British Council Ethiopia Projects**”. The study is purely for academic purpose as part of partial fulfillment of the requirement for the award of MA degree in Project Management, and thus will not affect you in any case.

For this survey to be helpful and accurate, it is important that you answer each question as honestly as possible.

Confidentiality

Your responses to this survey will be kept completely anonymous. Please do not sign your name.

Contact Address

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

Cell Phone: +251(0)912039558

E-mail: edfishaha@gmail.com

I thank you in advance for your precious time!

Part A

Biographical Information

Please respond to the following questions by placing a check mark (✓) in the answer box that corresponds to your response. Please answer all questions.

No.	Item	Options					
1	Please indicate your gender	Male			Female		
2	Please indicate your age group	< 30 yrs	30-39 yrs	40-49 yrs	50> Yrs		
3	Please indicate your highest level of education	Certificate/ Diploma	First Degree	Post-graduate	Tertiary	Other	
4	Please indicate your Work Experience	0-5 years	6-10 years	11-15 years	Above 15 years		
5	Current Position	Program Manager	Director	Project Manager	Section Manager	Supervisor/ Coordinator	Staff/Project Team member

Part B

Questions related to **Organizational Culture, Project Success and challenges of organizational culture in the British Council Ethiopia Projects’ success.**

Directions:

To explore the effect of organizational cultures on Project Success in the British Council Ethiopia projects, this study incorporates the following question. Please mark the appropriate space provided to indicate the extent to which you agree or disagree with each statement.

The items have five-point Likert type scales that have the following meaning

1= Strongly Disagree

2= Disagree

3= neither Agree or Disagree

4= Agree

5= Strongly Agree

Definition:

Organizational culture also known as corporate culture refers to the beliefs, attitudes, and values that the organization's members share and the behaviors consistent with them (which they give rise to). Corporate culture sets one organization apart from another and dictates how members of other organization will see you, interact with you, and sometimes judge you (Adrienne, 2014).

A. Clan (Collaborate) Culture						
Item No	Item Description	Rating				
		5	4	3	2	1
1	In the British Council Everyone working in a group put maximum effort to achieve common goal.					
2	Human development and knowledge acquisition is of high priority in the British Council.					
3	During conflict everybody tries to solve it quickly and Conflicts are managed properly.					
4	Employees are committed and have strong cohesion to the company mission.					
5	In the British Council, employees are more comfortable working in a group rather than individually to ensure better performance.					
6	In the British Council, employees' communication is effective in communicating things that are relevant to them so as to ensure better project performance.					
7	In the British Council, capabilities of employees are viewed as an important source of competitive advantage.					
8	Resources are available for employees' education and training within the company for projects to be successful.					
9	Training and development of employees is done fairly to ensure projects perform well.					
10	The way employee values themselves and the organization values employees are very similar.					
11	The British Council values the experience, knowledge, and skills of its professionals.					
12	Professionalism is a leading agenda in the British Council.					
13	Project cultures in the British Council are reflections of functional structure.					
14	There is a strong support from functional departments for the successful deployment of projects.					

Dear Respondent,

With reference to your experience, direct engagement, and knowledge of the British Council, please responds to what extent you do agree with the following statements.

I. QUESTIONS ABOUT THE BRITISH COUNCILS' ORGANIZATIONAL CULTURE

B. Create Culture (Adhocracy Culture)						
Item No	Item Description	Rating				
		5	4	3	2	1
1	The British Council owns unique organizational cultures.					
2	Innovation is encouraged in the British Council.					
3	Proper Risk management is a routine activity in the British Council.					
4	Projects are coordinated easily through all functional units.					
5	Employees are learning by doing and from their mistakes.					
6	Information is available for everyone. One can get any needed information.					
7	Reward and recognition system within the company rewards task accomplishments based on work quality to promote better project performance.					
8	Employee retention, reward system and employee handling is exemplary and attractive.					
9	Experience and skill of project team will not affect project performance.					
C. Control Culture (Hierarchy Culture)						
Item No	Item Description	Rating				
		5	4	3	2	1
1	In the British Council, Instructions and regulations are needed to govern every process of work.					
2	There is a well-organized Project Support Office in the British Council to facilitate resource, training, and documentation.					
3	Assignments are on merit basis.					
4	Employees are empowered to take decisions.					
5	The British Council's management team is exemplary in project support.					
6	In this Organization, workplace decisions are made through consensus to ensure better project performance.					

7	Project team members' selection is transparent and competency oriented.					
8	Project team members are aware of the difference between functional and project working environment.					
9	The principles of project management are applied uniformly irrespective of the size of the project.					
10	Pre-project Implementation trainings are provided to project team as a rule of internal process.					
11	Project managers have the necessary authority and power to control the execution of the project.					
12	A standard project development strategy is established in the British Council.					
13	There is a strong leadership practice and becoming a role model as a culture.					
D. Compete Culture (Market Culture)						
Item No	Item Description	Rating				
		5	4	3	2	1
1	Customers' interests are never ignored in decision making.					
2	In the British Council, tasks are accomplished in the sense of urgency.					
3	The British Council constantly improve methods of work to gain competitive advantages.					
4	There is a healthy competition among employees.					

II. QUESTIONS ABOUT THE BRITISH COUNCILS' PROJECT SUCCESS

A. Cost (Budget) KPI						
Item No	Item Description	Rating				
		5	4	3	2	1
1	There is a strong project appraisal practice in the British Council.					
2	Projects are completed within budget limits.					
3	Projects stay within budget limits.					
4	There are frequent scope changes in projects.					

B. Schedule (Timeliness) KPI						
Item No	Item Description	Rating				
		5	4	3	2	1

1	Projects are completed as per PIP (Project Implementation plan) in the given time period and meet their schedule objectives.					
2	Project team members are found to be time sensitive					
3	Project team members are very well aware of Time to market and Time to use.					
4	Procurement decision makings process is quick and timely.					

C. Quality KPI						
Item No	Item Description	Rating				
		5	4	3	2	1
1	The British Council is a world class telecom service provider.					
2	Most projects are designed to make things better.					
3	There is a good project closure practice.					
4	Most projects are completed as per the qualifications and desired quality.					

D. Effectiveness (Stakeholder Satisfaction) KPI						
Item No	Item Description	Rating				
		5	4	3	2	1
1	For better project performance, there is proper utilization of resources					
2	Project deliverables usually satisfy the business requirements in the long term					
3	Project results meet their intended objectives, goals and customers/ users expectations					
4	Leaders in the British Council recognizes that projects are a means to achievements of its Business strategy and facilitate quick decision					
5	The British Councils' project performance is reflected on its service quality					
6	There is a good understanding on the difference between success of project Management and success of projects in the British Council.					
7	Stakeholders are satisfied with project results					

Appendix B: SPSS DATA ANALYSIS OUTPUT

1. Descriptive Analysis Output

I. CLAN CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
PS	3.7195	.53722	44
COC	3.5698	.70484	44

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.509	.497	.38102

a. Predictors: (Constant), COC

b. Dependent Variable: PS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.313	1	6.313	43.484	.000 ^b
	Residual	6.097	42	.145		
	Total	12.410	43			

a. Dependent Variable: PS

b. Predictors: (Constant), COC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.779	.300		5.933	.000		
	COC	.544	.082	.713	6.594	.000	1.000	1.000

a. Dependent Variable: PS

II. ADHOCRACY CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
PS	3.7195	.53722	44
AOC	3.2854	.52027	44

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.522	.510	.37599

a. Predictors: (Constant), AOC

b. Dependent Variable: PS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.473	1	6.473	45.786	.000 ^b
	Residual	5.937	42	.141		
	Total	12.410	43			

a. Dependent Variable: PS

b. Predictors: (Constant), AOC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.270	.366		3.464	.001		
	AOC	.746	.110	.722	6.767	.000	1.000	1.000

a. Dependent Variable: PS

III. HIERARCHY CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
PS	3.7195	.53722	44
HOC	3.5490	.53592	44

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.475	.462	.39401

a. Predictors: (Constant), HOC

b. Dependent Variable: PS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.890	1	5.890	37.938	.000 ^b
	Residual	6.520	42	.155		
	Total	12.410	43			

a. Dependent Variable: PS

b. Predictors: (Constant), HOC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.269	.402		3.153	.003		
	HOC	.691	.112	.689	6.159	.000	1.000	1.000

a. Dependent Variable: PS

IV. MARKET CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
PS	3.7195	.53722	44
MOC	3.5170	.63885	44

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	.560	.549	.36077

a. Predictors: (Constant), MOC

b. Dependent Variable: PS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.944	1	6.944	53.350	.000 ^b
	Residual	5.466	42	.130		
	Total	12.410	43			

a. Dependent Variable: PS

b. Predictors: (Constant), MOC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.507	.308		4.898	.000		
	MOC	.629	.086	.748	7.304	.000	1.000	1.000

a. Dependent Variable: PS

b. INFERENCE STATISTICS OUTPUT

I. CLAN CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
COC	3.5698	.70484	44
PS	3.7195	.53722	44

Correlations^b

		COC	PS
COC	Pearson Correlation	1	.713**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	21.362	11.613
	Covariance	.497	.270
PS	Pearson Correlation	.713**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	11.613	12.410
	Covariance	.270	.289

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

b. Listwise N=44

II. ADHOCRACY CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
PS	3.7195	.53722	44
AOC	3.2854	.52027	44

Correlations^b

		PS	AOC
PS	Pearson Correlation	1	.722**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	12.410	8.680
	Covariance	.289	.202
AOC	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	8.680	11.639
	Covariance	.202	.271

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

b. Listwise N=44

III. HIERARCHY CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
PS	3.7195	.53722	44
HOC	3.5490	.53592	44

Correlations^b

		PS	HOC
PS	Pearson Correlation	1	.689**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	12.410	8.529
HOC	Covariance	.289	.198
	Pearson Correlation	.689**	1
	Sig. (2-tailed)	.000	
HOC	Sum of Squares and Cross-products	8.529	12.350
	Covariance	.198	.287

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

b. Listwise N=44

IV. CLAN CULTURE

Descriptive Statistics

	Mean	Std. Deviation	N
PS	3.7195	.53722	44
MOC	3.5170	.63885	44

Correlations^b

		PS	MOC
PS	Pearson Correlation	1	.748**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	12.410	11.039
MOC	Covariance	.289	.257
	Pearson Correlation	.748**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	11.039	17.550
	Covariance	.257	.408

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

b. Listwise N=44