ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Department of Project Management

Factors Affecting Project Execution Culture. A Case of Ethiopian Construction Design and Supervision Works Corporation (ECDSWc)

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Advisor: Solomon Markos (PHD)

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Addis Ababa, Ethiopia

DECLARATION

I hereby declare that this study entitled “Factors Affecting Project Execution Culture: In case of Ethiopian Construction Design and Supervision Works Corporation (ECDSWC).” is my original work prepared under the guidance of my advisor Solomon Markos (Asst. Prof). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management and it has not been previously submitted to any diploma or degree in any college or university.

Researcher name: Aschalew Dechasa

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LETTER OF CERTIFICATION

This is to certify that Aschalew Dechasa carried out his study on the topic entitled "Factors Affecting Project Execution Culture: In case of Ethiopian Construction Design and Supervision Works Corporation (ECDSWC)." is This work is original in nature and suitable for submission for the award of the Masters Degree in Project Management.

Advisor name: Solomon Markos (Asst. Prof).

Signature: _____ Date: _____

Addis Ababa University

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Approval Sheet

This is to certify that the project paper is prepared by Aschalew Dechasa, entitled Factors Affecting project execution culture. A case of Ethiopian Construction Design and Supervision Works Corporation, Ethiopia in partial fulfillment of the requirements for the award of the Degree of Master of Arts in Marketing Management with the regulation of the University and the accepted standards with respect to originality.

Approved by Board of Examiners

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ACRONYMS AND ABBREVIATIONS

ECDSWC- Ethiopian Construction Design and Supervision Works Corporation

SPSS- Statistical Package for the Social Science

PMI- Project Management Institute

GDP- Gross Domestic Product

Abstract

*This study aimed to explore the factors that influence project execution culture within the Ethiopian Construction Design and Supervision Works Corporation (ECDSWC). To gather data, a representative sample of employees was given a survey as part of a quantitative research approach using five point Likert scales, the primary data was gathered, and 126 of the 126 distributed questionnaires had been correctly filled out. The study discovered that organizational culture, leadership style, communication, and employee motivation had a significant impact on project execution culture. The accuracy and reliability of the results were increased by the study's use of a descriptive approach and stratified random sampling technique to collect viewpoints from a variety of organizational roles. The study's findings indicate that successful project execution requires a strong organizational culture that values cooperation, innovation, and adaptability. Effective leadership approaches that encourage and inspire workers are also more supportive of successful project outcomes and a positive project execution culture. Employee motivation and efficient communication techniques have also been found to be important determinants of a project execution culture. The study's findings can be used to identify areas where the culture surrounding project execution needs to be improved, which will ultimately result in better project outcomes. The study offers useful information for practitioners and policymakers who want to change the culture of project execution and boost the effectiveness of the ECDSWC overall. Each independent and dependent variable was correlated using the Pearson correlation coefficient (r), which shows a moderate association between leadership style, communication, and employee motivation and the project execution cultures of 0.392 **, 0.427 ** And 0.408** respectively. Organizational culture has a significant positive correlation of* 0.663 **. *Additionally, regression analysis was performed to confidently ascertain which factors are most important, which ones can be disregarded, and how these factors interact. From the survey result, Leadership style is found to be the primary factor that affects project execution culture (β=0.31, p= 0.001). While Organizational culture (β=0.3; P= 0.002), Communication (β=0.265; P< 0.05), and Employee motivation (β=0.24; P<.05) have a significant effect in descending order.*

Key words: Project Execution Culture, Organizational culture, Leadership style, Communication, Employee motivation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The construction industry is a critical sector that contributes significantly to the economic growth and development of many countries worldwide. It is a significant economic sector that has a big impact on the efficacy and output of other industrial sectors. In some developing countries, the construction industry is expanding more quickly than the population and GDP (Chitkara, 2004). There is inherent complexity in the ways that these parties can affect how well the project performs because there are so many different parties involved in construction projects, including clients, contractors, consultants, stakeholders, shareholders, and regulators.

The main goal of all of these parties' involvements, processes, phases, and stages of work as well as the significant input from both the public and private sectors is to successfully complete the project.

The performance of a construction project determines its long-term success, which is determined by the project's timely completion, budgetary constraints, adherence to quality standards, and customer satisfaction (Omran, 2012). The construction industry will achieve its objectives if the success factors are maximized and the failure factors are minimized (Wang, & Takim, 2013).

With significant investments in the development of infrastructure, such as roads, bridges, buildings, and other public works projects, the construction industry in Ethiopia is one of the fastest-growing sectors (Alemu & Mulugeta, 2019). Project execution, however, continues to be a significant challenge despite the significant investments made in the construction industry, with many projects encountering delays, cost overruns, and quality problems (Alemu & Mulugeta, 2019).

Construction industry plays a major role in development and achievement the goals of society. Construction is one of the largest industries and contributes to about 10% of the gross national product (GNP) (Azeb, 2016).

Even though Ethiopia's construction industry is significant, completing construction projects still faces many difficulties. The project execution culture, which includes the

attitudes, values, and practices that affect how projects are managed and carried out, is one such challenge. Tadesse, (2017).

Project execution culture refers to the set of values, beliefs, and behaviors within an organization that promote effective project management and successful project outcomes. It encompasses the way in which projects are planned, executed, and monitored, as well as the attitudes and behaviors of project team members towards project success. Morris, & Pinto, (2007).

A strong project execution culture is crucial for completing successful projects, according to a study by the Project Management Institute (PMI). According to the study, businesses with established project execution cultures are more likely to meet project goals and objectives and are better prepared to deal with risks and difficulties that may arise. PMI, (2018)

To guarantee that projects are finished on time, within budget, and to the desired quality standards, a strong project execution culture is imperative. However, a number of variables can have a negative impact on the culture of project execution, resulting in delays, cost overruns, and poor project results. Radford and Shiferaw (2019).

The Ethiopian Construction Design and Supervision Works Corporation (ECDSWC) is a state-owned enterprise responsible for providing design, supervision, and project management services for construction projects in Ethiopia. The ECDSWC is essential to the country's ability to carry out construction projects successfully. To deliver projects on time, within budget, and to the required quality standards, the organization must overcome a number of obstacles.

Therefore, this study aims to investigate the factors that influence project execution culture within the ECDSWC, with the hope of identifying key elements that contribute to the success or failure of construction projects in this context. The study seeks to examine the interplay between organizational culture, leadership, communication, and employee motivation, with the aim of providing valuable insights for practitioners and policymakers seeking to improve project management practices and enhance the overall performance of the organization.

1.2 Background of the company

Ethiopian Construction Design and Supervision Works Corporation, a multi-disciplined engineering corporation, was created by the merger of Waterworks Design and Supervision Enterprise, Construction Design Share Company, and Transport Construction Design Share Company. The three businesses have been engaged in the planning, design, and supervision of projects in the fields of water and hydropower, construction, and transportation since 1998, 1977, and 1987, respectively.

On December 17, 2015, the three companies merged to form the Ethiopian Construction Design and Supervision Works Corporation (ECDSWC), a federal government public enterprise under the Ministry of Public Enterprises (MoPE)'s supervision. The Corporation was created with an authorized capital of Birr 1,301,515,785 for an indefinite period of time (ECDSWC, 2017).

The Ethiopian Construction Design and Supervision Works Corporation (ECDSWC) is a fully integrated consultancy firm in water and energy, building and urban planning, transportation sectors, Geotechnics and underground works combined with a fully supported and organized advanced laboratory and research, surveying, geospatial information systems, and project management.

By 2025, the Ethiopian Construction Design and Supervision Works Corporation (ECDSWC) wants to be a top-tier consulting firm that is proficient, dependable, inventive, and globally competitive. For water, transportation, building, and related engineering works, it seeks to provide high-quality Study, Design, Supervision, and Contract Administration services that adhere to national and international standards and guarantee client satisfaction. In order to provide solutions to the problems facing the country in terms of construction consultancy services, the company aims to achieve cost leadership and excellence in all areas, including quality, timely delivery, safety, and environmental concerns. It also seeks to expand and maintain its knowledge, skills, and expertise while utilizing cutting-edge technology.

ECDSWC also seeks to play a critical role in supporting the government's economic transformation efforts by decreasing the large market gaps in infrastructure sector development. The company values ethical and professional practices, customer focus, quality commitment, teamwork and creativity, integrity and honesty, excellence and sustainability, and has zero tolerance for corruption. (ECDSWC, 2017).

1.3 Statement of the problem

According to Smith (2018), effective project execution culture is critical for the success of construction projects. It encompasses the way in which projects are planned, executed, and monitored, as well as the attitudes and behaviors of project team members towards project success.

Research has shown that a strong project execution culture is positively correlated with better project performance. According to a study by the Project Management Institute (PMI), organizations with a mature project execution culture were more likely to achieve their project goals and objectives, and had a higher success rate for projects. (PMI, 2018).

Project execution culture can promote effective communication and collaboration among project team members in addition to enhancing project performance. According to a study by Shenhar et al. (2001), collaboration and communication were crucial to the success of complex projects. Organizations can improve their capacity to complete successful projects by fostering a culture of effective communication and collaboration. Additionally, a strong project execution culture promotes learning and ongoing development, which aids organizations in adapting to changing conditions and enhancing their project management methodologies.

Additionally, a Project execution culture can also help organizations to manage project risks and challenges effectively. a project culture that values risk management and proactive problem solving can help organizations to manage project risks and uncertainties more effectively. Zwikael and Globerson (2004)

However, in the Ethiopian Construction Design and Supervision Works Corporation, project execution culture seems to be affected by various factors.

The Ethiopian Construction Design and Supervision Works Corporation (ECDSWC) play a critical role in ensuring the successful execution of construction projects in Ethiopia. However, the organization faces several challenges that affect its ability to deliver projects on time, within budget, and to the required quality standards. Berhe, & Mulugeta, (2020).

These challenges include delays, cost overruns, and quality issues, which can be attributed to a range of factors, including poor organizational culture, ineffective leadership, communication breakdowns, and low employee motivation.

Lack of implementing capacity, poor project management, shoddy project design, and political interference were the main reasons for failures Ejaz et al. (2013)

Particularly, the construction industry has seen delays in project completion and poor performance, which has prevented it from achieving effective time and cost performance (Azeb, 2016).

Despite the importance of project execution culture in the construction industry, there is a lack of research on the factors that influence project execution culture within the ECDSWC. Therefore, this study aims to address this gap by investigating the factors that influence project execution culture within the ECDSWC, with the hope of identifying key elements that contribute to the success or failure of construction projects in this context.

1.4 Research Questions

1.4.1 Main research question

The main research question of the study is: What are the factors that affect project execution culture in the case of Ethiopian Construction Design and Supervision Works Corporation (ECDSWC)?

1.4.2 Sub - research questions

- ✓ How does organizational culture affect project execution within the ECDSWC?
- ✓ What are the impact of leadership styles in successful project execution culture in the case of Ethiopian Construction Design and Supervision Works Corporation (ECDSWC)?
- ✓ How does communication affect project Execution culture within the ECDSWC?
- ✓ What is the relationship between employee motivation and project execution culture within the ECDSWC?

The answers to these research questions will provide valuable insights for practitioners and policymakers seeking to improve project management practices and enhance the overall performance of the organization.

1.5 Research Objectives

1.5.1 General Objective

The general objective of this study is to investigate the factors that influence project execution culture within the Ethiopian Construction Design and Supervision Works Corporation (ECDSWC).

1.5.2 Specific objectives of the study

The study aims to address specifically the following objectives:

- ✓ To identify the impact of organizational culture on project execution at ECDSWC.
- ✓ To assess the impact of leadership styles on project execution at ECDSWC.
- ✓ To examine the role of communication in project execution at the ECDSWC.
- ✓ To investigate the relationship between employee motivation and project execution culture within the ECDSWC.

1.6 Significance of the Study

The significance of the study is to provide insights into the factors that affect project execution culture in the Ethiopian Construction Design and Supervision Works Corporation. The study aims to contribute to the existing body of knowledge by identifying the challenges faced by project teams in maintaining an effective project execution culture, as well as the strategies that can be employed to improve it.

The findings of this study will be beneficial to project managers, stakeholders, and policymakers in the construction industry in Ethiopia. This study can aid in the development of strategies for project teams to deal with these difficulties and enhance their performance by identifying the variables that influence project execution culture. The study can also help with the formulation of rules and regulations for encouraging a culture of successful project execution in the Ethiopian building sector. Kaming and others (2013),

Furthermore, this study can serve as a reference for future research on project execution culture in the context of the Ethiopian Construction Design and Supervision Works Corporation, as well as in other similar settings. By building on the findings of this study, future research can explore additional factors that may affect project execution culture and develop more comprehensive strategies for addressing them.

1.7 The scope of the study

1.7.1 Geographic Scope:

The study is limited to the Ethiopian Construction Design and Supervision Works Corporation (ECDSWC), located in Ethiopia. The findings of the study may not be generalizable to other organizations or contexts outside of Ethiopia.

1.7.2 Conceptual Scope:

The study focuses on the factors that influence project execution culture within the ECDSWC, including organizational culture, leadership styles, communication, and employee motivation. The study does not explore other factors that may influence project execution culture, such as project scope, project complexity, or external factors such as political instability or economic conditions due to time constraint.

1.7.3 Methodological Scope:

The study employs a quantitative method. The study collects data from primary sources, including survey of a representative sample of employees within the organization.

The scope of the study is determined by resource and skill constraints, such as time and budget limitations, as well as the availability of participants and access to data. The study aims to provide insights into the factors that influence project execution culture within the ECDSWC, with the hope that the findings can be generalized to other organizations within the Ethiopian construction industry and beyond.

1.8 Limitation of the Study

One potential limitation of this study could be a limited sample size, which may limit the generalizability of the findings. Due to resource and time constraints, it may not be possible to conduct a comprehensive study that includes a large and representative sample of project teams in the Ethiopian Construction Design and Supervision Works Corporation. As noted by Yilmaz and Tanyer (2013), a small sample size can limit the statistical power of a study and increase the risk of bias, which may affect the validity of the findings.

The risk of respondent bias, where participants may give answers that are biased or inaccurate due to social desirability or other factors, is another possible restriction. Respondent bias can occur in surveys or interviews, as mentioned by Jones et al.

(2014), where participants may feel under pressure to give socially acceptable or expected responses rather than their genuine opinions or experiences.

1.9 Organization of the Research Report

The research report will be organized into several sections, starting with an introduction that provides a background of the problem, research questions, and objectives. The literature review section will follow, which will discuss the theoretical review, empirical review and conceptual framework and previous studies related to project execution culture in the construction industry. The methodology section will then detail the research design, data collection methods, and analysis procedures used in the study.

The study's findings will be presented in the findings section, along with a thorough examination of the variables influencing the project execution culture in the context of Ethiopian Construction Design and Supervision Works Corporation. The results will be interpreted in the discussion section in light of the research questions and objectives, as well as the implications for the ECDSWC.

Finally, the conclusion section will summarize the key findings, contributions, and limitations of the study, and provide recommendations for future research and practice in the area of project execution culture in the construction industry. The reference section will list all the sources cited in the report, and appendices may include additional details on the research design and analysis procedures.

Overall, the organization of the research report will follow a logical and structured format to ensure that the information is presented in a clear and accessible manner to the target audience.

2 CHAPTER TWO
REVIEW OF RELATED LITRATURES

2.1 Theoretical Reviews

This chapter analyses past literature on factors affecting project execution culture in the construction sector. Some of the key concepts used in the research are highlighted including some theoretical contributions from literature. A literature review helps in the development of understanding of the previous research that has been done relating to the objectives, aims and helps in the refinement of the ideas to which the research will be built. The Literature review is obtained from Secondary sources; relevant mega and reports, textbooks, government publications and projects among others.

2.1.1 Definitions of terms

Conceptual or operational definitions of terms, concepts, and constructs used in this study are as follows:

Organizational culture: The term "organizational culture" describes the shared ideals, presumptions, and standards that shape how individuals behave within a company (Schein, 1985). In this study, organizational culture is operationalized as the degree to which the ECDSWC values collaboration, innovation, and adaptability.

Leadership styles: The method a leader uses to inspire and direct their team toward achieving organizational goals is referred to as their leadership style (Bass & Riggio, 2006). The leadership style in this study is operationalized as the extent to which leaders in the ECDSWC adopt transformational, transactional, or laissez-faire styles.

Communication: refers to the dissemination of information, ideas, and viewpoints between individuals or groups (Pinto & Kharbanda, 1995). The study operationalizes communication as the degree to which the ECDSWC uses techniques like regular meetings, progress reports, and open channels for feedback.

Employee motivation: refers to the internal and external variables that influence a person's actions and productivity within an organization (Herzberg, 1968). The degree to which the ECDSWC provides opportunities for growth and development, recognition, and a positive work environment is defined in this study as employee motivation.

Project execution culture: refers to the common values, beliefs, and norms that affect how members of a project team behave and the success of the project (Denison,

1990). The degree to which the ECDSWC values collaboration, innovation, and adaptability and adopts transformational leadership styles, effective communication strategies, and high employee motivation is operationalized as project execution culture in this study.

2.1.2 What is Project?

According to Vargas (2008), a project is a temporary, one-time endeavor with a clear beginning, middle, and end that aims to achieve a particular, predetermined goal by a specific deadline while adhering to predetermined costs, resources, and quality standards.

A project is also a one-time process that is undertaken to create a single, unique product, service, or end-result. Instead of its brief duration, the project's engagement and prolonged existence are referred to as its temporary nature. The transitory nature of projects proves that they have a distinct beginning and end.

The project comes to an end when its objectives have been met, when it is terminated because it can no longer serve its purpose or is terminated for other reasons, or when it is abandoned because its objectives cannot or will not be met. The project life may also be shortened if the client (customer or sponsor) decides to end the project (PMI, 2013).

Several distinctive characteristics help a project stand out from competing initiatives. The primary characteristics of a project are listed below:-

- ✓ A project has a clearly stated goal.
- ✓ A project's temporary nature means that it has a set lifespan with a start and end.
- ✓ A project is distinctive. It attempts to accomplish a first-time endeavor.
- ✓ A project uses resources, has a defined scope, particular time, cost, and performance requirements, as well as other factors.
- ✓ Several professionals and departments must typically work on a project together (Larson, 2011).

It is possible to use a project life cycle, which separates a project into different stages of development. The project life cycle acknowledges that tasks have a set amount of time to complete them and that it is normal for these amounts to change over time. The life cycle enables the assessment of a number of similarities that can be found in every project, regardless of context, applicability, or area of activity. There are many

different life-cycle models available in the project management literature. Many only apply to a specific kind of project. A project typically goes through the following phases in that order, according to Larson (2011): defining, planning, executing, and closing.

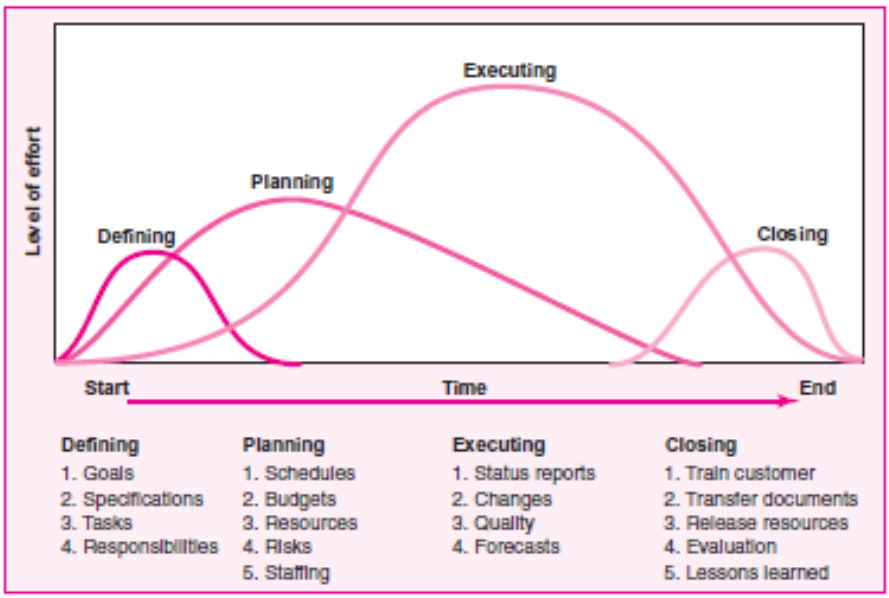
a. Defining stage: The need for the project is determined, the project's specifications are established, objectives are set, teams are created, and primary responsibilities are assigned.

b. Planning stage: Efforts are intensified and strategies are developed to establish the project's scope, target audience, required standard of quality, and financial constraints.

c. Executing stage: The project requires a significant amount of both physical and mental labor. It results in the creation of a building, bridge, piece of hardware, or software. Utilizing controls for time, money, and specifications, adjustments or changes are made as needed.

d. Closing stage: Delivering the project's product, service, or result to the client, reallocating project resources, and conducting a post-project evaluation are the three main tasks involved in the closing stage. The project's final delivery may also include document distribution and customer training. Assigning team members to new projects and moving project tools and materials are two typical aspects of relocation. Performance reviews and post-project reviews both include lessons learned (Larson, 2011).

Figure 1. Project Life cycle



2.1.3 The Concept of project execution

The guiding principles, frameworks, and rules for effective project management are referred to as the theory of project execution. It includes a range of techniques, procedures, and best practices that project managers and team members can use to efficiently plan, carry out, monitor, and manage projects (PMI, 2017). According to this theory, projects must be planned, organized, carried out, controlled, and closed (Kerzner, 2017).

According to PMI (2017), project planning entails figuring out the objectives, constraints, timeline, budget, and resources needed to complete the project successfully. Project organization includes creating a project team, outlining roles and responsibilities, setting up communication channels, and establishing decision-making procedures.

Project execution includes carrying out the project plan, monitoring project development, and making necessary adjustments to keep the project on course. Project control involves monitoring project performance, identifying potential problems, and taking corrective action to ensure that the project is completed within its intended scope, timeframe, and budget. Project closure involves finishing the project, documenting the lessons learned, and reviewing the project to identify areas that could use improvement.

Project management, systems thinking, and organizational behavior are just a few of the disciplines that the theory of project execution draws from. In order to guarantee project success, it highlights the significance of effective leadership, communication, collaboration, and stakeholder engagement (Pinto & Kharbanda, 2015). Project managers and team members can increase the likelihood of a successful project completion and the achievement of project objectives by adhering to the principles and guidelines of the theory of project execution.

2.1.4 Project execution culture

The shared beliefs, attitudes, values, and behaviors that influence how projects are planned, managed, and carried out within an organization are referred to as project execution culture, which is a crucial component of project management (Davies, 2002).

A strong project execution culture is defined by collaboration, continuous improvement, and a commitment to delivering high-quality results (Kerzner, 2017). This culture is essential for project success and requires a team effort from all team members in order to ensure that projects are delivered on time, within budget, and to the satisfaction of stakeholders (Thiry, 2004).

2.1.5 Issues and challenges in the project execution culture

a) Cultural differences

Due to different attitudes, values, and communication patterns, cultural differences can pose difficulties for project execution cultures. These differences may be caused by things like social norms, language, religion, nationality, and ethnicity (Hofstede & Hofstede, 2005).

Cultural differences can affect project execution culture in a variety of ways. For instance, communication issues brought on by language barriers can lead to misunderstandings and misinterpretations (Tjosvold & Leung, 2003). Different perspectives on time and scheduling can also lead to conflicts and delays in project execution (Globerson & Huang, 2002).

Furthermore, contrasting priorities and expectations can result from various problem-solving approaches and work styles, which can hinder effective teamwork and collaboration (Kerzner, 2017). For example, some cultures may value consensus and group decision-making while others may place more value on individual success than teamwork (Hofstede & Hofstede, 2005).

b) Lack of coordination

Coordination issues between the project team and stakeholders can result in conflicts, delays, and duplication of effort, which ultimately undermines the project execution culture (Kerzner, 2017). Conflicting priorities, ambiguous roles and responsibilities, and inadequate communication channels and protocols are just a few causes of poor coordination.

c) Unclear project objectives

Project objectives that are unclear can result in scope expansion, muddle, and goal misalignment, which ultimately undermines the project execution culture (PMI, 2017).

When project objectives are not clearly defined, scope creep may happen, resulting in changes to the requirements and scope that could raise project costs and push back project completion (Kerzner, 2017).

Confusion that results from unclear communication of project objectives to stakeholders and project team members can result in misinterpretations of those objectives (Turner & Müller, 2019).

The project's goals may become out of alignment when various stakeholders have divergent expectations and priorities for it, which may lead to disagreements and delays in project execution (PMI, 2017).

2.1.6 Factors Affecting Project Execution Culture

Organizational structure, leadership, communication, and the surrounding environment are just a few of the variables that affect project execution culture (Liu & Walker, 2015). The roles and responsibilities of team members, the method of making decisions, and the information flow are all influenced by organizational structure, which has an impact on the culture of project execution.

Leadership is essential in creating the culture of project execution because it sets the tone for the organization's values and expectations. To promote cooperation and problem solving, a common understanding of goals, duties, and roles must be established.

The market, legal system, and social context are just a few examples of the external environment that can affect how projects are carried out by offering opportunities or posing barriers to the organization's success.

According to Laal and Rehman, organizational culture has a significant impact on how projects are completed because it affects how team members interact, communicate, and make decisions. They note that an organizational culture that values collaboration, innovation, and risk-taking is more likely to promote successful project execution. The execution of a project, however, may be hampered by a bureaucratic, hierarchical, and change-resistant organizational culture. Laal and Rehman (2017).

The authors also discuss how project management methodologies can affect organizational culture. They argue that employing effective project management methods can create a work environment that promotes successful project execution.

For instance, a good project manager can support the growth of a collaborative, communicative, and empowered workplace culture. Similar to this, a project manager can aid in the growth of a culture that values these techniques by emphasizing risk management and quality control.

In order to improve project execution, Laal and Rehman emphasize the significance of understanding organizational culture. They advise project managers to make an effort to foster an organizational culture that supports the aims and objectives of their projects. Rehman and Laal (2017).

2.2 Empirical Review

2.2.1 Related Empirical Studies in International Perspective:

An essential component of project management that affects project success is project execution culture. Leadership style, organizational culture, team dynamics, communication, and risk management are a few variables that can impact project execution culture. Reviewing empirical research on these variables reveals some intriguing results.

Huo and Chen (2021) looked into the influence of transformational leadership on the culture of project execution. Data were gathered for the study using a survey questionnaire in a variety of Chinese industries using a quantitative research design. According to the study, transformational leadership has a positive impact on project execution culture by fostering team motivation, inspiration, and cooperation at work.

A study by Salleh et al. (2020) investigated the impact of servant leadership on project execution culture. The questionnaire was distributed to 200 project managers and team members in various industries in Malaysia. The study found that servant leadership positively affects project execution culture by creating a culture of empathy, collaboration, and teamwork.

These studies stress how crucial leadership style is in establishing a project execution culture. It has been discovered that transformational and servant leadership philosophies have a positive impact on the culture of project execution through the creation of an environment that encourages inspiration, collaboration, and teamwork. These findings can be used by project managers and organizations to adopt strong leadership philosophies that improve project execution culture and raise the possibility of project success.

A study by Karapetrovic and Willborn (2018) investigated the impact of organizational culture on project execution culture. The study used a quantitative research design and collected data through a survey questionnaire in various industries in Canada. The study found that a supportive organizational culture positively influences project execution culture by promoting teamwork, open communication, and continuous learning, which create a positive work environment that enhances project execution culture.

A study by Yuhui and Xiuzhen (2021) investigated the impact of bureaucratic organizational culture on project execution culture. The study was conducted in various industries in China. The study found that a bureaucratic organizational culture negatively affects project execution culture by promoting rigidity, hierarchy, and centralization, which create a negative work environment that inhibits project execution culture.

These studies emphasize how crucial organizational culture is in determining the culture of project execution. While a bureaucratic organizational culture can harm project execution culture by promoting rigidity, hierarchy, and centralization, it can also positively influence project execution culture by encouraging teamwork, open communication, and continuous learning. These findings can be used by project managers and organizations to strengthen project execution culture and foster a supportive organizational culture, which will ultimately result in successful project outcomes.

Team dynamics, including team cohesion, team diversity, and team communication, can also impact project execution culture. A study by Sohail and Daim (2018) found that team cohesion positively influences project execution culture. Cohesive teams are more likely to collaborate, communicate effectively, and share knowledge, creating a positive work environment that enhances project execution culture. A study by Krstic et al. (2020) found that team diversity positively affects project execution culture. Diverse teams bring different perspectives, skills, and knowledge, creating a culture of innovation and creativity that enhances project execution culture.

A study by Tuan et al. (2019) investigated the impact of communication quality on project execution culture. The study was distributed conducted in Vietnam. The study found that communication quality positively influences project execution culture by

promoting shared understanding, knowledge sharing, and timely decision making, which create a positive work environment that enhances project execution culture.

This study highlights the importance of effective communication in shaping project execution culture. Good communication can positively influence project execution culture by promoting shared understanding, knowledge sharing, and timely decision making, ultimately creating a positive work environment that enhances project execution culture. Project managers and organizations can use these findings to prioritize effective communication in their projects and enhance project success.

However, a study by Sarpola and Kujala (2019) discovered that poor communication has a negative impact on the culture of project execution. Poor communication breeds misinterpretations, disputes, and delays, degrading the work environment and impeding the culture of project execution.

A number of elements, such as leadership style, organizational culture, team dynamics, and communication, have an impact on the culture of project execution. Project managers can improve the success of their projects by fostering a positive workplace environment by being aware of these factors.

2.2.2 Related Empirical Studies in Africa Perspective:

The study by Ahiaga-Dagbui et al. (2019) was a quantitative study that utilized a survey research design. The study aimed to investigate the role of organizational culture in project success in Ghana, a developing country in West Africa. The researchers collected data from 110 project management professionals in Ghana using a structured questionnaire.

The study was conducted in Ghana, a developing country in West Africa that is known for its rich cultural heritage and diverse economy. The country has a growing project management industry, which is faced with various challenges, including inadequate infrastructure, limited resources, and cultural differences. The study aimed to address these challenges by investigating the role of organizational culture in project success in Ghana.

Overall, the study by Ahiaga-Dagbui et al. (2019) offers insightful information about the part organizational culture plays in Ghanaian project success. The study's conclusions emphasize the significance of organizational culture elements like

cooperation, responsibility, innovation, and ongoing learning for the success of projects in Ghana.

The study makes a significant contribution to the body of knowledge on project management in Africa because of its survey research design and focus on the Ghanaian project management industry. The study's conclusions may also be applicable to other developing nations with project management industries that deal with comparable difficulties.

The study conducted by Ogunlana and Chan (2008) aimed to investigate the relationship between project leadership styles and project success in South Africa. The study by Ogunlana and Chan (2008) found that a participative and consultative leadership style was the most effective in achieving project success in South Africa. This leadership style fostered better communication, teamwork, and collaboration among project team members, which in turn led to better project outcomes.

The study also found that an autocratic leadership style had a negative impact on project success, as it led to poor communication and teamwork among project team members. However, the study did not find a significant relationship between a laissez-faire leadership style and project success.

The study came to the conclusion that project managers in South Africa should adopt a participative and consultative leadership style to improve project outcomes based on these findings. The study suggested that project managers take leadership development classes to improve their capacity to lead project teams successfully.

In their 2013 study, Odeyinka and Yusif looked at how communication affects project success in Nigeria. According to Odeyinka and Yusif's (2013) study, successful communication was essential for projects to succeed in Nigeria. The study identified a number of variables that affected effective communication, including the frequency, clarity, and use of appropriate communication channels.

Based on these findings, the study concluded that project managers in Nigeria should prioritize effective communication as a key factor in achieving project success. The study recommended that project managers should use appropriate communication channels that are tailored to the needs of the project team, ensure that communication is clear and concise, and communicate frequently with all project stakeholders. The study also recommended that project managers should receive training on effective

communication skills to enhance their ability to communicate effectively with project team members and stakeholders.

Another study by Rwelamila and Kikwasi (2014) investigated communication challenges in the South African construction industry and its impact on project success. The study by Rwelamila and Kikwasi (2014) found that poor communication was a major challenge that affected project success in the South African construction industry. The study identified several communication challenges, including language barriers, ineffective communication channels, lack of information sharing, and poor listening skills.

The study also found that inadequate communication led to misunderstandings, delays, and cost overruns in construction projects. Furthermore, the study found that poor communication contributed to conflicts among project team members, which further affected project success.

Based on these conclusions, the study suggested that South African construction industry professionals give priority to effective communication in construction projects. According to the study, project managers should make sure that all stakeholders are involved in the communication process and that communication channels are appropriate, clear, and frequent. According to the study, construction professionals should receive training in effective communication techniques to improve their capacity for effective interaction with stakeholders and members of the project team.

The study by Ameyaw et al. (2013) investigated the factors affecting project success in Ghana, with a focus on employee motivation. The study by Ameyaw et al. (2013) found that employee motivation was a critical success factor in achieving project success in Ghana. The study identified several factors that influenced employee motivation, including job satisfaction, job security, and recognition for good performance.

The study also found that motivated employees were more likely to be engaged, productive, and committed to project goals. Furthermore, the study found that employee motivation had a positive impact on project quality, project schedule, and project budget.

The study came to the conclusion that project managers in Ghana should give employee motivation top priority as a crucial success factor in achieving project success based on these findings. According to the study, project managers should give their staff members a sense of job satisfaction, job security, and appreciation for their hard work in order to boost motivation. According to the study, project managers should foster an environment that encourages employee engagement and motivation.

2.2.3 Related Empirical Studies in Ethiopia Perspective:

A study by Gebrezgabher and Kifle (2019) investigated the impact of leadership styles on project execution culture in Ethiopia. The study found that transformational and transactional leadership styles positively influence project execution culture by promoting teamwork, communication, and collaboration, which create a positive work environment that enhances project execution culture.

Alemayehu and Gebremeskel (2018) conducted research on the effect of communication on Ethiopia's project execution culture. Data were gathered for the study using a quantitative research design and a survey questionnaire. By encouraging shared understanding, knowledge sharing, and prompt decision-making, which foster a positive work environment and improve project execution culture, the study found that effective communication positively influences project execution culture.

Abate and Mesfin's (2020) study looked at the influence of communication and leadership on Ethiopia's project execution culture. The study discovered that by encouraging teamwork, collaboration, and prompt decision-making, which create a positive work environment that improves project execution culture, transformational leadership and effective communication positively influence project execution culture.

Leadership style is also an important factor that can influence project execution culture. A study by Yimer et al. (2019) found that transformational leadership style positively influences project execution culture in the Ethiopian construction industry. This leadership style promotes employee motivation, encourages innovation, and fosters collaboration, which can lead to better project outcomes.

In addition to leadership style, employee motivation is another factor that can influence project execution culture.

A study by Amare et al. (2019) found that motivation, such as job satisfaction and sense of achievement, positively influences project execution culture and leads to better project outcomes.

2.3 Conceptual Framework

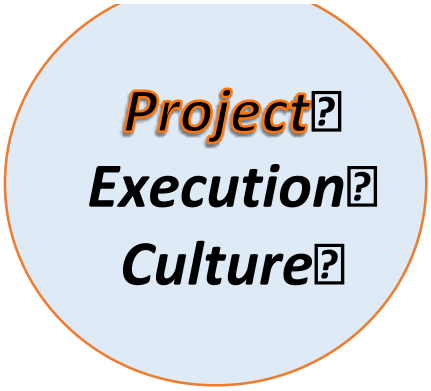
The study assesses the factors that affect project execution culture at ECDSWC by using the four factors. The proposed framework for this research is illustrated in figure below

Figure 2. Conceptual Framework

Independent variables

Organizational culture
Leadership style
Communication
Employee motivation

Dependent variable



Source: own construction (2023)

3 CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter focused on the theoretical perspective of the research and justified the selection of the relevant methodology and the methods adopted in achieving the specific aim and objectives of this study. The methodologies that were used in the study started with topics related to research approach, research design, population and sample, data source and types, data collection procedure, ethical consideration, method of data presentation and analysis were carried out in this research. The following sections discussed each step in detail.

3.2 Research Design and Approach

Techniques for gathering and analyzing quantitative data were used in this study. In order to gather information on elements like organizational culture, leadership styles, communication, and employee motivation, a representative sample of the organization's employees was surveyed using a standard questionnaire.

In the study, the descriptive approach was used to gather quantitative data on the prevalence and characteristics of organizational culture, leadership style, communication methods, and employee motivation. This approach involved the use of surveys and questionnaires to collect data from a sample of employees within the ECDSWC.

Furthermore, the explanatory approach was used to explore the relationships between these factors and project execution culture. This approach involved statistical analysis, such as correlation, to determine which factors had a significant impact on project execution outcomes (Hossain & Gao, 2019). The aim was to provide a deeper understanding of the factors that influenced project execution culture within the ECDSWC.

Overall, the combination of these two approaches provided valuable insights into the factors that impacted project execution outcomes and helped identify areas for improvement in project execution culture within the ECDSWC.

3.3 Data sources and type

The study used primary data. To collect the primary data, closed-ended questionnaires were used, which were developed in English as the medium of language. In addition to this, the questionnaires were developed from previous studies, with some modifications in the form of a five-point Likert scale.

To gather information on elements like organizational culture, leadership styles, communication, and employee motivation, a survey of a sample of the organization's employees was carried out using a questionnaire. These sources provided quantitative information that was gathered.

3.3.1 Population

The population of the research comprised employees of Ethiopian Construction Design and Supervision Works Corporation who were directly involved in projects. The research targeted employees who were responsible for planning, executing, controlling, and supporting overall project execution within the organization.

The target population was comprised of project managers, project coordinators, project members, and project support staff within the organization. There were 36 project managers, 43 Resident Engineers, 60 office Engineers, 5 project coordinators, and 40 site engineers, giving a total population of 184 ECDSWC HR Department, (2023).

In this study, stratified random sampling was used to ensure that the sample selected was representative of the population. This technique was applied by dividing the population into subgroups based on their job titles, such as project managers, project coordinators, project members, and then selecting a proportional sample from each subgroup. By using this method, the study was able to gather a diverse range of perspectives from different roles within the organization. This approach helped to improve the accuracy and reliability of the study findings.

3.3.2 Sample size

In order to determine the sample size, Kanbiro (2018) used a 95% confidence level and 5% level of significance by using the simplest mathematical formula, n=N/1+N(e)^2. Where "n" was the sample size, "e" was the level of significance, and "N" was the target population to be applied. Thus, 126 respondents were selected.

3.4 Data collection methods

Quantitative data was collected through a survey administered to a representative sample of employees within the organization. The survey was administered in person, depending on the preference of the participants. The survey used a standardized questionnaire to collect data on factors such as organizational culture, leadership styles, communication, and employee motivation.

3.5 Data analysis techniques

Quantitative data was analyzed using descriptive and inferential statistics, such as means, standard deviations, correlation analysis and regression analysis. The data was analyzed using statistical software such as SPSS.

3.6 Reliability Analysis

Reliability was assessed in this study to ensure that the results were consistent over time and provided an accurate representation of the total population under study. Internal consistency, which is a common form of reliability measurement, was measured by assessing the correlation among variables that consisted of the scale. To evaluate the validity and internal reliability of each construct, Cronbach's alpha was used (Hair et al., 2010), as it is widely used in educational research when instruments for gathering data have items that are scored on a range of values. For each item under each variable, the coefficient was calculated to assess the degree of internal consistency. An inadequate level of internal consistency was generally indicated by a coefficient value of 0.6 or less (Malhotra & Birks, 2003).

Table 3.6-1Cronbach's Alpha Test for Reliability

Factors	No of Items	Cronbach's Alpha
Organizational culture Related Factors	6	0.771
Leadership style Related Factors	5	0.802
Communication Related Factors	6	0.682
Motivation Related Factors	4	0.624
Project Execution culture	5	0.615

Therefore, the alpha was considered to be enough to proceed in to the data analysis.

3.7 Ethical considerations

This study complied with ethical standards for using human subjects in research, including obtaining participants' informed consent, maintaining confidentiality and anonymity, and minimizing potential harm or discomfort.

4 CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with presentations, discussions and interpretation of the data Collected through questionnaire. The main objective of this study is to investigate the factors that influence project execution culture within the Ethiopian Construction Design and Supervision Works Corporation (ECDSWC).

In order to meet the objectives of the study, the data that were gathered from the primary source using questionnaire. Furthermore, the data extracted from completed questionnaires were coded and entered to Statistical Package for Social Sciences (SPSS) IBM version 20 and was analyzed, presented, and interpreted using descriptive statistics with tables using frequency, percentage, mean and standard deviation.

4.2 Respondents Demographic Information

The study examined demographic factors, which encompassed the gender, age, and educational level of the participants. In order to gather this information, the research was conducted to ascertain the gender, age, and educational level of the respondents.

Table 4.2-1. Respondents Gender, Age, and Educational level

Variables	Category	Outcome	
		Frequency	**Percentage**
Gender of respondents	Male	86	68.3
	Female	40	31.7
	Total	**126**	**100.0**
Age of respondents	Below 30	52	41.3
	>31	74	58.7
	Total	**126**	**100.0**
Respondent Designation	Resident Engineer	29	23.0
	Project Manager	23	18.3
	Project Coordinator	4	3.2
	Site Engineer	28	22.2
	Office Engineer	42	33.3
	Total	**126**	**100.0**
Years of Work Experience	0 to 5	39	31.0
	6 to 10	25	19.8
	11 to 15	37	29.4
	> 20	25	19.8
	Total	**126**	**100.0**
Education level of respondents	First degree	78	61.9
	Second degree & above	48	38.1
	Total	**126**	**100**

Source: own Survey Result, 2023

According to the results shown in the above table, of the 126 respondents, 68.3% of them were men and 31.7% were women. In relation to age, as table 4.2.1 above shows, about 41.3 % of respondents' age is below 30 years and 58.7% of the respondent's age greater than 31.

The respondent's designation was Resident Engineers, project managers, project coordinators, site engineer, and office engineers, which account 23%, 18.3%, 3.2%, 22.2% and 33.3% respectively. This implies that most of respondents are people who are actually engaged in the project that provided important information to the study.

In the case of work experience, 31% of the respondents were between the range of 0 and 5 years, 19.8% of the respondents were between 6 and 10 years, 29.4% of the respondents are 11 to 16 years and the remaining 19.8% are above 16 years. With respect to the educational level of respondents 61.9% are Bachelor degree, 38.1% of them have a master's degree & above.

4.3 Descriptive Analysis

This section calculated descriptive statistical analysis in the form of minimum, maximum, means, and standard deviations for factors affecting project execution culture (organizational culture, leadership style, communication, and employee motivation). The calculated means represent the respondents' levels of agreement and disagreement. Standard deviation values are important indicators of variability.

Decision rule for Mean value

Table 4.3-1. Decision rule for respondents Attitude

Level	Scale	Interval Length	Lower Limit	Upper Limit
Strongly Disagree	1	0.8	1	1.8
Disagree	2	0.8	1.8	2.6
Neutral	3	0.8	2.6	3.4
Agree	4	0.8	3.4	4.2
Strongly Agree	5	0.8	4.2	5

Source: (Ahmaro et al, 2014), (Kiong , 2004) and (Hafizan, 2018).

4.3.1 Descriptive result for Organizational culture Related Factors

From table 4.3.2 ‘there is a good collaboration between the project team’ have the highest mean 3.67 with standard deviation of 1.004, which indicates that the majority of respondents agree with the content of ‘good collaboration between the project team.’ While ‘Inclusive and effective decision- making is observed in project execution’ is the second most commonly implemented organizational culture related factor with a mean and standard deviation of 3.48 and 1.313 respectively, which also indicates that the majority of respondents agree with this content.

The thirdly, fourthly, fifthly and lastly ranked organizational culture related factors are ‘Accountability and responsibility are promoted in the institution during project execution’, ‘A good risk management and risk-taking culture exists in ECDSWC’, ‘The institution pays attention to and encourages innovation and There is a workable and efficient bureaucracy in ECDSWC.’ With a mean of 3.34, 3.34, 3.33, 3.29 and standard deviation of 1.208, 1.111, 1.361 and 1.214 respectively, which also indicates that the majority of respondents agree with these factors.

Table 4.3-2 Descriptive result for Organizational culture

Organizational culture	N	Min	Max	Mean	St. Dev
A good risk management and risk-taking culture exists in ECDSWC	126	1	5	3.34	1.111
There is a workable and efficient bureaucracy in ECDSWC	126	1	5	3.29	1.214
Inclusive and effective decision- making is observed in project execution.	126	1	5	3.48	1.313
Accountability and responsibility are promoted in the institution during project execution.	126	1	5	3.34	1.208
There is a good collaboration between the project team.	126	1	5	3.67	1.004
The institution pays attention to and encourages innovation.	126	1	5	3.33	1.361

Source: own Survey Result, 2023, using SPSS V20

4.3.2 Descriptive result for Leadership style

Table 4.3.3 reveals that the organizational culture factor with the highest mean score of 3.6 and a standard deviation of 1.214 is Do you feel that the project leadership style in ECDSWC is approachable and open to feedback?', indicating that the majority of respondents agree with this factor. The second most commonly implemented organizational culture factor is A high level of delegation by project managers and supervisors is common with in the ECDSWC', with a mean score of 3.52 and a standard deviation of 1.205, also indicating agreement among the majority of respondents.

The third, fourth, and last ranked organizational culture factors are ‘The leadership style of project managers and supervisors within the ECDSWC is effective in motivating and engaging employees ', The leadership style in Organization ensures that appropriate support among the project team', There is sufficient level of trust by project managers and employees during project execution', respectively. These factors have mean scores of 3.43, 3.38, and 3.34, and standard deviations of 1.229, 1.277, and 1.154, respectively, indicating agreement among the majority of respondents with these factors.

Table 4.3-3 Descriptive result for Leadership style

Leadership style	N	Min	Max	Mean	St. Dev
The leadership style of project managers and supervisors within the ECDSWC is effective in motivating and engaging employees.	126	1	5	3.43	1.229
There is sufficient level of trust by project managers and employees during project execution	126	1	5	3.34	1.154
The leadership style in Organization ensures that appropriate support among the project team.	126	1	5	3.38	1.277
A high level of delegation by project managers and supervisors is common with in the ECDSWC.	126	1	5	3.52	1.205
Do you feel that the project leadership style in ECDSWC is approachable and open to feedback?	126	1	5	3.6	1.214

Source: own Survey Result, 2023, using SPSS V20

4.3.3 Descriptive result for Communication

According to the table below, the highest mean score of 3.65 and a standard deviation of 1.182 are for the communication related factor ‘Do you feel that communication within the ECDSWC is inclusive and respectful?' This suggests that the majority of respondents are agreeing with the content of communication related factors.

The second most commonly implemented communication related factor are ‘Do you feel that communication within the ECDSWC is effective in promoting collaboration and teamwork?' and ‘Do you feel that communication within the ECDSWC is aligned with the organization's goals and objectives?’ with a mean score of 3.55, 3.55 and a standard deviation of 1.348 and 1.136 respectively, also indicating agreement among the majority of respondents.

The third and the forth highest ranked Communication Related Factors
Are ‘there is Consistent and effective communication within ECDSWC' and ’ There is high level of clarity of communication between project teams and stakeholders’ with a mean score of 3.5 and 3.4 respectively. And a standard deviation of 1.238 and 1.082 respectively. The lowest ranked Communication Related Factors is Timely and responsive communication is common in the ECDSWC', with a mean score of 3.37 and a standard deviation of 1.212, indicating that the majority of respondents are neutral about this indicator.

Table 4.3-4 Descriptive result for Communication

Communication	N	Min	Max	Mean	St. Dev
There is high level of clarity of communication between project teams and stakeholders	126	1	5	3.4	1.082
There is Consistent and effective communication within ECDSWC	126	1	5	3.5	1.238
Timely and responsive communication is common in the ECDSWC	126	1	5	3.37	1.212
Do you feel that communication within the ECDSWC is aligned with the organization's goals and objectives?	126	1	5	3.55	1.136
Do you feel that communication within the ECDSWC is inclusive and respectful?	126	1	5	3.65	1.182
Do you feel that communication within the ECDSWC is effective in promoting collaboration and teamwork?	126	1	5	3.55	1.348

Source: own Survey Result, 2023, using SPSS V20

4.3.4 Descriptive result for Employee Motivation

From table 4.3.5 the question ‘I believe that there is a high level of opportunities for professional growth and development at the ECDSWC?
is a very large company have the highest mean 3.81 with standard deviation of 1.244 which indicates that the majority of respondents are agreed with the content of this Employee Motivation Related Factors.

The second, third, and the last ranked Employee Motivation Related Factors are ‘I am satisfied with the level of recognition and appreciation that I receive for my work on the project’, ‘Do you believe that are you satisfied with the level of support and resources provided by the ECDSWC to help you succeed in your work?’ and ‘I am satisfied with the level of work-life balance provided by the ECDSWC?’ which have a mean of 3.34. 3.33 and 3.14, respectively.

And standard deviation of 1.133, 1.252 and 1.263, respectively. Which indicates that the majority of respondents are neutral with the content of this Employee Motivation Related Factors. The overall perceived size have mean and standard deviation of 3.41 and 1.223 respectively, which indicates that the majority of respondents are agree in Employee motivation.

Table 4.3-5 Descriptive result for Employee Motivation

Employee Motivation	N	Min	Max	Mean	St. Dev
I am satisfied with the level of recognition and appreciation that I receive for my work on the project	126	1	5	3.34	1.133
I believe that there is a high level of opportunities for professional growth and development at the ECDSWC?	126	1	5	3.81	1.244
I am satisfied with the level of work-life balance provided by the ECDSWC?	126	1	5	3.14	1.263
Do you believe that are you satisfied with the level of intrinsic motivation, support and resources provided by the ECDSWC to help you succeed in your work?	126	1	5	3.33	1.252

Source: own Survey Result, 2023, using SPSS V20

4.3.5 Arithmetic mean Value of Independent variables and summary

Table 4.3-6 Aggregate Mean

Independent variables	Aggregate Mean value
Organizational culture	**3.41**
Leadership style	**3.45**
Communication	**3.5**
Employee Motivation	**3.41**

Source: own Survey Result, 2023, using SPSS V20

Based on the mean values provided, it seems that the independent variable "Communication" has the highest mean value of 3.5, indicating that this area may be strength in the organization. However, "Organizational culture" and "Employee Motivation" have the lowest mean values, 3.41, indicating that these might be intervention-required problem areas.

According to theoretical understanding, fostering a positive organizational culture that aligns with the organization's mission and goals and creates a supportive work environment can enhance employee motivation (Schein, 2010). Employee motivation can also be increased by offering chances for professional growth, honoring accomplishments, and fostering a sense of ownership and purpose (Locke & Latham, 2004). In order to improve the culture of project execution and overall success, it is advised that the organization concentrate on enhancing both organizational culture and employee motivation.

It is also significant to note that communication and leadership style have mean values that are reasonably close to one another, suggesting that these may already be organizational strengths or areas of focus. Nevertheless, the success of the organization can still be aided by ongoing development in these areas.

4.3.6 Descriptive result for Project Execution culture

'In your opinion, does ECDSWC allocate resources fairly and effectively across its projects?' is one of the project execution culture indicators shown in Table 4.3.7. had a mean score of 3.71 and a standard deviation of 1.212, which was the highest. This demonstrates that this indicator was supported by the majority of respondents.

'To what extent do you believe that the project planning process in ECDSWC is structured and effective?' was the second most frequently used project execution culture indicator, with a standard deviation of 1.282 and a mean score of 3.52. Once more, the majority of survey participants concurred with this indicator. ‘How frequently does ECDSWC monitor and control its projects to ensure timely completion?' was the third-ranked project execution culture indicator, with a standard deviation of 1.212 and a mean score of 3.37. 'Does ECDSWC have a formalized process for identifying and addressing stakeholder concerns?' was the fourth-ranked indicator, with a mean score of 3.36 and a standard deviation of 1.268. How effective is risk management in reducing project risks in ECDSWC? was the fifth-ranked indicator, with a mean score of 3.35 and a standard deviation of 1.248. According to this score, most respondents had a neutral opinion of this indicator.

Overall, the project execution culture had a mean score of 3.46 and a standard deviation of 1.260, indicating that the majority of respondents agreed with the project execution culture at ECDSWC.

Table 4.3-7 Descriptive result for Project Execution culture

Project Execution culture	N	Min	Max	Mean	St. Dev
To what extent do you believe that the project planning process in ECDSWC is structured and effective?	126	1	5	3.52	1.282
How frequently does ECDSWC monitor and control its projects to ensure timely completion?	126	1	5	3.37	1.212
In your opinion, does ECDSWC allocate resources fairly and effectively across its projects?	126	1	5	3.71	1.29
How effective is risk management in minimizing project risks in ECDSWC?	126	1	5	3.35	1.248
Does ECDSWC have a formalized process for identifying and addressing stakeholder concerns?	126	1	5	3.36	1.268

Source: own Survey Result, 2023, using SPSS V20

4.4 Inferential Statistics

4.4.1 Correlation Analysis

Correlations measure the strength and direction of the linear relationship between the two variables, for this study the correlation investigate the relationship between project execution culture and Organizational culture, Leadership style, Communication and Employee Motivation. The correlation coefficient (r) can range from -1 to +1, -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all.

When two variables show a linear relationship that goes beyond what would be predicted by chance alone, correlation exists. The "Pearson Product-Moment Correlation Coefficient" is the most popular correlation indicator. The Pearson correlation coefficient (r), according to Malhotra (2010), gauges the strength of the linear relationship between the variables. A correlation coefficient's value can be anywhere between -1 and 1. While values closer to 0 indicate that there is little or no linear relationship between the variables being correlated, values closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated. Robinson and others, (2009). As described by Getamesay (2016), the correlation is a commonly used measure of the size of an effect: values of 0.01 up to 0.09 represent a Negligible association, from 0.10 up to 0.29 Low association, from 0.30 up to 0.49 Moderate association, from 0.50 up to 0.69 Substantial association

and from 0.70 and above Very strong association.

Table 4.4-1 Correlation between factors and project execution culture

Factors	Project Execution Culture	
	Pearson's Correlation r	P-value
Organizational culture	0.663	0.001
Leadership style	0.392	0.001
Communication	0.427	0.001
Employee Motivation	0.408	0.001

Source: own Survey Result, 2023, using SPSS V20

The correlation analysis in table 4.4.1 shows that the Organizational culture Related Factors has a Substantial positive association with Project Execution Culture where r = 0.663 and the sig (2-tailed) =0.001 level of significance. Therefore, an increase in Organizational culture leads to an increase in Project Execution Culture. Which means an effective project execution culture is closely linked to a positive organizational culture. The correlations analysis shows that there is a Moderate positive relationship between Leadership style and Project Execution Culture where r = 0.392 and the sig (2- tailed) =0.001. Therefore, an increase in the leadership quality leads to an increase in project execution culture. The correlations analysis shows that there is a moderate and positive association between Communication and Project Execution Culture where r = 0.427 and the sig (2- tailed) =0.001. Therefore, an increase in the Communication with in project leads to an increase in Project Execution Culture. The correlation analysis shows that Employee Motivation has a moderate and positive relationship with Project Execution Culture where r =0.408 and the sig (2-tailed) =0.001 level of significance. Therefore, an increase in the Employee Motivation leads to an increase in Project Execution Culture.

The correlation analysis shows that, Organizational culture, Leadership style, Communication and Employee Motivation has statistically significant positive linear relation with Project Execution Culture at 0.05 level of significant.

4.4.2 Linear Regression Analysis Result and Discussion

The main objective of regression analysis is to evaluate and describe the relationship between the dependent variable and the independent variables or performed to insure the project execution culture.

Multi regression analysis is applied for these four components using project execution culture as the dependent variable.

Table 4.4-2 Regression coefficients

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.601	0.37		9.737	0
	Organizational Culture	0.3	0.93	0.287	3.218	0.002
	Leadership style	0.31	0.92	0.297	3.357	0.01
	Communication	0.265	0.91	0.257	2.908	0.004
	Employee motivation	0.24	0.9	0.236	2.662	0.009

a. Dependent Variable: Project Execution culture

Table 4.4.2 showed the model parameters or regression coefficients (They tell us to what degree each predictor affects the outcome if the effects of all other predictors are held constant). The equation of linear regressions on this study is made on around two sets of variables, namely dependent variables (project execution culture) and independent variables (organizational culture, leadership style, communication and employee motivation). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variable (Faizal and palil, 2015).

Mathematically, $\mathbf{Yi = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4}$

Where Y is the dependent variable- project execution culture, X1 = organizational culture, X2 = leadership style, X3= communication and X4= employee motivation are the independent variables; β0is the intercept term-it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set

equal to zero. B1, β2, β3and β4 are also referring to the coefficient of their respective independent variables, which measure the change in the mean value of Y, per unit change in their respective independent variables. Hence, the results of multiple linear regression equations from this research model are as follows:

Y = 3.601+0.3X1+0.31X2+0.265 X3+ 0.24X4

From the result Organizational Culture (b = 0.3): This value indicates that Organizational Culture has significant effect on Project Execution culture, because the significant level for Organizational Culture is <0.05 which is 0.002, indicate that has positive and significant impact on Project Execution culture.

From table 4.4.2 Leadership style (b = 0.31): This value indicates that as Leadership style increases by one unit, Project Execution culture increase by 0.31 units, with t value of 3.357 and a significant level of 0.01, therefore, the significant level for Leadership style is < 0.05 which indicates that it is significant predictors of Project Execution culture.

As the result shows Communication (b = 0.256): This value indicates that as Communication increases by one unit, Project Execution culture increase by 0.256 units, with t value of 2.908 and a significant level of 0.004, therefore, the significant level for Communication is < 0.05 which indicates that has positive and significant impact on Project Execution culture.

Based on the result from the above table Employee motivation (b = 0.24): This value indicates that as Employee motivation increases by one unit, Project Execution culture increase by 0.24 units, with t value of 2.662 and a significant level of 0.009, therefore, the significant level for Employee motivation is <0.05 which indicates that it is significant predictors of Project Execution culture.

Generally, from the above table the largest beta coefficient is 0.31 which is Leadership style. This means that this variable makes the strongest unique contribution to explaining the dependent variable, when the variance explained by all other variables in the model is controlled for with a sig. of 0.001. where in the study made by A study by Yimer et al. (2019) Project execution culture is positively influenced by Leadership style. That verifies the finding in this study in which Leadership style has a very significant effect on the outcome variable. The second higher beta coefficient is **Organizational Culture**, i.e., 0.3, with an important sig. level (p=0.002) that makes it most important factor in determining project execution

culture is **Organizational Culture**. The third factor with less contribution to explain the dependent variable is **Communication** with beta coefficient (0.265)**,** (p=.0.004). A study by Tuan et al. (2019) highlights the importance of effective communication in shaping project execution culture. Good communication can positively influence project execution culture by promoting shared understanding, knowledge sharing, and timely decision making, ultimately creating a positive work environment that enhances project execution culture.

Employee motivation has a lowest coefficient of 0.24 and a sig. of 0.009, According to A study by Amare et al. (2019) intrinsic motivation, such as job satisfaction and sense of achievement, positively influences project execution culture and leads to better project outcomes.

4.4.3 Discussion of the Results

This study was aimed to reexamine the factors that affect project execution culture, specifically to examine the effect of Organizational culture, Leadership style, Communication and Employee Motivation on project execution culture. And The results of this study indicate that the Organizational culture Related Factors has a Substantial positive association with Project Execution Culture where r = 0.663 and the sig (2-tailed) =0.001 level of significance, there is a Moderate positive relationship between Leadership style and Project Execution Culture where r = 0.392 and the sig (2- tailed) =0.001, The correlations analysis shows that there is a moderate and positive association between Communication and Project Execution Culture where r = 0.427 and the sig (2- tailed) =0.001 and Employee Motivation has a moderate and positive relationship with Project Execution Culture where r =0.408 and the sig (2-tailed) =0.001 level of significance.

As indicate in the above table 4.4.2, all of the regression coefficients between the independent and dependent variables have positive values and variables have significant effect on project execution culture. The brief discussion on each variable is given below.

Leadership style is the strongest predictor or has the most significant effect on the project execution culture because it has the highest Beta coefficient result (β=0.31, p= 0.001). This entails that leadership style is a significant predictors of project execution culture (p-value < 0.05).

And the regression analysis is consistent with the finding that leadership style has the largest beta coefficient, suggesting that it has the strongest unique contribution to explaining project execution culture.

The second strongest predictor is Organizational culture (β=0.3; P= 0.002**).** The results showed that there is positive and significance relationship between organizational culture and project execution culture. This dictates that organizational culture influence project execution culture (p-value < 0.05). The study by Karapetrovic and Willborn (2018) provides credence to the idea that organizational culture plays a significant role in determining the culture of project execution. Teamwork, open communication, and continual learning are fostered by a supportive organizational culture, which improves the culture of project execution. This is consistent with the finding that organizational culture has the second-highest beta coefficient, indicating that it significantly influences the culture of how projects are executed.

Communication (β=0.265; P< 0.05) is the third strongest predictor of project execution culture as identified in this study. The ability to effectively communicate can foster shared understanding, knowledge sharing, and prompt decision-making, ultimately fostering a positive work environment that improves project execution culture (Tuan et al., 2019). This is another reason why effective communication has been shown to be crucial for fostering a positive project execution culture. This is consistent with the finding that communication significantly improves the culture of project execution.

Finally, the findings revealed that **Employee motivation** (β=0.24; P<.05) is the fourth strongest predictor of execution culture in project. It has been demonstrated that motivation such as job satisfaction and a sense of accomplishment can have a positive impact on project execution culture and improve project outcomes (Amare et al., 2019). This is consistent with the finding that employee motivation has a significant positive impact on project execution culture, although its contribution is somewhat smaller than the other factors.

Overall, these factors were found to be influential in shaping project execution culture within the Ethiopian Construction Design and Supervision Works Corporation. According to the study, successful project execution requires a strong organizational

culture that values innovation, collaboration, and adaptability. For a project to succeed, good leaders who inspire and motivate their teams are essential. For the purpose of fostering a culture that supports successful project execution, effective communication techniques are essential. These include regular meetings, progress reports, and open channels for feedback. Finally, it was discovered that employee motivation affects project outcomes, with important motivators including recognition, chances for professional development, and a positive work environment.

5 CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter provides a summary of major findings, conclusions and recommendations of the research undertaken in the study. Accordingly, the first section described the findings of the study that presents a brief summary, and the conclusion drawn from it. Lastly, the followed section of this chapter reveals the recommendations for the findings and highlights the direction for further studies.

5.1 Summary of Major Findings

The aim of this study was to investigate the factors that influence project execution culture within the Ethiopian Construction Design and Supervision Works Corporation (ECDSWC).

- ✓ The major finding of the study at ECDSWC is that organizational culture has a significant impact on project execution. The study found that by fostering teamwork, enhancing communication, and encouraging knowledge sharing, an organizational culture that values innovation, collaboration, and communication can improve project execution. Overall, the study suggests that project managers and organizations should prioritize building and maintaining a positive organizational culture to enhance project execution and achieve project success at ECDSWC. Promoting values and conduct consistent with the organization's mission and goals can help with this.
- ✓ The study found that good leadership fosters teamwork, communication, and innovation, all of which have a positive effect on the culture of project execution.
- ✓ The study found that effective communication is essential for project success because it fosters shared understanding, knowledge sharing, and quick decision-making. According to the study, project managers should prioritize communication to improve the culture of project execution.
- ✓ This paper discovered that employee motivation, including job satisfaction and a sense of accomplishment, is a crucial element in determining project execution culture and contributes to better project outcomes. According to the

study, project managers should put their attention on boosting employee motivation through praise, professional growth, and instilling a sense of ownership and purpose.

- ✓ In general, the study emphasizes the significance of a favorable organizational culture, effective leadership, communication, and employee motivation in enhancing project execution culture and realizing project success at ECDSWC.

Concerning, descriptive analysis of factors affecting project execution culture (Organizational culture, Leadership style, Communication and Employee motivation); the highest mean score is recorded for Communication have mean of 3.5, followed by Leadership style and Organizational culture with a mean of 3.45 and 3.408, respectively. The lowest mean score is recorded for Employee Motivation Related having a mean of 3.405.

This study uses inferential analysis to determine the relationship between various project execution factors and project execution culture in correlation analysis. In the correlation analysis, there was a statistically positive linear relationship between Organizational culture, Leadership style, Communication and Employee motivation with project execution culture in the organization. The highest positive correlation in this study was found between perceived Organizational culture and project execution culture ($r = 0.663$, $p < 0.01$). The second highest correlation was between Communication and project execution culture ($r = 0.427$, $p < 0.01$). The third highest correlation was between Employee Motivation and project execution culture ($r = 0.408$, $p < 0.01$). Finally, the fourth high correlation was Leadership style with project execution culture where ($r = 0.392$, $p < 0.01$). Thus, the results indicate that all of variables have significant correlation with project execution culture.

5.2 Conclusions and Recommendations

5.2.1 Conclusions

This study examines the topic of project execution culture by reviewing the project execution theories from a broad range of academic disciplines. Firstly, the concept of project execution culture was discussed and examined in order to clarify the definition and conceptualization of project execution. This study aimed to determine the effect of Organizational culture, Leadership style, Communication and Employee

motivation on the project execution culture. Findings of this study and supporting findings from reviewed research papers reveal that Organizational culture has positive relationship and strong positive impact on project execution culture. Respondents in this study showed high level of correlation between Organizational culture and project execution culture. Based on the finding of this study; in addition to Leadership style; Communication and Employee motivation also plays crucial role in the improvement of positive project execution culture in project. Therefore, project managers and project organizations have to give more attention on improve Employee motivation to increase the employee's motivation in project execution.

The study's conclusions imply that organizational culture, leadership style, communication, and employee motivation all have a significant impact on the culture of project execution. In particular, effective project execution requires a strong organizational culture that values cooperation, innovation, and adaptability. For a project to succeed, good leaders who inspire and motivate their teams are essential. For the purpose of fostering a culture that supports successful project execution, effective communication techniques are essential. These include regular meetings, progress reports, and open channels for feedback. Finally, it was discovered that employee motivation affects project outcomes, with important motivators including recognition, chances for professional development, and a positive work environment.

5.2.2 Recommendations

Based on the findings of this study, the following recommendations are made for improving project execution culture:

- ✓ Foster a more collaborative and innovative organizational culture that values employee input and encourages adaptability and innovation.
- ✓ Develop effective leadership styles: Effective leadership is critical for project success. Project managers should strive to develop leadership styles that promote collaboration, communication, and motivation among team members. This can involve creating a shared vision for the project, providing clear direction and guidance, and empowering team members to take ownership of their work.

- ✓ Implement effective communication strategies, such as regular meetings, progress reports, and open channels for feedback, to promote a shared understanding of project goals and expectations.
- ✓ Project managers should give their staff members a sense of job satisfaction, job security, and appreciation for their hard work in order to boost motivation. Providing intrinsic motivation, such as job satisfaction and sense of achievement, recognition, opportunities for growth and development, and a supportive work environment positively influences project execution culture and leads to better project outcomes.

5.3 Recommendations for Further Studies

This study has limitations in its scope. Theoretically this study only focuses on selected institutional and interpersonal antecedents. Therefore, the researcher can recommend other researchers to focus on the dispositional project execution culture factors besides the constructs that have been used in this study. This study was conducted based on the data collected from limited area that is it was geographically limited to ECDSWC. The researcher recommends the importance of conducting a study in target population.

Investigate how cultural differences affect project execution culture: This study mainly focused on how organizational culture affects project execution culture. However, it's possible that cultural variations also have an impact on the culture of project execution. Future studies might examine how cultural differences affect the culture of project execution and how project managers can work around these differences to develop a productive project culture.

Investigate the role of technology: Technology is increasingly becoming a critical component of project management. Future studies could look at how technology affects the culture of project execution and how project managers can use technology to boost team member motivation, communication, and collaboration.

Analyze the effect of project size: The effect of project size on project execution culture was not specifically examined in this study. Future studies might investigate whether small-scale and large-scale projects have different cultures surrounding project execution and whether project managers should use different approaches depending on the size of the project.

Assess the effect of the project type: Finally, future studies might investigate whether the culture of project execution varies according to the kind of project being undertaken. Project execution cultures, for instance, may differ between projects in the software development industry and those in the construction industry. Project managers might find it easier to adapt their strategies to the particular requirements of their project if they are aware of these differences. Future research can deepen our understanding of project execution culture and how it can be enhanced to support successful project outcomes by examining these and other areas.

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APPENDIX1: Survey

Addis Ababa University School of Commerce Department of project Management Postgraduate program factors affecting project execution culture Questionnaire

Dear respondents,

I am a student in Addis Ababa University School of commerce in project management department. You are selected to participate in a study designed to identify “factors affecting project execution culture” evidence from employees in ECDSWC. Appreciating your participation in the study, the research output is used to fulfill the partial requirement of Master of Project Management and only for academic purpose. Your responses and anonymity will be kept confidential. Notice that, your involvement is voluntary and you may refuse to answer any question you feel uncomfortable.

With best regards,

Aschalew Dechasa,

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Section A: General Information

1) Gender:

1. Male ☐ 2. Female ☐

2. Age:

1. Below 30 ☐ 2. 31-40 ☐

1) Respondent Designation in the organization:

1. Resident Engineer ☐ 2. Project Manager ☐ 3. Project Coordinator ☐

4.Site Engineer ☐ 5. Office Engineer and Others ☐ (Specify)

2) Years of Work Experience:

1. 0 to 5 years ☐ 2. 6 to 10 years ☐ 3. 11 to 15 years ☐

4. 16 to 20 years ☐ 5. above 20 years ☐

3. Level of Education:

1. Diploma ☐ 2. First Degree ☐ 3. Second degree & above ☐

Section B: "factors affecting project execution culture"

What is your level of perception towards statements for "factors affecting project execution culture"?

Circle Using a scale of 1 to 5 where

1 = Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5 = Strongly Agree

sn.	Factors Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	**Organizational culture Related Factors**					
1.1	A good risk management and risk taking culture exists in ECDSWC					
1.2	There is a workable and efficient bureaucracy in ECDSWC					
1.3	Inclusive and effective decision-making is observed in project execution.					
1.4	Accountability and responsibility are promoted in the institution during project execution.					
1.5	There is a good collaboration between the project team.					
1.6	The institution pays attention to and encourages innovation.					
2	**Leadership style Related Factors**					
2.1	The leadership style of project managers and supervisors within the ECDSWC is effective in motivating and engaging employees					
2.2	There is sufficient level of trust by project managers and employees during project execution					
2.3	The leadership style in Organization ensures that appropriate support among the project team.					

2.4	A high level of delegation by project managers and supervisors is common with in the ECDSWC.					
2.5	Do you feel that the project leadership style in ECDSWC is approachable and open to feedback?					
3	**Communication Related Factors**					
3.1	There is high level of clarity of communication between project teams and stakeholders					
3.2	There is Consistent and effective communication within ECDSWC					
3.3	Timely and responsive communication is common in the ECDSWC					
3.4	Do you feel that communication within the ECDSWC is aligned with the organization's goals and objectives?					
3.5	Do you feel that communication within the ECDSWC is inclusive and respectful?					
3.6	Do you feel that communication within the ECDSWC is effective in promoting collaboration and teamwork?					
4	**Motivation Related Factors**					
4.1	I am satisfied with the level of recognition and appreciation that I receive for my work on the project					
4.2	I believe that there is a high level of opportunities for professional growth and development at the ECDSWC?					
4.3	I am satisfied with the level of work-life balance provided by the ECDSWC?					
4.4	Do you believe that are you satisfied with the level of intrinsic motivation, support and resources provided by the ECDSWC to help you succeed in your work?					
5	**Project Execution Culture**					
5.1	To what extent do you believe that the project planning process in ECDSWC is structured and effective?					

5.2	How frequently does ECDSWC monitor and control its projects to ensure timely completion?					
5.3	In your opinion, does ECDSWC allocate resources fairly and effectively across its projects?					
5.4	How effective is risk management in minimizing project risks in ECDSWC?					
5.5	How well does ECDSWC manage its stakeholders throughout the project lifecycle?					

Thank you.