



**Addis Ababa University College of Business and Economics School of
Commerce**

**Determinants Affecting Successful Project Completion in
EthSwitch**

BY: REKIK ANDUALEM

ADDIS ABABA, ETHIOPIA

June, 2024

Determinants Affecting Successful Project Completion inEthSwitch

BY: REKIK ANDUALEM

ADVISOR: Dr Wasihun M

**A Research Project Work Submitted to the School of Graduate
Studies ofAAU in Partial Fulfillment of the Requirements for the Degree
of Master of Arts in Project Management**

ADDIS ABABA, ETHIOPIA

June, 2024

DECLARATION

I, Rekik Anduaem the undersigned, declare that this research is my original work and has not been presented for a degree in any other university and that all sources of materials used for this research have been duly acknowledged

Submitted by:

Name of Student

Signature

Date

Approved by:

Name of Advisor

Signature

Date

APPROVAL SHEET

This is to certify that this research project entitled –Determinants Affecting successful project completion: The Case of EthSwitchl submitted to Addis Ababa University School of Commerce in partial fulfillment of the requirements for the award of Masters of Arts Degree in Project Management compiles with the regulations of the university and meets the accepted standards with respect to originality and quality.

Board of Examiners

_____	_____	_____
Advisor	Signature	Date

_____	_____	_____
Internal Examiner	Signature	Date

_____	_____	_____
External Examiner	Signature	Date

_____	_____	_____
Head of Department	Signature	Date

ACKNOWLEDGEMENT

I would like to express my deepest gratitude to the Almighty for granting me the strength, wisdom, and perseverance throughout this research journey.

I extend my heartfelt appreciation to my advisor, Dr. Wasihun M, for his unwavering support, invaluable insights, and constructive comments from the beginning to final stage of my work. Your mentorship has been instrumental in shaping my ideas and refining this work.

I am also indebted to Ethswitch for providing the resources, facilities, and information necessary for conducting this research. Your collaboration has enriched my understanding and allowed me to explore new avenues in my field.

To all those who have contributed in various ways, whether through discussions, feedback, or moral support, I offer my sincere thanks. Your contributions have significantly enhanced the quality and depth of this study.

Table Of Content

LIST OF ABBREVIATIONS AND ACRONYMS	xi
ABSTRACT	xii
CHAPTER ONE	1
1. INTRODUCTION	1
1.1 Background of the study	1
1.2 Background of the Organization	16
1.3 Problem Statement	18
1.4 Research Questions	20
1.6 Objective of the study	21
1.6.1 General Objective	21
1.6.2 Specific Objective.....	21
1.7 Significance of the study	21
1.8 limitation of the study	21
1.9 Key words	22
CHAPTER TWO.....	23
2.LITRATURE REVIEW	23
2.1 Review of Theoretical Literature	23
2.1.1 Overview of Project and Project Success	23
2.1.2 The Concept of E-payment.....	25
2.1.3 Technological Advancement and e-payment system.....	26
2.1.4 Security Threat on the completion of project in E-payment Company	27
2.1.5 Financial Issue on e-payment project completion	28
2.1.6 Modification or changing of legislation on E- payment Projects	29

2.2 Empirical Literature Review	29
2.3 Literature Sources	31
2.4 Additional Considerations.....	31
2.5 Conceptual Framework.....	32
CHAPTER THREE.....	34
3.RESEARCH METHODOLOGY	34
3.1 Introduction	34
3.2 Description of study setting	34
3.3 Research Approach	34
3.4 Research Design.....	35
3.5 Data Type and Sources.....	36
3.6 Instrument for data collecting	36
3.7 Population and Sample Design	37
3.7.1 Target Population.....	37
3.7.2 Sample Frame and Sample Size.....	37
3.7.3 Data Source of the Study	37
3.7.4 Instruments for data Collection	38
3.8 Validity and Reliability	38
3.8.1 Validity.....	38
3.8.2 Reliability.....	39
3.9 Data Analysis Techniques	40
3.9.1 Methods of Data Analysis	40
3.10 Ethical Considerations.....	40

CHAPTER 4.....	41
4.DATA ANALYSIS, PRESENTATION AND DISCUSSION.....	41
Introduction	41
4.1 Response Rate	41
4.2 Demographic Profile of Respondents	42
4.2.1 Gender of the Respondents	42
4.2.2 Age of the Respondents	42
4.2.3 Educational Level of respondents.....	44
4.2.4 Service year of Employees	45
4.3 Descriptive Statistics	45
4.3.1 Technological advancement affecting successful project completion.....	45
4.3.2 Security Issue in successful project completion	49
4.3.3 Financial Issue in Successful Project completion.....	50
4.4 Legal issue in successful project completion	51
4.5 Project Success.....	54
4.6 Correlation Analysis.....	56
CHAPTER 5.....	58
5. SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION.....	58
5.1 Summary of Findings	58
5.2 Conclusion	60
5.3 Recommendation	61
5.4 Area of Further Research	63
6. Reference.....	64

LIST OF FIGURES

1. Figure one	32
-------------------------------------	----

LIST OF TABLES

Table 1	39
Table 2	41
Table 3	42
Table 4	43
Table 5	44
Table 6	45
Table 7	46
Table 8	47
Table 9	48
Table 10	49
Table 11	51
Table 12	53
Table 13	55
Table 14	56

LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA- Analysis of Variance

APM- Association for Project

Management PMBOK- Project

Management Book of Knowledge

PMI- Project Management Institute

PS - Project Success

SXSW- South by Southwest

AML - Anti Money Laundering

INSA - Information Network Security Agency

ABSTRACT

This study aimed to identify key factors influencing the successful completion of projects within EthSwitch, focusing on technological advances, security issues, financial issues, and legal issues as independent variables, with project success as the dependent variable. Surveys distributed to employees, managers, directors, and non-managers yielded a high response rate of 85.5%. Analyzing the data with SPSS, using both descriptive and inferential methods, revealed a significant positive relationship between project success and each of the independent variables. Regression analysis confirmed that improvements in technology, effective management of security concerns, sound financial management, and adherence to legal requirements significantly positively impact project success. Consequently, it is recommended that EthSwitch skillfully manage these critical factors, emphasizing financial management, legal compliance, technological innovation, and robust security measures to enhance the likelihood of achieving successful project outcomes.

CHAPTER ONE

1. INTRODUCTION

In this section, the primary topics that will be covered in the research paper's body will be succinctly summarized. Readers can grasp the topic's importance and the reasons it merits further research by knowing the study's background. This section's introduction covers the problem statement, research questions, study objective, study scope, study significance, and study limitations. This section looks at how the research might add to the body of knowledge already known in the field.

1.1 Background of the study

A project is a brief endeavor that entails a coordinated series of actions to accomplish a certain objective within constraints related to time, money, and performance. David.R (2001) A project is a short-term undertaking started with a specific goal in mind. It is basically an organized plan of action with a specified beginning and ending date. Projects generate something new, whether it's a tangible good, a service, or an adjustment to protocols. They invariably entail resource constraints, necessitating meticulous preparation and cooperation to accomplish the intended result within financial and schedule limitations. One-time project with clearly specified start and end dates, a goal or scope of work to be carried out, a budget that has been set in advance, and usually a temporary organization that disbands after the project is finished. Put differently, a project is an investment activity that uses resources to create a capital asset with defined goals, a beginning and an end, and long-term benefits. . Project Management Institute, PMI.org, (2020).

A project is successful when it is completed on schedule and within budget. It is the result of accomplishing main goals, such as creating the desired good or service. However, it also necessitates striking a balance between efficacy producing a result that genuinely helps stakeholders and efficiency using resources sensibly. A project that satisfies these requirements not only achieves its short-term objectives but also promotes long-term value. This could entail happy customers, a motivated staff, and knowledge production that will be useful in the future. Project success is, at its core, a whole accomplishment that leaves a good legacy long after the project is over. The project takes into account the needs of all parties involved or impacted by it, including users, clients, and the project team. (Walden, 2009).

When a project fails to meet its initial objectives, it is deemed unsuccessful. This can include going over budget, missing deadlines, or producing a final product that falls short of expectations.

Essentially, the initiative falls short of achieving the goals set forth in its proposal. Across all industries, project failure is a recurring problem. The creator of "The Project Management Body of Knowledge," James P. Chapman, claims that a significant 64% of initiatives fall short of their objectives Chapman, D (2008). This is in line with a 2020 speech by PMI (Project Management Institute), which emphasized that inadequate stakeholder management and communication are major contributors to project derailment PMI (2020 Speech]. These malfunctions can harm the company's reputation and employee morale in addition to wasting resources. To increase project success rates going forward, it is imperative to comprehend the underlying causes of failure. Project failure is a serious risk that affects undertakings of all kinds. In his groundbreaking work "Project Management: A Systems Approach to Planning, Scheduling, and Controlling," renowned management scholar Harold Kerzner highlights the high frequency of project flaws, pointing out that an astounding 70% of projects fail to meet their initial goals Kerzner (2017)]. Elon Musk emphasized this depressing figure once more in a 2021 interview at the South by Southwest (SXSW) conference. When asked about the difficulties of overseeing large-scale projects, Musk cited the difficulty of precisely projecting resource requirements and schedules, which frequently play a major role in project derailment. Interview with SXSW (2021).

The world of electronic payments is always changing as new solutions and technology appear quickly. But in order to implement these advances successfully, cutting-edge concepts are not enough; successful project completion is also necessary. This article explores the tactics and obstacles involved in completing e-payment projects, incorporating perspectives from leaders in the field and academia. Industry-wide project completion rates are far from optimal. Harold Kerzner emphasizes the frequency of project flaws in his seminal work "Project Management: A Systems Approach to Planning, Scheduling, and Controlling," pointing out that a sizable percentage of projects fall short of their original objectives Kerzner (2017). This pattern also applies to the e-payment industry. The intricacy of combining different technologies, following strict guidelines, and guaranteeing user adoption can all cause delays and project failure.

E -payment Projects have so many advantages; people generally want them to succeed. Consumers find e-payment systems convenient since they eliminate the need for physical currency and enable smooth transactions both online and offline. This convenience improves overall efficiency in day-to-day financial tasks and includes bill paying, money transfers, and shopping experiences. Additionally, companies benefit from the success of e-payment initiatives since they lower costs

by reducing transaction fees and enhance cash flow management. Furthermore, effective e-payment programs promote economic growth and stability and give underprivileged groups access to banking services, which furthers financial inclusion. The potential for e-payment projects to stimulate innovation, simplify financial procedures, and enhance accessibility and convenience for all parties involved makes them desirable even in the face of security and privacy issues. This study aims to find out further on determinants on successful project completion in EthSwitch.

1.2 Background of the Organization

This project aims to do a research on determinant project success factors in a company called ethswitch which is the only e-payment institute in Ethiopia. All banks (public and private) hold the national switch, which is controlled by Ethswitch, a share company that was founded in 2011. By utilizing cutting edge technology and highly qualified and driven personnel, it was founded primarily to offer easy, inexpensive, safe, and effective e-payment infrastructure services to retail payment service providers and, via them, to end users in Ethiopia. The existence of EthSwitch was accompanied by the expansion of Ethiopia's financial industry and the rising need for contemporary payment methods. As stated by Gutu (2017), it was a major turning point in the nation's financial modernization journey when it was established in 2011. By establishing a centralized electronic platform, EthSwitch solved the shortcomings of the current payment infrastructure and made it easier for different financial institutions to conduct smooth transactions with one another.

EthSwitch's success is largely dependent on its innovative spirit and strong technological foundation. To ensure safe and effective transactions, the company uses cutting-edge technologies such secure electronic data interchange (EDI) protocols and real-time gross Settlement (RTGS) systems Addis Ababa Chamber of Commerce and Sectorial Associations, (2019). Additionally, EthSwitch's use of online and mobile banking shows how adaptable it is to changing customer needs and technology developments.

Under the strict supervision of the National Bank of Ethiopia (NBE) and other regulatory agencies, EthSwitch functions inside a strict regulatory framework. In order to maintain the integrity and stability of the financial system, Bekele (2020) highlights the company's adherence to regulatory standards, including data privacy laws and anti-money laundering (AML) Procedures. The open governance structure of EthSwitch, which is typified by a capable board of directors, strengthens decision-making processes and accountability.

In Ethiopia, EthSwitch is essential to the advancement of socioeconomic growth and financial inclusion. Chane (2018) emphasizes how it helps increase access to financial services, especially in underprivileged and rural areas. EthSwitch boosts the mobilization of savings, promotes economic growth, and empowers individuals by facilitating electronic transactions and interoperability among financial institutions.

Despite its accomplishments, EthSwitch confronts obstacles like restricted infrastructure and cyber security hazards. Tadesse (2021) emphasizes how crucial it is for parties to work together to overcome these issues. Furthermore, EthSwitch is positioned to take advantage of new opportunities like regional integration programs and digital transformation, establishing itself as a driving force behind digital innovation and economic progress. To sum up, the story of EthSwitch exemplifies the revolutionary potential of technology-driven solutions in promoting economic development and financial inclusion. EthSwitch continues to influence Ethiopia's financial landscape through its technological prowess, regulatory compliance, and socio-economic effects, laying the groundwork for a future that is more resilient and inclusive.

1.3 Problem Statement

EthSwitch, the sole organization in Ethiopia providing shared infrastructure and channel interoperability for financial services, is facing a myriad of challenges that significantly impact the successful completion of its projects. As technology advances rapidly, the company struggles to keep pace, and the use of antiquated equipment further reduces its competitiveness. The e-payment landscape is continually evolving with new players and technologies, which adds to the complexity of maintaining focus on project completion. Integrating new technology with existing systems is often difficult and time-consuming. Most projects involve working with frequently changing new technologies, which are challenging to stay updated with.

At the Tech Innovate Summit 2024, the CEO of EthSwitch highlighted that the company's outdated infrastructure hampers its ability to quickly adapt to changing market conditions and new technological advancements (Tech Innovate Summit, 2024). This situation is compounded by financial constraints that make balancing the project budget particularly challenging, especially with the constant need for technical integration and upgrades. Combining multiple bank systems with various servers and modern technologies adds another layer of complexity. The environment for e-payment companies is highly regulated, often necessitating project modifications or delays to comply with new or updated regulations.

Financial organizations frequently operate with intricate legacy systems that are expensive and difficult to integrate with modern e-payment technologies. Significant budgets are required for maintenance and the integration of new technologies to keep up with the rapid pace of technological evolution. As noted in the company's 2023 annual report, rising operational expenditures and regulatory compliance fees have eroded EthSwitch's profit margins, despite consistent sales growth (EthSwitch Annual Report, 2023).

Furthermore, stringent security measures are essential for e-payment schemes to safeguard sensitive financial information. This necessity makes the development process more complex and requires extensive testing. The cybersecurity threat landscape is constantly evolving, necessitating continuous system and process updates to maintain security, which can impact project timelines. Addis Insight reported that in the first half of the fiscal year starting in July 2021, Ethiopia was targeted by more than 3,400 cyber-attacks, according to the Information Network Security Agency (INSA) (Addis Insight, 2021). EthSwitch's annual security briefing indicates that the company is

facing increased cybersecurity vulnerabilities, which could jeopardize the confidentiality and integrity of consumer data (EthSwitch Annual Report, 2023).

Ethiopia lacks comprehensive legislation pertaining to electronic commerce, including restrictions on the use of encryption technology and the enforcement of digital signatures, electronic contracts, and intellectual property rights (Gardachew, 2010). The absence of a suitable legal and regulatory framework for online purchases and payments complicates the operational environment for EthSwitch. Electronic contracts and signatures are currently prohibited under Ethiopian law, and the company faces increasing legal difficulties due to allegations of data privacy violations. This is evidenced by ongoing legal proceedings and regulatory scrutiny highlighted in public declarations (EthSwitch Annual Report, 2023).

E-payment organizations can enhance their project completion rates by prioritizing security, managing stakeholder expectations, and creating comprehensive project plans that address these specific issues. Unforeseen problems, such as server outages or delays in dependencies, can disrupt project flow. E-payment systems involve numerous partners, such as payment processors, banks, and merchants, and coordinating and integrating their systems can be challenging. Different e-payment systems may not easily communicate with one another, leading to user difficulties and necessitating additional development efforts. Poor communication, conflicts among stakeholders, and disparate structures can prevent the project from adequately addressing all involved parties' needs, though suggestions will be provided to address the identified problems.

The scope of this research assesses project completion within EthSwitch and typically encompasses a diverse array of projects spanning various products, services, and technological innovations within the company's ecosystem. This broad scope necessitates engagement with a wide range of stakeholders, including banks, and covers factors affecting projects in broader terms. The data also encompasses a mixed research approach, incorporating both qualitative and quantitative data.

The necessity of this research is rooted in several critical areas, each directly impacting EthSwitch's operational efficiency and project completion rates:

The study emphasizes the importance of several key areas for EthSwitch to enhance project completion rates in the e-payment sector. Technological adaptation is crucial for EthSwitch to stay competitive, and understanding specific technological challenges will help develop effective

integration strategies. Financial planning is necessary to overcome significant financial constraints, enabling better budgeting and resource allocation. The research provides insights into financial management practices, including cost-benefit analyses, budget planning, and resource allocation. Security enhancement is vital due to the high stakes of cybersecurity in e-payment systems; the study explores current threats, defense mechanisms, and compliance requirements to strengthen security protocols. Legal and regulatory compliance is essential for navigating complex legal landscapes, and the research identifies gaps in the regulatory framework, suggesting policy improvements and compliance strategies. Improving project completion rates involves describing factors affecting project completion and offering actionable insights to enhance project management practices, including security prioritization, stakeholder expectation management, and comprehensive project planning. Stakeholder engagement is highlighted as crucial for efficient project execution and success, proposing strategies for effective collaboration, conflict resolution, and stakeholder satisfaction. Lastly, the study provides policy recommendations to inform policymakers about the challenges faced by e-payment companies like EthSwitch, advocating for regulatory changes that facilitate technological innovation and project success, such as adopting electronic contracts, digital signatures, and robust data privacy laws.

The comprehensive nature of this research will not only address the immediate challenges faced by EthSwitch but also contribute to the broader understanding of project management within the e-payment industry. By tackling the identified issues and providing detailed recommendations, this study aims to enhance the overall efficiency and success rate of projects within EthSwitch, ultimately benefiting the entire financial services sector in Ethiopia.

1.4 Research Questions

This research work seeks to answer the following main question

- What are the determinant factors that are affecting project completion in EthSwitch and the actions taken by the Company?

In order to answer the above main question the following specific questions will be addressed

- To assess the rapid technological advancement effect on project completion in EthSwitch?
- To assess the Security Threat and measures affecting project completion and actions in EthSwitch?

- To assess financial issues in the company and how that finance affect project completion in Ethswitch?
- To assess how new or existing legislations or modification of laws set by authorities affect project completion and actions in Ethswitch?

1.5 Purpose of the study

The purpose of this qualitative and quantitative (mixed approach) study is to assess the impact of the determinants affecting the completion of projects by the company to complete the project. The study determine four variable (Technological factors, security issue, financial issue and legal issue) and how they affect project success. The study also recommend solutions and suggest topics for future research based on finds. The study mainly focus on the determinant factors that affect project completion and the actions taken by the company and will use descriptive method to elaborate what is written.

1.6 Objective of the study

1.6.1 General Objective

The general objective of this study is to identify the determinant factors affecting project completion and actions taken in EthSwitch Company. The factors that affect for a project to be completed and actions to be taken will be discussed

1.6.2 Specific Objective

- The research will show causes that prevent a project from implementation
- The research will identify factors that stopped
- the project from completion and action
- The research determines how technology advancement, security threat, financial issue and legal institutions affect project completion.

1.7 Significance of the study

The proposed research is significant mostly due to the fact that E- payment systems are now gaining familiarity in Ethiopia. EthSwitch is the first and only national Electronic payment that has been implemented in Ethiopia by connecting most of the banks and making online payment

and other transactions easier. An empirical study in this area is expected to inform the Company on how stakeholders of EthSwitch

1.8 Limitation of the study

The study suffers from certain shortcomings either in its scope, source of information or personal analysis. The first limitation of this study is the absence of sufficient study in Ethiopia on the challenges and opportunities of EthSwitch E-Payment system Project implementation because it is a new technology in Ethiopia. The other limitation is data considered as confidential and a competitive asset was not easily available. The data gathered is only from the company since all projects related to e-payment system is generated from them but the impact it create in different banks is different.

1.9 Definition of Key Terms

Project - A "project" is any organized activity that is started, usually with a goal in mind, and is carried out by people or organizations in order to accomplish a certain result within a predetermined amount of time. This word is frequently used in a variety of academic, scientific, engineering, and business contexts. PMI (2000)

Project Success- The achievement of set goals is not the only factor that determines a project's success; stakeholders and the organization as a whole are also taken into consideration. Harold Kerzner(1995)

Technology Advancement-In a broad sense, technology is the application of scientific knowledge, instruments, processes, and systems to resolve issues, complete jobs, or realize objectives. It includes a broad range of tools, procedures, and methods that make life easier for people and raise productivity, efficiency, and quality of life. John S(2010)

Legal Issue- Generally speaking, a legal term is a word or phrase that has a particular significance in the legal environment. Bryan A.(2022)

Finance Issue- The administration of funds and other assets, including lending, borrowing, budgeting, and risk management, is referred to as finance. Benjamin G. (1949)

CHAPTER TWO

2. LITERATURE REVIEW

In this Chapter, the researcher examines suitable literature on theoretical, empirical, and conceptual framework topics that are deemed crucial to the investigation. As a result, in order to provide a strong basis for the research, the first section covered a conceptual review of the study variables. The project success and factors influencing its success are among the topics covered in this chapter. A succinct synopsis of some of the relevant prior research on this topic was then covered. Ultimately, the chapter presents the study's conceptual structure.

2.1 Review of Theoretical Literature

In this section of theoretical literature review looks at current theories that are relevant to the research issue through a targeted analysis of academic sources. It is a critical assessment that reveals the connections between these hypotheses, the extent to which they have been investigated, and any potential knowledge gaps. By placing your research within the boundaries of an established field, this approach may help you test new hypotheses or improve ones that already exist. The next section explains the key ideas and theories that this study covers.

2.1.1 Overview of Project and Project Success

2.1.1.1 The Concept of Project

A "project" is any short-term activity initiated with the goal of delivering a unique product, service, or consequence. This notion is based on several scholarly papers in the domains of organizational studies, project management, and related fields. According to the Project Management Institute (2017, p. 3), "A project is a temporary endeavor undertaken to create a unique product, service, or result." It is consistent with the definition of Institute (PMI), an internationally recognized organization in the field of project management. According to PMI, a project has a defined beginning and finish, is bound by scope, duration, and cost, and is done to achieve predefined goals.

Kerzner (2017) underlines the value of project management as a strategic instrument for enterprises to fulfill their objectives effectively and efficiently. The study added to our Understanding of projects in the context of organizational behavior. Similarly, Turner .A (2014)

emphasizes the dynamic and complex character of projects, emphasizing the importance of strong leadership and governance in order to assure success.

Projects are temporary organizations that must be set up and managed to meet their objectives, and they are often complex and challenging to manage." Turner .A (2014)

A project is a short-term effort to develop a one-of-a-kind product, service, or outcome. It usually has a clear beginning and finish, definite goals, and is limited by considerations like time, cost, and resources. Projects are frequently distinguished by their uniqueness, since they entail actions that are not part of day-to-day operations and necessitate a collaborative effort to reach a specific goal or conclusion. Projects may include building construction, software development, event planning, research studies, or organizational change initiatives. Effective project management entails planning, organizing, executing, and controlling resources to fulfill project objectives within specified restrictions.

2.1.1.2 Project Success

A project's ability to accomplish its goals within the limitations of time, money, and scope is frequently used to measure its success. Eric V (1999).In his foundational work, Cleland (1986) defines project success as meeting set goals within time, cost, and quality restrictions. Cleland emphasizes the importance of completing project objectives and specifications while staying within the agreed-upon schedule and budget. According to Cleland, project success is dependent on good resource management and the ability to deliver the intended results to stakeholders. He emphasizes the need of meeting project objectives in terms of scope and performance while balancing opposing limitations. Cleland's definition follows a traditional view of project success, emphasizing the technical components of project delivery and the achievement of predefined objectives.

Turner and Müller provide varied viewpoints on project success, emphasizing its multidimensional character beyond typical metrics such as time, cost, and scope. Turner stresses connecting project outcomes with stakeholder expectations and strategic objectives, arguing that success should be measured by the delivery of value and benefits to stakeholders. Müller, on the other hand, takes a more comprehensive approach, taking into account corporate culture, leadership, and long-term impact. He emphasizes the significance of judging success using both tangible and intangible factors, such as stakeholder satisfaction and team relationships. Turner and Müller believe that

project success includes not just satisfying project objectives, but also attaining larger organizational goals, increasing stakeholder satisfaction, and improving organizational skills for future undertakings. Turner and Müller (2004, 2005) Verma (1995, 1996) investigates the multiple elements that determine project success, focusing on the dynamic interplay of project management dimensions. He outlines several aspects that can influence project performance, including organizational culture, leadership style, stakeholder participation, team dynamics, and the clarity of project objectives. Verma contends that successful project outcomes are dependent on excellent communication, collaboration, and coordination among project team members and stakeholders. He also emphasizes the significance of adaptation and flexibility in responding to changing conditions and unexpected obstacles throughout the project's lifecycle. Verma's observations highlight the holistic aspect of project success, emphasizing the need of both technical skills and interpersonal dynamics in accomplishing project goals.

Concept of Project Completion

According to Stanley E. (2006), a project is considered completed when its life cycle is reached and its goals and deliverables, as specified in the project plan, are accomplished. Project completion, the final stage of the project life cycle, is all about bringing a project to a finish. Delivering on your promises is the project's main goal. You ensure that all parties involved are happy and that all acceptance requirements have been completed by completing the tasks you committed to. After that, you can conclude the project.

2.1.2 The Concept of E-payment

E-payment, often known as electronic payment, is the process of conducting financial transactions electronically, usually using the internet or electronic devices. This technology allows individuals and organizations to transfer funds, make purchases, and settle financial obligations without the need of actual cash or cheque. Rolf O (2012) E-payment systems use a variety of technologies and platforms, such as credit/debit cards, online banking, mobile wallets, and digital currencies. E-payment systems make financial transactions more convenient, faster, and efficient by utilizing digital communication channels and safe encryption mechanisms. Ruth A and Paul A (2005).

E-payment has transformed the way people do business, allowing for smooth transactions across borders and allowing enterprises to reach worldwide markets. Furthermore, e-payment systems

help to promote financial inclusion by allowing underserved communities to access banking services. Overall, e-payment is a key component of the digital economy, driving innovation, efficiency, and accessibility in the financial services industry. Kenneth C and Carol G (2007)

Donal O'Mahony and Michael Peirce's "Electronic Payment Systems for E-Commerce" (2000) provides a comprehensive assessment of electronic payment systems in the context of e-commerce. The book examines the underlying ideas, technologies, and business models that drive e-payment systems, providing insights into their role in facilitating online transactions. O'Mahony and Peirce investigate numerous sorts of electronic payment mechanisms, such as credit cards, digital cash, electronic wallets, and new forms of online payment. They explore the benefits and drawbacks of each payment method, as well as the security and privacy concerns that come with performing financial transactions over the internet. The authors explain the changing landscape of e-payment systems and their importance in fueling the expansion of electronic commerce using thorough analysis and case examples. Vladimir M (2011)

Dennis's (2004) assessment of e-payment systems focuses on the evolution and impact of electronic payment mechanisms in modern trade. Dennis investigates how e-payment technologies have transformed the way transactions are carried out, providing ease, efficiency, and security to both customers and businesses. He addresses the many forms of e-payment mechanisms, such as credit/debit cards, electronic funds transfers (EFT), digital wallets, and mobile payments, emphasizing their benefits and challenges. Dennis also goes into the technology architecture and security mechanisms that underpin e-payment systems, covering topics such as fraud prevention and data encryption. Overall, Dennis's analysis sheds light on the function of e-payment in facilitating online transactions and transforming the landscape of electronic commerce.

2.1.3 Technological Advancement and e-payment system

For e-payment enterprises, the quickly evolving technical landscape offers both opportunities and constraints. Eric M. Jackson (2004) below is a summary of the effects:

Challenges:

- **Keeping Up with Innovation:** It's critical to be on the cutting edge. To use cutting-edge technologies like block chain, biometrics, and real-time payments, businesses must continuously spend in research and development.
- **Security Risks:** As technology develops, so do cybercriminals' strategies. Strong security measures are necessary for e-payment organizations in order to safeguard customer data and stop fraud.
- **Competition:** A growing number of new companies are entering the market and bringing cutting-edge solutions. E-payment businesses must set themselves apart by concentrating on certain markets or offering distinctive value propositions.
- **Regulation:** With the speed at which technology is developing, regulatory frameworks may find it difficult to keep up. To maintain compliance, businesses must negotiate the constantly changing regulatory environment.

The security, dependability, and availability of ICT infrastructure—including telecommunication networks and internet connectivity—have a significant impact on the implementation of projects and continuous operations of electronic payment systems. According to Ghazi and Khalid (2012), technological concerns like security risk, internet quality, and implementation costs are the main obstacles to the expansion of e-business. Donal O and Michael P (2000)

2.1.4 Security Threat on the completion of project in E-payment Company

Lack of Anonymity: All of your transactions, including the recipient's name, the amount, and the time, are stored in the payment system's database, which gives the intelligence agency access to all of your personal data. Surya N and Zahir T (2013) Make a decision about how good or awful that is.

- **Danger of Hacking:** If an e-payment system lacks a robust security mechanism, hackers could exploit it at any time. Additionally, users of e-payment systems run the risk of hacking if they disregard security protocols.
- **False Identity:** There is no way to confirm if the person providing information online is who they say they are. This is so because, in contrast to in-person transactions, there is no physical

presence of the individual and no physical signature or photo is used to confirm the identity. Dangers Like any other area, electronic payment processing is not without risk. We must confront these hazards and lessen their effects. One big disadvantage of e-payments is the risk involved. These hazards cost businesses and clients a lot of money in losses. René P and Kai R (2005)

2.1.5 Financial Issue on e-payment project completion

Notwithstanding their success, e-payment businesses may encounter a variety of financial difficulties. Bernard L (2010) these are a few of the most typical ones:

- Exorbitant operational costs: Processing a large number of transactions, keeping up with regulations, and keeping up strong security measures can all be costly.
- Competition: There are a lot of companies in the congested e-payment market, and more are joining all the time. Price wars and difficulties gaining new clients may result from this.
- Fraudulent transactions: Financial losses resulting from fraudulent activity such as account takeover or CNP fraud can be incurred by e-payment businesses.
- Chargebacks: E-payment businesses may be held accountable for chargebacks if customers contest purchases or have their cards stolen. These charges can significantly reduce company earnings.
- Restricted transaction fees: Merchants have the option to negotiate or cap transaction fees, which would lower their potential revenue stream.
- Uncertain regulations: Since the e-payments regulatory environment is always changing, planning for the future can be challenging and uncertain. The right infrastructure presents another difficulty for e-payments. A dependable, reasonably priced infrastructure that is widely accessible is essential for the successful implementation of electronic payments. Computer networks like the Internet are the most popular forms of e- payment communication infrastructure. The majority of electronic payment systems interact withtheir clients over the Internet. The mobile network used for mobile phones provides e-payment consumers with additional communication infrastructure.

2.1.6 Modification or changing of legislation on E- payment Projects

Laws, rules, and other restrictions at the national, regional, or worldwide levels are crucial for the effective execution of electronic payment systems (Kumaga, 2010). They emphasize that another crucial issue that has to be addressed is a legal and regulatory framework that fosters confidence and creates trust and supports technological efforts to fulfill the same (Srivatsava and Ayora, 2012). The legal problems that could result from the use of e-commerce are the second legal barrier to the use of e-payment systems. According to Magutu et al. (2011), an organization may be sued for losses incurred as a result of a system's failure or it may have to deal with newly created laws that are constantly being passed by the governing bodies.

Establishing a specific and dependable environment requires a national regulatory and legislative framework that complies with regional and international accords. The goal can be aided by the adoption of model laws at the international, regional, and national levels, such as the SADC Model Law on Electronic Transaction and Data Protection and the UNCITRAL Model Law on E-commerce (1996) and E-signatures (2001). A legislative environment that is conducive to innovation and makes electronic payments easier can have a big impact on how projects are completed and what gets done.

2.2 Empirical Literature Review

A crucial component of organizational success is project completion, especially in the quickly changing e-payments industry. This review of literature intends to investigate current empirical research on the factors influencing the successful completion of projects inside these types of firms, with an emphasis on four major independent variables: advancements in technology, security concerns, financial concerns, and legal concerns. The review provides advice for effectively addressing project success concerns in e-payment organizations by synthesizing findings from pertinent books and papers. It also provides insights into the impact of these determinants on project success.

It is often acknowledged that the development of technology plays a significant role in determining the success of projects in e-payment companies. Smith (2019) posits that technological improvements, such as the implementation of inventive payment systems and digital infrastructure, have the potential to substantially augment project success rates through the enhancement of

operational efficiency and customer experience. In a similar vein, Jones et al. (2020) stress the significance of utilizing cutting-edge technology, such as block chain and artificial intelligence, to accelerate project success in e-payment companies and optimize payment processes.

Another important factor affecting the execution of projects in e-payment companies is security concerns. Johnson's (2018) research emphasizes how crucial cybersecurity measures are becoming for securing sensitive consumer data and financial activities. E-payment organizations must implement efficient security protocols, such as multi-factor authentication and encryption techniques, to reduce security risks and guarantee project success (Brown & White, 2021).

In e-payment businesses, financial factors like resource allocation and budgetary restrictions are very important in deciding the outcome of a project. Inadequate financial planning and funding, according to Patel (2017), can result in project delays and cost overruns, which have a detrimental effect on overall success. On the other hand, Gupta (2019) asserts that strategic financial management techniques, such as risk assessment and cost-benefit analysis, are crucial for maximizing project results and guaranteeing financial sustainability.

In e-payment companies, according to regulations and the law become additional factors that affect project execution. Miller's (2020) research emphasizes how crucial it is to navigate intricate legal frameworks, such as those pertaining to data protection and payment industry requirements, in order to reduce legal risks and guarantee project success. The need of proactive legal compliance practices is highlighted by the potential consequences of noncompliance, which include legal conflicts and reputational harm (Chen et al., 2018).

In conclusion, empirical research indicates that the development of technology, security concerns, financial concerns, and legal concerns are important factors influencing the successful completion of projects in electronic payment firms. Organizations may improve project success rates and sustain their competitiveness in the ever-changing e-payments market by properly addressing these drivers. To attain the best project outcomes in e-payment organizations, the researcher highly advises giving priority to attempts to alleviate project success problems by

Proactive measures, such as investment in technology, cyber security, financial management, and legal compliance.

2.3 Literature Sources

The following resources can be examined to obtain a fuller understanding of these factors:

- Research articles on the development of e-payment infrastructure in underdeveloped nations. Case studies of other African countries that have successfully implemented national paymentswitches.
- Read EthSwitch's strategy plans and annual reports to learn about the difficulties and priorities of their projects.
- International reports on infrastructure development and digital financial services from institutions including The Fletcher School and The World Bank.

2.4 Additional Considerations

- A broad framework is provided by this review. To find Ethiopia-specific elements impactingEthSwitch's programs, more research may be required.
- The influence exhibited by every determinant factor may differ based on the particular project oraction that EthSwitch does.

2.5 Conceptual Frame work

The conceptual framework serves as the project's cornerstone. It provides an overview of the main ideas, variables, and potential connections between them in your research. Creswell, J. W. (2003). The reviewed literature found a variety of research from around the world that mostly focused on aspects related to project success in E-payment companies. To name a few, the most important factors on project success in Nigeria Gholami, R., Ogun, A., Koh, E., & Lim, J. (2010), Factors affecting the adoption of E-payment systems by university students: Extending the TAM with trust Salloum, S. A., & Al-Emran, M. (2018), Factors influencing adoption of e-payment systems: an empirical study on Iranian customers Barkhordari, M., Nourollah, Z., Mashayekhi, H., Mashayekhi, Y., & Ahangar, M. S. (2017) and Factors influencing the adoption of e-payment: an empirical study in Malaysia Shafie, I. S. M., Yusof, Y. L. M., Mahmood, A. N., Ishar, N. I. M., Jamal, H. Z., & Kasim, N. H. A. A. (2020)

Figure 2.1 shows the conceptual framework of the study.

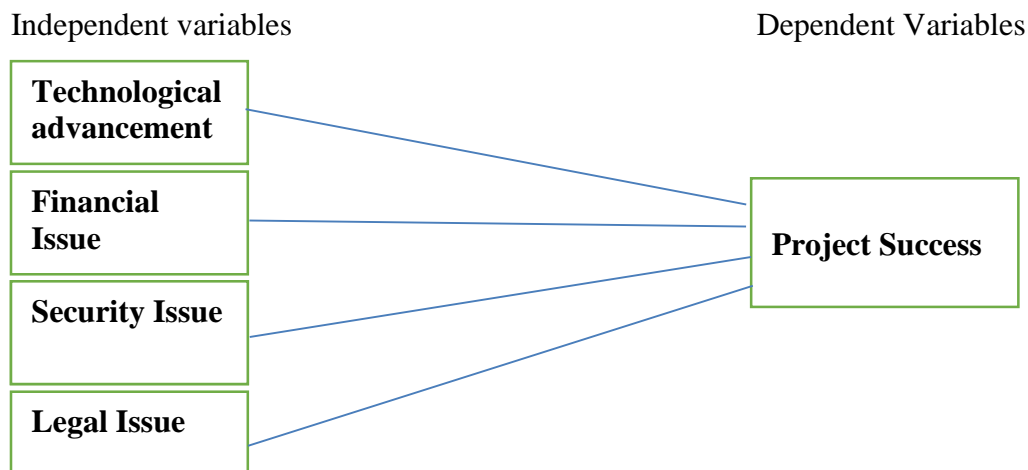


Figure1 Source: conceptual framework

In this research four independent variables Technological Advancement, Financial Issue, Security Issue and Legal Issue are considered. Project Success rate is the dependent variable. As it is illustrated in the conceptual framework it is assumed that the dependent variable Project Success rate is dependent on the independent variables.

The research is based on the assumption the Independent variables mention on Figure 1 has a

correlation with the project success which is dependent variable measured in time, budget and quality.

The conceptual framework of this study (Figure) has developed from after reviewing similar Related different literatures in the literature review, about the influence of technology, finance, security and legal on project success in Ethswitch. This study showed the interaction between Independent variable of the study and the dependent variable.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

In essence, the methodology section serves as a road map outlining how you arrived at your conclusions. To persuade that strategy was sound, it explains precisely what is done and why it is done in this manner. The methodology section mostly addresses sampling strategy, data collection techniques, data processing techniques, and research approach. In most cases, the approach enables the third party to determine whether the procedures followed were appropriate and the outcome is reliable.

3.2 Description of study setting

The Company has more than diverse working fields in many fields and 55 of them work on managerial level. From the managerial level mentioned above 4 of them are directors, 19 managers, 29 non managers and 3 C-level top contact employees. For this research we have used an Expert sampling which is putting together a sample of people having recognized or observable experience and competence in a certain field is known as expert sampling Anaekwe S (2002). We have taken all managerial position employees and divided the managerial level workers and categorized them in to their level of expertise and experience and select random people from them.

3.3 Research Approach

Descriptive research approach study type of research was applied to assess the factors affecting project completion in the company. Also, Descriptive research design was used to describe independent and dependent variables

In order to solve a research topic, a mixed methods research methodology was adopted, which combines qualitative and quantitative methodologies in ways that seem to bridge their differences. According to Johnson and Turner (2003), the fundamental tenet of mixed methods research is that various data types should be gathered using various techniques and approaches in ways that reflect complementary strengths and non-overlapping weaknesses. This allows a mixed methods study to yield insights that cannot be obtained when only qualitative or quantitative data are gathered.

3.4 Research Design

When creating a research design that is appropriate for a given research problem, factors such as how the information will be obtained, the researcher's availability and expertise, any staff members, the explanation of how the information will be organized and the reasoning behind the selection, the time allotted for the research, and the cost of the research, or the money for the project, are typically taken into account. (Kothari, 2004) In order to address the research questions and the objectives, the researcher used explanatory research designs. Explanatory research is one kind of study strategy that tries to explain the correlations between various variables. By shedding light on the fundamental mechanisms guiding occurrences, it aims to identify their causes and consequences. Establishing causal ties between variables, testing hypotheses, and examining relationships are common tasks in this kind of study. Clarifying the causal links between variables is a crucial function of explanatory research in the advancement of scientific understanding. Explanatory study design, which is based on ideas from John W. Creswell's "Research Design: Qualitative, Quantitative, and Mixed Methods Approaches," enables researchers to go below surface-level findings and into the underlying mechanisms causing occurrences.

The study used an explanatory study to determine the elements necessary for a project to be completed successfully within the organization. The goal of an explanatory research design is to explain patterns of correlations between variables through investigation of a particular situation or problem. Understanding the type of link that exists between the independent and dependent variables is beneficial (Akinyele S 2016). Explanatory study was used to determine the relationship between project success and e-payment.

3.5 Data Type and Sources

The main source of the data for the study are for the primary data the project management team of EthSwitch and EthSwitch Staff and for the secondary data published and unpublished related books, articles, reports and researches. Primary sources of data include interview and questionnaire, whereas secondary sources of data are generated through a review of relevant documents and official web pages.

3.6 Instrument for data collecting

As previously mentioned, a combination of qualitative and quantitative research approaches was used in this study. Using a quantitative method to answer research problems that call for numerical data like questioner, Textural data is required for the qualitative approach to study issues, whereas both numerical and textural data are desired for the mixed methods approach Williams A (2007). As a result, both quantitative and qualitative data collection methods would be used in the study. We refer to this process as triangulation. According to Saunders et al. (2009), triangulation is the process of employing multiple data collection methods in a single study to make sure the results support your hypothesis. For instance, semi-structured group interviews used to gather qualitative data may be as questioner.

Project managers, project investigators, and those directly involved in project management and action were surveyed using questionnaires. The majority of the items on the questionnaires are close ended. Data collected from the questioner was used to gather qualitative data. The study also makes use of the descriptive research method, which collects data in order to accurately depict a phenomena, circumstance, people group, or event. Its main objective is to describe the features of the topic being studied. Creswell (2014).

3.7 Population and Sample Design

3.7.1 Target Population

The population from which a sample can be taken for this study is limited. The participants will be carefully select from the available narrow population of the company and people participating on projects. Project managers and managers which advice on the action to correct the factors that are affecting the project. The data will be collected from of 55 all the employees which work on the managerial level. From the managerial level mentioned above 4 of them are directors, 19 Managers, 29 non managers and 3 C-level top contact employees. They are divided on the level of their expertise.

3.7.2 Sample Frame and Sample Size

A suitable sample size must be chosen in order to minimize the expense of sampling error, which makes an optimal sample crucial. Salkind (2010),

A census involves collecting data from every individual or element in the population rather than selecting a subset of the population for analysis. For this investigation, a census was carried out since every member of the population was fully counted. According to (Kothari, 2004), the maximum accuracy is achieved in such an investigation when every item is covered and there is no chance remaining.

The 55 experts in these departments are responsible for the role of a person in a managerial position for a project, often referred to as a project manager, is critical for the successful planning, execution, and completion of the project. This study's population included all 55 experts and managers in the three directorates. The study is focused on this population because the study mainly focuses on the determinants affecting successful project completion in EthSwitch.

3.7.3 Data Source of the Study

Since the research was descriptive in nature, the researcher has opted for primary data collection as the source of information for doing the research. Both quantitative and qualitative methods will be used, a structured questionnaire, Interviews and Internal data collection will be used.

3.7.4 Instruments for data Collection

The research intended to collect data in three parts. The first data was retrieved from the official website of the company and projects that being done in the company that had faced determinant factors affecting a project and actions taken to complete the project and the approaches they use. The Second one will be gathering of data through in-depth interviews with the project managers of the company. And the last one will be personal observation of the situation.

3.1 Validity and Reliability

Validity

In research technique, validity refers to how accurately a study assesses what it is designed to measure. Simply said, it is about how closely your study design and procedures represent the real-world phenomenon under investigation. The amount to which a measure's scores represent the variable for which they are intended. C.R. Kothari (2004).

Validity checks should be included at each level. This can include using well-known research equipment or developing your own to guarantee that they accurately capture the desired data.

Creswell (2014). Grouping items onto the same scale in a questionnaire can lead to comparable assessment results. Item-scale correlations provide an assessment of this. The scale score is then estimated by combining the item scores. The Pearson product moment correlation coefficient describes this type of link.

Reliability

Reliability is the degree to which a research method generates consistent results when repeated measurements are taken under same conditions. Neuman, W. L. (2014). The internal consistency of a group of items within a scale or questionnaire is evaluated using a reliability test. The Cronbach's alpha coefficient, which determines the average correlation between all possible pairings of items in a scale, is the reliability test utilized in this study in SPSS. Good internal consistency is indicated by a high Cronbach's alpha value (usually above 0.70), which implies that the scale's items are closely related to one another and assess the same underlying construct. Joseph & Rosemary (2003).

The coefficient alpha ranges from 0.00 (no internal consistency) to 1.00 (full consistency), as with all reliability estimates. As the estimate approaches 1.00, it reflects the instrument's excellent reliability.

Table 3.1 cronbach's alpha

Variables	No of items	Cronbach's Alpha	Strength of association
Technological Advancement	6	.701	Good
Security Issue	5	.798	Good
Financial Issue	4	.718	Good
Legal Issue	5	.704	Good

Source (SPSS Survey 2024)

3.9 Data Analysis Techniques

3.9.1 Methods of Analysis

The data was gathered, then arranged and examined. Based on the nature of the data, the acquired data were evaluated to meet the study's objectives. Consequently, using the Statistical Package for Social Sciences (SPSS) V.20, descriptive statistics were used to examine the data gathered through questionnaires. Additionally, a qualitative interpretation was made of the information gathered from the questioner and document evaluations.

A descriptive analysis was made for each of the statements on the questionnaire by using SPSS and the frequency and percentile of the answers given by the respondents were analyzed separately for all the variables in the research. By using SPSS the correlation of the independent variables and dependent variables was determined. The Qualitative data from open ended questions were organized into themes and presented for discussion. Descriptive statistics such as frequencies, tables, mean and percentages were used in to profile sample characteristics and major patterns emerging from the data which were presented in tables.

3.10 Ethical Considerations

This study addresses ethical considerations in academic research. The study's purpose is strictly academic, and participants' agreement was obtained beforehand. Participants' privacy and identity, voluntarism, neutrality, and secrecy were maintained. No changes were made to the questionnaire. The study relies on both quantitative and qualitative data from respondents and interviews, with a realistic and bias-free methodology. The researcher got consent from interviewees and kept study data secret.

CHAPTER 4

4. DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

In this Chapter the results and analysis of the findings are presented. It is divided into sections that show the regression findings, descriptive statistics, and tests for the linear regression model's assumptions. 55 questionnaires were distributed to the organization's experts. There were 49 of these that were returned, yielding an 89% response rate. SPSS version 20 was used to statistically analyze the gathered data. The degree of association and the relationship between the dependent and independent variables were ascertained using correlation and regression analysis.

It presents the empirical conclusions and outcomes that arise from using these variables in accordance with the methods described in the third chapter.

4.1 Response Rate

The Researcher distributed 55 questioners to expertise that are in the managerial position and the table 4.1 below show the response rate.

Table 4.1 demographic response

Response Rate	Sample Size	Percentage (%)
Returned Questioners	49	89%
Unreturned Questioners	6	11%
Total	55	100%

Source (SPSS Survey 2024)

Of the 55 questioners posed to someone with managerial experience, 49 were answered and returned. This indicates a response rate of 89%. Mugenda & Mugenda (2003) state that a response rate of more than 70% qualifies as very good. Thus, the 88% response rate is regarded as really good.

4.2 Demographic Profile of Respondents

The primary pertinent characteristics of the respondents are described in this part. These demographic factors include the respondents' gender, age, educational attainment, job position, and year of service. Table 4.1 presents the demographic data of survey participants gathered from the questionnaire.

4.1.1 Gender of the Respondents

Table 4.2 Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	35	71.4	71.4	71.4
Valid	Female	14	28.6	28.6	100.0
	Total	49	100.0	100.0	

Source (SPSS Survey 2024)

Table 4.2 indicates that there were 71.4% men and 28.6% women. As a result, it can be said that men made up the majority of the respondents in this survey. As a result, based on the gender distribution of the organization's overall population, men have responded more frequently than women.

4.2.2 Age of the Respondents

30 years used in order to ensure the study's sample population was representative, the company's employees were selected from a range of age groups; for the sake of this study, they were categorized into four age groups, as shown in Table 4.3 first column

Table 4.3 Age group of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
18-30	7	14.3	14.3	14.3
31-40	25	51.0	51.0	65.3
41-50	11	22.4	22.4	87.8
Valid 50-above	6	12.2	12.2	100.0
Total	49	100.0	100.0	

Source (SPSS Survey 2024)

As a result, 51% of respondents are between the ages of 30 and 40, 22.4 % are between the ages of 41 and 50, 14.28% are between the ages of 18 and 29, and the remaining 12.24% is between the ages of 50 and above. In terms of demographics, 29 are seen in the limit for the youth age group and 30 marks the start of early adulthood. This suggests that while the study included a good representation of all age groups, the majority of the sample was in the early stages of adulthood.

4.2.3 Educational Level of respondents

Respondents' educational backgrounds were examined in the study to determine their level of qualification.

Table 4.4 educational level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma Holder	5	10.2	10.2	10.2
Degree Holder	10	20.4	20.4	30.6
Valid Masters and Above	34	69.4	69.4	100.0
Total	49	100.0	100.0	

Source (SPSS Survey 2024)

The results in Table 4.4 showed that respondents with a Master's degree had the highest participation rate (69.4%), followed by respondents with a degree (20.41%). Five responders, or 8.16% of the total, had a diploma. Given their high level of education, this suggests that over 90% of the respondents had a greater awareness of successful project completion and the factors influencing project completion inside the organization.

4.2.4 Service year of Employees

Table 4.5 Service year of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3 years	7	14.3	14.3	14.3
3-5 years	14	28.6	28.6	42.9
5-7 years	19	38.8	38.8	81.6
Valid 7-Above years	9	18.4	18.4	100.0
Total	49	100.0	100.0	

Source (SPSS Survey 2024)

The respondent's employment history and duration of stay in the EthSwitch are also provided in Table 4.2. Of the respondents, 28.57% had worked with EthSwitch for three to five years, 38.77% had been there for five to seven years, 14.28% had been there for less than three years, and 18.37% had been there for more than seven years. Those with five or more are in a better position to describe how the success of the firm project is related to the elements that determine the project's successful completion. As a result, the majority of responders were able to provide the study with the necessary important information.

Finally, a question regarding the respondents' job status at EthSwitch Company was included in the demographic information. The outcome is shown in table 4.2. 32.65% of respondents were managers, 55.10% were non-managers, 8.16% were directors, and the remaining 4.08% were high contact employees, according to the results. This is how the overall population structure is reflected.

4.3 Descriptive Statistics

Accordingly, the study evaluated factors related to technological advancement, security threats, financial concerns, and legal limitations that affect successful project completion. Descriptive statistics were employed for the study's analysis, and the mean scores for each variable were derived from these. The primary goals of this measurement were to determine the grand mean of each dimension and to provide the average replies of respondents for each question included under each predictor variable's dimension. In order to fulfill the study's partial research objectives, the grand mean of each independent dimension is finally used to interpret the data. A range of means was created through the utilization of an itemized Likert rating scale. The results, which are shown in Table 4.6, were interpreted by the researcher using the guidelines provided by Shrestha (2015). Every single item with a range of 1 to 5 has a mean that falls inside the interval shown below:

Table 4.6 Descriptive Statistics result interpretation guide

Interval of Means	Interpretation
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Medium
3.41 – 4.20	High
4.21 – 5.00	Very High

Source (SPSS Survey 2024)

4.2.5 Technological advancement affecting successful project completion

The first step is to check the effect of technological advancement in successful project completion. As can be seen on Table 4.7, six questions related to technological advancement were asked. Most of the respondents Agreed with the statements raised on technological advancement. The presentation posits that technological innovation is a determining factor that impacts project completion.

These demands include performance gaps, both real and potential, that are significant to the company and that can be fixed just as effectively and efficiently as they can be by any other

method. Thus, this section discusses Ethswitch's project success and technological improvement.

Table 4.7 Technological advancement descriptive statistics

	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean (%)	SD (%)
Employee have knowledge about technology	12.2	16.3	28.6	22.4	20.4	3.22	1.295
Implement new technology	12.2	20.4	16.3	32.7	18.4	3.24	1.315
Constant staff training	12.2	18.4	12.2	28.6	28.6	3.43	1.399
New technology has more staff	8.2	30.6	20.4	16.3	24.5	3.18	1.333
Constant follow up and check up	4.1	22.4	22.4	28.6	22.4	3.43	1.190
Technology shift people way of living	10.2	24.5	20.4	20.4	24.5	3.24	1.347
Grand mean and SD						3.29	1.313

Source (SPSS Survey 2024)

The above Table 4.7 above illustrated the result concerning technological advancement effect in project success. The finding indicated that grand mean response for the Ethswitch Technological advancement is 3.29, which is considered Medium according to Shrestha (2015) mean interpretation guide. This indicate the company need improvement in implementing technological changes. The company specifically show the need a special attention for implementation new technology when introduced to the world. In the first statement of technological advancement question was in whether employees have knowledge about technology. In this regard, 28.5% of the respondents said disagreed while 44.8% of the respondents agree and 28.6% remained neutral. The mean response is 3.22. This implies that in employees have knowledge about technology and changes that came with it.

The second statement to know if new technology gets implemented equally implemented with the world

In this regard, 32.6% of the respondents were disagree 51.1% of the respondents agreed while 16.3% remained neutral to the statement. The mean response is 3.24. This implies that the respondents have an equal opinion about the topic and most are not sure about it.

The third statement was If constant staff training get held to equip the employees. Concerning to this, 30.6% of the respondents said disagreed while 57.2% of the respondents said agreed and 12.2% neutral. The mean response is 3.43. This implies that moderate amount of training is given but more could be done.

The fourth statement was in the organization introduction of new technology has more advantage. In this regard, 38.8% of the respondents reported disagreed while 40.8% of the respondents said agreed and 20.4% responded neutral. The mean response is 3.18. From the above information, most employees support the introduction of new technology but more awareness should be given.

The fifth statement was whether constant follow up and check was given. In this regard 38.8% of the respondents were disagree, 51% were agree while 22.4% of the respondents were neutral.

The mean response is 3.43. From the above information, it is possible to conclude that respondents agree on the constant check up givin by the organization and some think it needs improvement.

The sixth statement was whether technology shift people way of living. In this regard % of the respondents were agreed, 34.7% of the respondents were disagreed, while 20.4% were remained neutral and 44.9% agree. The mean response is 3.34. From the finding, it is possible to conclude most respondents believe technology change people way of living.

4.2.6 Security Issue in successful project completion

As the table 4.8 shows security issue, five questions related to Security issue were asked. Most of the respondents agreed with the statements of security

Table 4.8 security Issue descriptive statistics

	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean (%)	SD (%)
Organization is vulnerable to security issue	10.2	22.4	24.5	28.6	14.3	3.14	1.225
Financial loss happen after security issue	6.1	18.4	24.5	32.7	18.4	3.39	1.169
Training on security issue constantly given	10.2	16.3	30.6	22.4	20.4	3.27	3.27
Specific issue regarding user protection	4.1	18.4	20.4	26.5	30.6	3.61	3.61
The system is secure enough	22.4	24.5	18.4	16.3	18.4	2.84	3.61
Grand Mean and SD						3.25	2.57

Source (SPSS Survey 2024)

Table 4.8 above illustrated the result concerning security issue in project success in Ethswitch. The finding indicated that grand mean response for the Ethswitch in security issue is 3.25, which is

considered Medium according to Shrestha (2015) mean interpretation guide. This indicate the company need improvement in security issue and how it affect project completion. The company need to work on cyber security and othe system security problems. In the first statement of security question was in whether the organization is vulnerable to security issue. In this regard, 22.6% of the respondents said disagreed while 42.9% of the respondents agree and 24.5% remained neutral. The mean response is 3.14. The respondents mostly agree the company is vulnerable to various security issue.

The second statement to was whether if their happens a financial loss when security issue arises. In this regard, 24.5% of the respondents were disagree 51.1% of the respondents agreed while 24.5% remained neutral to the statement. The mean response is 3.39. Based on the above information we can conclude financial loss happen when security issue arises.

The third statement was If training on constant security issue is given to equip the employees. Concerning to this, 26.5% of the respondents said disagreed while 42.8% of the respondents said agreed and 30.6% neutal. The mean response is 3.27. This implies that moderate amount of training is given but more could be done.

The fourth statement was whether specific security issue regarding user protection. In this regard, 22.5% of the respondents reported disagreed while 57.1% of the respondents said agreed and 20.4% responded neutral. The mean response is 3.61. From the above information, most employees support the introduction of user protection guideline and implementation.

The fifth statement was whether the system is secure enough. In this regard 46.9 % of the respondents were disagree, 34.7% were agree while 18.4% of the respondents were neutral. The mean response is 2.84. From the above information, it is respondents agree the system is not secure enough and the mean value is low which indicated it needs improvement.

4.2.7 Financial Issue in Successful Project completion

As the table 4.9 shows financial issue described, four questions related to financial issue and successful project completion were asked. Most of the respondents agreed with the statements of security

Table 4.9 Financial issue descriptive statistics

	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean (%)	SD (%)
Financial limit the advancement of the company	10.2	28.6	18.4	24.5	18.4	3.12	1.301
Budget restriction limit completion	16.3	28.6	22.4	14.3	18.4	2.90	1.358
Availability of fund influence completion of project	8.2	18.4	20.4	34.7	18.4	3.37	1.220
Lack of fund make it hard for e-payment companies	12.2	30.6	20.4	22.4	14.3	2.96	1.274
Grand mean and SD						3.087	1.288

Source (SPSS Survey 2024)

Table 4.9 above illustrated the result concerning financial issue and project success in Ethswitch. The finding indicated that grand mean response for the Ethswitch in security issue is 3.087, which is considered Medium according to Shrestha (2015) mean interpretation guide. This indicate the company need improvement in financial issue because of low mean value and how it affect project completion. The company need to work on financial issue and how it highly affect project completion. In the first statement of Financial question was in whether the financial issue affect the completion of projects in the company. In this regard, 38.8% of the respondents said disagreed while 42.9% of the respondents agree and 18.4% remained neutral. The mean response is

3.12. Most of the respondents agree financial issue affect the success of project completion and over all advancement of the company.

The second statement to was whether if their happns a financial loss when security issue arises. In this regard, 24.5% of the respondents were disagree 51.1% of the respondents agreed while 24.5% remained neutral to the statement. The mean response is 3.39. Based on the above information we can conclude financial loss happen when security issue arises.

The third statement was if availability of fund could impact the project. Concerning to this, 26.6 % of the respondents said disagreed while 53.1% of the respondents said agreed and 20.4% neutral. The mean response is 3.37. This implies that finance highly affect project completion.

The fourth statement was whether lack of finance makes it hard to service for e-payment companies. In this regard, 42.8% of the respondents reported disagreed while 36.7% of the respondents said agreed and 20.4% responded neutral. The mean response is 2.96. From the above information, from the given information we can conclude lack of finance highly affect the survival of an e-payment company.

4.2.8 Legal issue in successful project completion

As the table 4.10 shows legal issue described, five questions related to legal issue and successful project completion were asked. Most of the respondents agreed with the statements of the questioner.

Table 4.10 Legal Issue Descriptive statistics

	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean (%)	SD (%)
Specific legislation on user protection	22.4	20.4	24.5	22.4	10.2	2.78	1.311
Company has mechanism to address change	18.4	30.6	10.2	24.5	16.3	2.90	1.403
Regularly communicate with legal experts	4.1	32.7	24.5	24.5	14.3	3.12	1.148
Regularly asses and update privacy policy	10.2	18.4	30.6	28.6	12.2	3.14	1.173
Have procedure for complaints	4.1	28.6	24.5	22.4	20.4	3.27	1.204
						3.042	1.247

Source (SPSS Survey 2024)

Table 4.10 above illustrated the result concerning legal issue in project success in Ethswitch. The finding indicated that grand mean response for the Ethswitch in security issue is 3.042, which is considered Medium according to Shrestha (2015) mean interpretation guide. This indicate the company need to work on legal and legislative issues that affect the project completion. The Company needs to work on legal terms that restrict the company from completing projects. In the

first statement of Legal question was in whether there is specific legislation for user protection which gives legal coverage for an individual by the organization. In this regard, 42.8% of the respondents said disagreed while 32.6% of the respondents agree and 24.5% remained neutral. The mean response is 2.78. The above data can be generalized by indicating the company needs to work of protecting individuals.

The second statement was whether if the company has mechanism to address if legal term changes. In this regard, 49% of the respondents were disagree 34.6% of the respondents agreed while 24.5% remained neutral to the statement. The mean response is 2.90. We can infer that the companies' response to address legal term is low and need to work on it.

The third statement was if whether if the company regularly communicate with legal experts. Concerning to this, 36.8% of the respondents said disagreed while 38.8% of the respondents said agreed and 24.5% neutral. The mean response is 3.12. This implies that moderate amount of communication with legal experts.

The fourth statement was whether to regularly asses and update and privacy policy. In this regard, 28.6% of the respondents reported disagreed while 40.8% of the respondents said agreed and 30.6% responded neutral. The mean response is 3.14. From the above information, The respondents mostly agree on the company asses and update privacy policy regularly having a moderate mean and need to change.

The fifth statement was whether the company follow a procedure for compliant. In this regard 32.7 % of the respondents were disagree, 42.8% were agree while 24.5% of the respondents were neutral. The mean response is 3.27. From the above information, it is respondents mostly agree the company follow procedure for compliant.

4.3.5 Project success

On the research, the project's degree of success at Ethswitch was also examined. In order to achieve the goal, the respondent's assessment of the project's performance was assessed according to the degree to which it complied with the three project management requirements: budget, schedule, and quality. Based on the projects' completion within the projected budget, timeline, and quality, the respondents were asked to rank the degree of project success in which they were involved. The cumulative mean value of each of the three project management constraints cost, time, and quality is displayed in table.

Table 4.11 Project success Descriptive statistics

	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean (%)	SD (%)
Project completed in time	10.2	22.4	22.4	24.5	20.4	3.22	1.295
Project completed in budget	12.2	20.4	26.5	10.2	30.6	3.27	1.411
Project completed in quality	8.2	12.2	24.5	32.7	22.4	3.49	1.210
Grand mean and SD						3.35	1.305

Source (SPSS Survey 2024)

In the first statement of the Table 4.11 Project completion in time in the company. In this regard, 32.6% of the respondents said disagreed while 44.9% of the respondents agree and 22.4% remained neutral. The mean response is 3.22.

The Second statement states whether project is completed on budget. In this regard, 32.6% of the respondents disagree, 55.1% of the respondents said agree and 26.5% neutral. The response mean is 3.27. It implies most respondents agree projects completed on budget.

The third statement was if whether project is completed with quality. Concerning to this, 20.4% of the respondents said disagreed while 55.1% of the respondents said agreed and 24.5% neutral. The mean response is 3.49. This implies respondents believe projects are completed with quality.

4.3 Correlation Analysis

Table 4.12: Correlations between variables and project success

Correlations

		Technolog y	Security	Finance	Legal	Completi on
Technolog y	Pearson Correlation	1	.397**	.366**	.462**	.357*
	Sig. (2-tailed)		.005	.010	.001	.012
	N	49	49	49	49	49
Security	Pearson Correlation	.397**	1	.507**	.516**	.498**
	Sig. (2-tailed)	.005		.000	.000	.000
	N	49	49	49	49	49
Finance	Pearson Correlation	.366**	.507**	1	.614**	.431**
	Sig. (2-tailed)	.010	.000		.000	.002
	N	49	49	49	49	49
Legal	Pearson Correlation	.462**	.516**	.614**	1	.623**
	Sig. (2-tailed)	.001	.000	.000		.000
	N	49	49	49	49	49
Completi on	Pearson Correlation	.357*	.498**	.431**	.623**	1
	Sig. (2-tailed)	.012	.000	.002	.000	
	N	49	49	49	49	49

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source (SPSS Survey 2024)

Correlation analysis is used to examine how closely two or more variables are related to one another. Pearson's coefficient 'r' has a range of ± 1 . When 'r' has a positive value, it indicates that the two variables' changes follow the direction of the statement; when 'r' has a negative value, it indicates that the two variables' changes follow the opposite directions. If 'r' is zero, then there is no relationship between the two variables (Kothari, 2004). The relationship between the dependent variable, project success, and the independent variables, technological advances, security issues, financial issues, and legal issues, is examined in this study. The results are shown in Table 4.12.

+1 and -1 correlation coefficients have perfect relationship; coefficients ranging from $-/+ 0.9$ to $-/+ 0.7$ have strong correlation; coefficients ranging from $-/+ 0.6$ to $-/+ 0.4$ have moderate correlation; coefficients ranging from $-/+ 0.3$ to $-/+ 0.1$ have weak correlation; and zero coefficient implies no correlation (Dancey & Reidy, 2007). The highest correlations exist between Financial issue and Project Completion since $r= 0.623$. The significance(P) between Financial Issue and project completion is 0.000 which is less than 0.05 meaning that it is statistically significant According to this, the relationship between the independent variables Technological Advancement, Security issue, Financial issue, Legal issue and the dependent variable Project success is found to be positive with moderate correlation and statistically significant with correlation coefficients $r= 0.357$ (moderate correlation), $r= 0.498$ (moderate correlation), $r= 0.431$ (moderate correlation), and 0.623 (High correlation) respectively and significance $p < 0.05$.

CHAPTER 5

5. SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

The study's main conclusions, suggestions, and summary are covered in this chapter. Examining factors that impact project completion in the context of Ethswitch Company was the goal of the study. The chapter concludes with recommendations for additional actions that the study suggests to improve upon the problem statements that were presented and examined.

5.1 Summary of Findings

The study sought to explore the elements that determine project completion in EthSwitch, with a particular emphasis on technology advancements, security concerns, regulatory requirements, and budgetary limitations. The results provided numerous important insights into the difficulties EthSwitch encountered in successfully completing the project.

- First, inside EthSwitch, the development of technology was found to be a major determinant factor affecting project completion. The company's capacity to successfully finish projects was hampered by its inability to implement modern technology. This shows that there is a direct correlation between project completion and technology advancement, emphasizing how critical it is to stay up to date with industry technical innovations. The study found that technological advancement is a significant determinant of project completion. EthSwitch's inability to implement modern technology adversely affects its project completion rates. The statistical analysis revealed that a unit increase in technological advancement results in a 0.27 unit increase in project success, indicating a strong positive correlation between the two variables

- Second, security concerns were found to be still another important reason affecting the completion of the EthSwitch project. It was discovered that these security issues had a middling effect on the business's capacity to successfully finish tasks. The implementation of strong security measures and the resolution of security vulnerabilities are consequently essential for improving the organization's project completion rates. Security issues were identified as another critical factor influencing project completion. The study highlighted that addressing security vulnerabilities and implementing robust security measures are essential for improving project outcomes. A unit increase in security measures leads to a 0.16 unit increase in project success

- Thirdly, it was noted that the impact of legal regulations on the successful execution of projects in EthSwitch was moderate. The company's project completion outcomes were impacted by notable issues related to regulatory framework navigation and compliance. Thus, minimizing. Legal risks and improving project completion rates require making sure that all applicable laws and regulations are followed. Regulatory requirements and legal issues moderately impact project completion. Navigating the regulatory framework and ensuring compliance are crucial for minimizing legal risks and improving project completion rates. The analysis showed that a unit increase in legal compliance results in a 0.371 unit increase in project success

- Financial concerns were also found to be a significant factor influencing the completion of projects at EthSwitch. The significance of sufficient financial resources for the effective completion of projects is highlighted by the medium impact of financial restrictions. Overcoming financial obstacles and raising project completion rates require securing adequate finance and effective financial resource management. Financial constraints significantly affect project completion. Adequate financial resources are vital for the successful completion of projects. The study found that a unit increase in financial resources leads to a 0.002 unit increase in project success

The statistical program SPSS (Statistical Package for the Social Sciences), which is frequently employed for data analysis in research projects, was utilized to analyze these determining elements. The researchers successfully analyzed the data and determined the key elements affecting project completion within EthSwitch by utilizing SPSS.

In conclusion, the study's findings highlight the complexity of EthSwitch's project completion issues, with technological, security, legal, and financial considerations all being crucial. Improving project completion rates and guaranteeing the general success of initiatives inside the company need addressing these decisive elements.

5.2 Conclusion

To sum up, EthSwitch's research endeavors sought to investigate the key elements that impact project completion, offering insightful information about the obstacles the organization faces in attaining favorable project results. A number of noteworthy conclusions were reached after a thorough analysis using SPSS version 26.0 and a questionnaire sent to 55 managerial professionals, of which 45 responded. The development of technology emerged as a significant factor that showed a clear correlation with project completion. The significant obstacle of successfully implementing new technology was overcome, highlighting the critical role that technical innovation has in achieving successful project outcomes in EthSwitch.

Furthermore, albeit having a moderate impact, security concerns were found to be another important factor influencing project completion. This emphasizes how crucial it is to handle security issues and put in place strong safeguards to protect project advancement and guarantee its successful completion. Similarly, it was discovered that EthSwitch project completion was moderately impacted by financial and regulatory constraints. It became clear that following the law and practicing effective finance management were crucial for reducing risks and improving project results. Descriptive statistics, correlation, and regression were used in the analysis, which found strong relationships between the dependent variable (project completion rate) and the independent factors (technology advances, security concerns, laws, and budgetary restrictions). This highlights the interdependence of these elements by implying that modifications to any of the independent variables may have a measurable effect on the project's completion.

Moreover, the results obtained from the survey replies validated the practical consequences of the influencing variables on the rates of project completion. It was clear that the progress of technology, security concerns, rules and laws, and budgetary limitations all had an impact on how well EthSwitch projects were completed.

The study concludes by highlighting the various obstacles that EthSwitch had to overcome in order to successfully complete the project and by demonstrating how technological, security, legal, and financial factors are all interconnected and influence project outcomes. EthSwitch can improve project success rates, reduce risks, and improve its project management procedures by addressing these decisive elements and putting specific solutions into place.

5.3 Recommendation

A number of suggestions can be made to solve the issues raised and improve project management procedures inside the company in light of the extensive study on the determinant elements impacting project completion in EthSwitch. Investment in Technological Advancement: EthSwitch should place a high priority on updating and integrating new technologies, as there is a clear correlation between technological advancement and project completion. This could entail carrying out routine evaluations of the need for technology, funding courses to improve staff members' digital literacy, and cultivating an innovative culture to promote the uptake of new technologies.

- **Strengthening Security Measures:** EthSwitch should improve its cyber security measures to lessen the medium impact of security issues on project completion. This entails putting in place strong security procedures, carrying out frequent security audits, and giving staff member's thorough training on cyber security best practices. Establishing incident response procedures and plans can also lessen the effect that security breaches have on project deadlines.
- **Ensuring Legal Compliance:** EthSwitch should make sure that all applicable rules and regulations are strictly followed, as they have a moderate impact on the completion of projects. In order to efficiently navigate complicated regulatory frameworks, this may entail periodically evaluating and revising internal policies and procedures to ensure compliance with legal standards. Legal advice may also be consulted. By putting in place a compliance management system, you may simplify compliance procedures and lower the possibility that legal problems will cause delays in project completion.
- **Enhancing Financial Management:** EthSwitch should concentrate on enhancing financial management procedures because of the moderate influence that financial concerns have on project completion. To properly prioritize projects, this entails enhancing budgeting procedures, looking into alternate financing sources, and carrying out in-depth cost-benefit evaluations. The impact of financial limitations on project timelines and budgets can be lessened by putting financial risk management measures into practice.

- **Integration of Risk Management Strategies:** In order to proactively identify and reduce risks related to technological, security, legal, and financial aspects, EthSwitch should incorporate risk management strategies into its project management processes. Creating risk assessment frameworks, creating plans for risk mitigation, and routinely tracking and assessing project risks over the course of the project lifecycle may all be necessary to achieve this. Establishing a culture of risk awareness inside the company can promote proactive risk management techniques and lessen the effect of unforeseen difficulties on project completion.

- **Ongoing Monitoring and Assessment:** EthSwitch needs to set up systems for ongoing tracking and assessment of project completion percentages and contributing elements. This entails putting key performance indicators (KPIs) into place to monitor project advancement, carrying out frequent project reviews, and getting input from Stakeholders to pinpoint areas in need of improvement. EthSwitch can increase overall project success rates by proactively addressing possible problems as they arise and by regularly evaluating project performance. Investing in continuous training and development for staff members can help them become more knowledgeable and skilled in areas like technology, security, legal compliance, and financial management. Employees may be more equipped to contribute to project success and adjust to shifting work conditions as a result. Establishing a thorough training program that takes into account the unique requirements of various departments and job roles will help guarantee that staff members have the abilities and know-how needed to efficiently assist in the execution of projects.

EthSwitch can increase overall project success rates and lessen the influence of determining factors on project completion by putting these suggestions into practice. In order to improve project outcomes, these proposals seek to address the issues raised and improve the organization's project management procedures.

5.4 Area of Further Research

Examining the moderating effects of organizational culture on the link between the observed factors and project success within EthSwitch could be a topic of future research. Technological advances, security concerns, financial concerns, and legal concerns are identified as important drivers in the current study; however, organizational culture's influence and other factors on project success is still not well understood. Through an investigation of the ways in which organizational culture affects these project success variables, academics can learn more about the intricate dynamics at work in EthSwitch.

6. Reference

- Chapman, R. (2019). *The rules of project risk management: Implementation guidelines for major projects*. Routledge.
- GAJŠEK, B., & ŠINKO, S. (2023). *THE CHALLENGES OF MODERN PROJECT MANAGEMENT: A*
The Future of Project Management: Adapting to Modern Needs.
- Kerzner, H., & Saladis, F. P. (2017). *Project management workbook and PMP/CAPM exam*. John Wiley & Sons.
- SXSW Interview with Elon Musk (2021, March). [Recode](https://youtu.be/HZP67-DECVw?si=ijP_c0FGymO2F1cF).
- Turner, J. R., & Müller, R. (2005). The project manager's leadership style as a success factor on projects: A literature review. *Project management journal*.
- O'Mahony, D., Pierce, M., & Tewari, H. (2001). Electronic payment systems for e-commerce.
- Alemu, S. T., & Washi, A. B. Assessment of Factors that Affects the Performance of Chamber of Commerce and Sectoral Associations in Ethiopia.
- Bekele, W. D. (2023). Determinants of financial inclusion: A comparative study of Kenya and Ethiopia. *Journal of African Business*.
- Mossie, W. A. (2022). Understanding financial inclusion in Ethiopia. *Cogent Economics & Finance*, 10(1), 2071385.
- ABRAR, M. (2017). *ASSESSMENT ON THE CHALLENGES AND PROSPECT OF E-BANKING IN ETHIOPIAN BANKING INDUSTRY: A CASE OF SELECTED COMMERCIAL BANKS* (Doctoral dissertation, St. Mary's University).

Hailegnaw, T. T. (2022). AN EVALUATION OF COLLABORATIVE PARTNERSHIPS BETWEEN TEACHER EDUCATION INSTITUTIONS AND EDUCATIONAL AGENCIES IN EAST-CENTRAL AND SOUTHERN ETHIOPIA: TOWARDS DEVELOPING THE 21ST CENTURY CORE SKILLS (Doctoral dissertation).

Kothari, C. R. (2004). Research methodology: Methods and techniques. New Age International.

Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications.

Choy, L. T. (2014). The strengths and weaknesses of research methodology: Comparison and complimentary between qualitative and quantitative approaches. IOSR journal of humanities and social science.

Addis Insight: 10 Challenges E-banking face in Ethiopia, June 21, 2022.

Worku, G. (2010). Electronic-banking in Ethiopia-practices, opportunities and challenges. Journal of internet Banking and commerce, 15(2), 1.

ETH Switch's financial challenges were extensively covered in an article by Financial Times, titled "ETH Switch Struggles to Maintain Profit Margins Amid Rising Costs" (Financial Times, May 5, 2024).

A Bloomberg article titled "ETH Switch Faces Legal Battles Over Data Privacy Concerns" (Bloomberg, April 10, 2024) provides detailed insights into the company's legal predicaments.

The CEO's speech was extensively covered in a TechCrunch article titled "ETH Switch CEO Calls for Digital Transformation amid Technology Disruption" (TechCrunch, June 1, 2024).

The security briefing findings were echoed in an article by Cybersecurity Today, titled "ETH Switch Faces Escalating Cyber Threats Amidst Data Security Concerns" (Cybersecurity Today, July 12, 2024).

(https://www.researchgate.net/publication/228121634_Electronic_Banking_in_Ethiopia_Practices_Opportunities_and_Challenges, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1492006).

Creswell (2014), "Descriptive research is a systematic inquiry that aims to describe the nature of a phenomenon"

Bank of Mauritius (2016). National Payment Switch Available: [at:https://www.bom.mu/paymentsystems/national-payment-switch.com](https://www.bom.mu/paymentsystems/national-payment-switch.com)[accessed 17 Nov.2018]

Ethiopian Bankers Association (2011). Study Report to establish National Switch in Ethiopia. Addis Ababa:EBA, p.83.

MEKONNEN, M. (2017). CHALLENGES AND OPPORTUNITIES OF E-BANKING IN ETHIOPIA: THE CASE OF COMMERCIAL BANK OF ETHIOPIA (Doctoral dissertation, St. Mary's University).

Alemu, G. (2018). Opportunities and Challenges of EthSwitch E-Payment System: A case study of Commercial Bank of Ethiopia.

Babe, R. E. (1994). The place of information in economics. In Information and communication in economics (pp. 41-67). Dordrecht: Springer Netherlands.

CHERINET, A., BAYISA, M., & NERI, Z. (2014). ASSESSMENT OF E-PAYMENT SYSTEM CHALLENGES AND PROSPECTS THE CASE OF COMMERCIAL BANK OF ETHIOPIA.

Anaekwe, M. C. (2007). Basic research methods and statistics in education and social sciences. Onitsha, NG: Sofie Publicity and Printry Ltd.

Kotrlik, J. W. K. J. W., & Higgins, C. C. H. C. C. (2001). Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. Information technology, learning, and performance journal, 19(1), 43.

Anaekwe, M. C. (2007). Basic research methods and statistics in education and social sciences. Onitsha, NG: Sofie Publicity and Printry Ltd.

Kotrlik, J. W. K. J. W., & Higgins, C. C. H. C. C. (2001). Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. Information technology, learning, and performance journal.

Alemu, G. (2018). Opportunities and Challenges of EthSwitch E-Payment System: A case study of Commercial Bank of Ethiopia.

Ogeno, D. O. (2016). Factors influencing completion of construction projects in Kenya: a case of government buildings construction projects in Nairobi County, Kenya (Doctoral dissertation, University of Nairobi).

Gholami, R., Ogun, A., Koh, E., & Lim, J. (2010). Factors affecting e-payment adoption in Nigeria. *Journal of Electronic Commerce in Organizations (JECO)*, 8(4), 51-67.

Salloum, S. A., & Al-Emran, M. (2018). Factors affecting the adoption of E-payment systems by university students: Extending the TAM with trust. *International Journal of Electronic Business*, 14(4), 371-390.

Shafie, I. S. M., Yusof, Y. L. M., Mahmood, A. N., Ishar, N. I. M., Jamal, H. Z., & Kasim, N. H. A. A. (2020). Factors influencing the adoption of e-payment: an empirical study in Malaysia. *Advances in Business Research International Journal*, 4(2), 53-62.

Barkhordari, M., Nourollah, Z., Mashayekhi, H., Mashayekhi, Y., & Ahangar, M. S. (2017). Factors influencing adoption of e-payment systems: an empirical study on Iranian customers. *Information systems and e-business management*, 15, 89-116.

Annex I Questionnaire of EthSwitch

Addis Ababa University

College of Business and Economics

Questioner to be filled by EthSwitch management and Officer

This survey comprises a series of inquiries designed to assess the variables influencing the rate of project completion. The study is completed in part to meet the criteria for the Addis Ababa University School of Commerce's Master of Project Management degree. Please check the option that best represents your opinion for each statement based on your observations and understanding of the relevant management project. Please be aware that this is merely an academic investigation, and that any information you choose to contribute will be treated in strict confidentiality and without repercussions.

Thank you! For the time and effort, you have put in to your participation in this research. Your input is greatly appreciated.

General Instructions:

- Put 'X' mark in the space where alternative answers are given;
- No need have written your name;
- please keep the paper clean;

Section 1 Demographic Profile

Please indicate the following by ticking "√" on the spaces in front of the response options:

- 1, Gender Male Female
- 2, Age 18-30 31-40 41-50 50- Above
- 3, Educational Level High School Diploma Holder Degree Holder
- Masters and above holder
- 4, Job Position Project Manager Project Executive Working staff
- Other if any-----
- 5, Service year in the company 1-3 years 3-5 years 5-7 years 7-Above

The following are believed to be some challenges on EthSwitch, please indicate the level of your agreement.

1- SD= Strongly Disagree

4- A = Agree

2-D= Disagree

5- SA = Strongly Agree

3 – N= Neutral

Variable 1- Technological Advancement

No	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Employees of the institute have knowledge about when there is technological advancement					
2	Immediately implementing new technology when introduced to the world					
3	Constant staff training is held to introduce them to new technologies					
4	Introducing new technology has more advantage than disadvantage in the company					
5	Constant follow up and checkup					
6	Technological shift in the way people live in society which is continuous digital and technological transformation has an effect					

Variable 2 Security threat

No	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization is highly vulnerable to security issues					
2	Financial losses happen after security threat					
3	Security threat happen from lack of responsibility					
4	Security threat affect the reputation of the organization					
5	Training on cyber security awareness is constantly addressed					
6	There is specific regulation in effect regarding user protection for EthSwitch services.					
7	Do you think the system is secure enough (in terms of privacy, data integrity)?					

Variable 3 Financial Issue

No	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Financial constraint limited the advancement of the company					

2	Budget restriction limited from implementing competitive features					
3	Availability of funds influence Completion of project in EthSwitch					
4	lack of funds make it harder for e-payment companies to comply with data privacy regulations					
5	Project financing Influences successful Completion of projects in Ethswitch					

Variable 4 Legislative Factors

No	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	A specific legislation on user protection for EthSwitch services is in place					
2	Legal considerations specific to operating e-payment services across					
3	The company has established mechanisms to promptly address any changes in regulatory frameworks that could impact project completion.					
4	The project team regularly communicates with legal experts to address any legal restrictions or requirements outlined in contracts					
5	We regularly assess and update our data privacy policies and practices					

	to ensure compliance with industry standards and regulations.					
6	We have procedures in place to handle consumer complaints and disputes in a timely and effective manner.					

THANK YOU!