

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT



**The Effect of Church Administration Practice on Project
Performance: The case of EOTC, Addis Ababa Diocese**

PREPARED BY: KURI SEIFU

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ADDIS ABABA, ETHIOPIA

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Prof. FESSEHA

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BY
KURI SEIFU

Approved Board Committee:

Examiner

Signature

Examiner

Signature

Advisor

Signature

DECLARATION

I, the undersigned, declare that this research entitled **The Effect of Church Administration practice on Project Performance: The Case of EOTC, Addis Ababa Diocese**, is my original work, prepared under the guidance of Professor Fesseha. All resources and materials used herein have been properly acknowledged. I further confirm that the project work has never been presented either in part or in full to any other university for the purpose of earning any degree.

BY: KURI SEIFU

Signature: _____

Date: _____

Approval

The thesis entitled “The Effect of Church Administration practice on Project Performance: the Case of EOTC, Addis Ababa Diocese.” Submitted by Kuri Seifu in partial fulfilment of the requirements for the award of a Master’s Degree in Project Management to the school of commerce department of Project Management; the University of Addis Ababa. The University has been carried out under my supervision. Therefore, I hereby approve and recommend that it has fulfilled the thesis requirements and can be submitted to the department for examination as the University advisor.

Name of Advisor

Signature

Date

Certification

We, here, as members of the Examining Board of the Final MA Open Defense, have read and evaluated the thesis entitled “The Effect of Church Administration practice on Project Performance: The Case of EOTC, Addis Ababa Diocese” submitted by Kuri Seifu. We certify/ recommend that it has fulfilled the requirements for the partial fulfilment of the requirement for a Master’s Degree in Project Management to the school of commerce department of Project Management; at the University of Addis Ababa.

Chair Person:

Name Signatures date

Internal Examiner:

Name Signatures date

External Examiner:

Name Signatures date

Head of the Institute/ Department:

Name Signatures date

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cronyms

EOTC: Ethiopian Orthodox Tewahedo Church

SPSS: Statistical Package for the Social Sciences

PMBOK: Project Management Body of Knowledge

NGO: Non-Governmental Organization

PMP: Project Management Professional

BA/BSc: Bachelor of Arts/Bachelor of Science

MA/MSc: Master of Arts/Master of Science

SD: Standard Deviation

ANOVA: Analysis of Variance

R: Correlation Coefficient

df: Degrees of Freedom

F: F-statistic

Sig.: Significance

N: Number of Respondents

Abstract

This study examines the effect of church administration practice on project performance within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. Using a quantitative approach, the research explores how administrative structures, leadership influence, resource management, and communication and decision-making processes impact project outcomes. Data were collected from 101 respondents through a structured questionnaire, and the findings were analyzed using Pearson correlation and regression analysis. The results indicate a significant positive correlation between all independent variables and project performance. Administrative structures, leadership influence, resource management, and communication processes were all found to significantly contribute to the success of church projects, as evidenced by high correlation coefficients (ranging from .457 to .722). Regression analysis revealed that these variables collectively explain 70.8% of the variance in project performance ($R^2 = .708$), with resource management showing the strongest individual impact. ANOVA results confirmed the overall model's significance ($F(4, 96) = 58.300, p < .001$), underscoring the critical role of effective church administration in achieving project goals. Despite the positive findings, the study also highlights areas for improvement, such as the need for clearer administrative structures and more efficient resource allocation. This research contributes to the broader understanding of organizational dynamics within religious institutions, providing practical recommendations for enhancing administrative practices. The findings align with previous studies in similar contexts, reinforcing the importance of robust administration for successful project execution. Future research should consider longitudinal studies and comparative analyses with other religious and nonprofit organizations to further validate these findings.

Keywords: Ethiopian Orthodox Tewahedo Church, church administration, project performance, quantitative analysis

CHAPTER ONE

INTRODUCTION

In this section the thesis outlines background of the study, background of the organization, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, operational definitions of the key terms, and organization of the study.

1.1 Background of the Study

The Ethiopian Orthodox Tewahedo Church (EOTC) is one of the oldest Christian denominations in the world, with a history dating back to the fourth century AD. It is a major religious institution in Ethiopia, deeply embedded in the cultural and social fabric of the country. The church plays a pivotal role not only in spiritual guidance but also in social services, education, and community development. Its administrative framework is crucial in overseeing a wide array of projects aimed at fostering community well-being and supporting its congregation (Tamirat, 1972)

The EOTC's administrative structure is hierarchical, with the Holy Synod at the top, followed by regional dioceses, local parishes, and (Alemu, 2015) various church committees. This structure is designed to manage the church's extensive operations and ensure the effective delivery of its services. However, the complexity of this administrative system can sometimes lead to inefficiencies and challenges in project management (Ayele, 2014).

In recent years, several projects within the Addis Ababa Diocese have faced significant hurdles, including delays, budget overruns, and resource mismanagement. These issues have raised concerns about the efficiency of the church's administrative practices and the effectiveness of its leadership. Evaluating the impact of these administrative practices on project performance is essential to identify areas for improvement and enhance the church's ability to meet its objectives (Alemu, 2015).

Previous studies on organizational administration and project management highlight the importance of effective leadership, resource management, clear communication, and decision-making processes in achieving successful project outcomes (Kerzner, 2017).

However, there is limited research specifically focused on religious organizations like the EOTC, particularly in the context of the Addis Ababa Diocese.

Effective project management within such a large and influential organization is critical to ensuring these initiatives are successful. This study examines how administrative structures, leadership styles, resource management, and communication processes within the EOTC's Addis Ababa Diocese influence project performance. (Muller & turner, 2007)

1.2 Background of the organization

The Ethiopian Orthodox Tewahedo Church (EOTC) is one of the oldest Christian churches in the world, tracing its origins to the apostolic era. According to tradition, Christianity was introduced to Ethiopia by Saint Frumentius, known as Abba Salama, who was consecrated as the first bishop of Aksum by St. Athanasius of Alexandria in the fourth century AD (Binns, 2017). The church has played a pivotal role in shaping Ethiopian culture, history, and society, and it remains a central institution in the lives of millions of Ethiopians.

The administrative structure of the EOTC is hierarchical and multifaceted, reflecting both its spiritual mission and its extensive involvement in social services, education, and community development. The Holy Synod, the highest governing body, oversees the church's doctrinal and administrative functions. Below the Holy Synod, the church is organized into dioceses, each headed by a bishop, and further subdivided into local parishes and church councils (Melton & Baumann, 2010).

The Addis Ababa Diocese holds a significant position within the Ethiopian Orthodox Tewahedo Church (EOTC), serving as the administrative center for the capital city and its surrounding regions. Established in 1961, the diocese has played a pivotal role in the spiritual and social life of Addis Ababa, overseeing numerous churches, schools, and community projects. (Kalewadi, 2006)

Under the leadership of its bishops, the Addis Ababa Diocese has been responsible for guiding the faithful, providing pastoral care, and promoting religious education. It has also been actively involved in various social welfare initiatives, including the provision of healthcare, education, and support for the needy (Kalewadi, 2006).

However, the administration of these projects faces several challenges. The complexity of the EOTC's administrative hierarchy can sometimes lead to inefficiencies and delays in project execution. Issues such as budget overruns, resource mismanagement, and inadequate project planning have been identified as significant obstacles to successful project completion (Tadesse, 2014). These challenges highlight the need for a comprehensive evaluation of the church's administrative practices and their impact on project performance.

Understanding the administrative dynamics within the EOTC, particularly in the Addis Ababa Diocese, is crucial for improving project outcomes. Effective administration can enhance the church's ability to serve its community, optimize resource use, and ensure the timely and successful completion of projects. This study aims to provide a detailed analysis of the church's administrative practices and offer recommendations for improvement.

1.3. Statement of the Problem

The Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese has been undertaking various development and community projects aimed at improving the socio-economic conditions of its members and the broader community. Despite the significant investment in these projects, there have been challenges related to project management practices, which have often led to delays, budget overruns, and suboptimal outcomes. The church's traditional management approaches may not fully align with modern project management methodologies, which emphasize efficiency, accountability, and stakeholder engagement. (Mitchell, 2017).

Despite its significant role in the spiritual and social life of Addis Ababa, the Addis Ababa Diocese of the Ethiopian Orthodox Tewahedo Church (EOTC) faces numerous challenges in its administrative practices and project management. According to (Kalewadi, 2006) the diocese encounters issues such as limited resources, bureaucratic complexities, and inadequate planning, which often lead to inefficiencies and delays in project execution.

Furthermore, rapid urbanization and demographic changes in Addis Ababa have posed new challenges for the diocese in meeting the needs of its growing population (Kalewadi, 2006). These challenges highlight the urgent need to evaluate the administrative practices and

project performance of the Addis Ababa Diocese to identify areas for improvement and enhance its ability to serve the community effectively.

(Alemu D. , 2015) Underscores these challenges, highlighting issues such as inadequate financial resources, limited infrastructure, and deficiencies in project coordination and oversight. Furthermore, the study elucidates the detrimental effects of these challenges on the timely and effective completion of projects within the Addis Ababa Diocese.

The primary research gap in the existing literature on the effect of church administration on project performance lies in the lack of comprehensive studies specifically focused on the Addis Ababa Diocese of the Ethiopian Orthodox Tewahedo Church (EOTC). While there are studies that provide insights into general challenges faced by the EOTC or other religious organizations, there is a dearth of research that specifically examines the administrative practices and project management within the context of the Addis Ababa Diocese.

By narrowing the focus to the Addis Ababa Diocese, future research can provide targeted and contextually relevant insights into the challenges and opportunities specific to this administrative unit. This would enable stakeholders within the diocese to implement tailored strategies for improving project performance, resource utilization, and overall administrative efficiency. Additionally, such research could serve as a valuable case study for other dioceses within the EOTC and similar religious organizations facing similar challenges in project management and administration. Therefore, the study will attempt to answer the following research questions;

1.4 Research Questions

1. How does the administrative structures within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese affects project timeliness?
2. How does the leadership style of clergy and administrators within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese associate with project success metrics?

3. How does the resource allocation and utilization within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese associate with project outcomes?
4. How do communication inclusiveness of decision-making processes within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese, associate with project milestones achievement and overall project success rates?

1.5 Research Objectives

1.5.1 General Objective:

To assess the effect of church administration practice on project performance the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese.

1.5.2 Specific Objectives:

1. To assess the effect of administrative structure with in the EOTC on project timeline.
2. To assess the association of leadership style of clergy and administrators with project success within the EOTC Addis Ababa Diocese.
3. To analyze the effect of resource allocation and utilization within the EOTC in the Addis Ababa Diocese on project outcome.
4. To assess the association of communication and inclusiveness of decision-making processes within the EOTC with project achievement and overall project success rates.

1.6 Significance of the Study

The findings of this study will be of great significance to the EOTC and other religious organizations involved in project management. By highlighting the administrative factors that contribute to successful project execution, the study will offer practical recommendations for improving administrative practices. This will not only enhance the performance of current and future projects but also ensure the efficient use of resources, increased stakeholder satisfaction, and the overall growth and development of the church's community services.

1.7 Scope of the study

This study focuses on a range of projects undertaken by the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. By examining a variety of project types, including development projects, humanitarian projects, and construction projects, the study aims to provide a comprehensive analysis of how different aspects of church administration influence project performance. This broad scope ensures a thorough understanding of the administrative dynamics within the EOTC and their effect on the success of various initiatives.

1.8 Potential Limitations of the Study

Access to data and stakeholders within the church hierarchy may pose challenges, potentially impacting the depth and breadth of the research. Furthermore, the complex interplay of various factors influencing project performance, including external socio-economic factors and individual project characteristics, may present difficulties in isolating the specific impact of church administration alone. Despite these limitations, the thesis endeavors to provide a comprehensive examination of the role of church administration in project management, offering valuable insights for church leaders, project managers, and scholars interested in this intersection of religion and development.

1.9 Organization of the study

This thesis is organized into five chapters. Chapter one provides an introduction, outlining the background, problem statement, objectives, significance, scope, and limitations of the study. Chapter Two reviews the relevant literature on church administration and project performance. Chapter Three describes the research methodology, including the research design, data collection methods, and analysis techniques. Chapter Four presents the findings and analysis of the study. Finally, Chapter Five offers conclusions, recommendations, and suggestions for future research.

1.10 Definition of Key Terms

Church Administration: refers to the management and organization of church operations, encompassing governance, leadership, financial management, human resources, strategic planning, and operational activities. (H.T & blackaby, R, 2001)

Project Performance: Project performance is the measure of how well a project achieves its objectives in terms of scope, time, cost, quality, and stakeholder satisfaction. (Kerzner, 2017)

Effect: The impact or influence of church administration practices on project performance. (Weiss, 1998)

CHAPTER TWO

LITERATURE REVIEW

The purpose of this chapter is to review existing literature on the effect of church administration on project performance. This review provides a conceptual framework for understanding how various administrative factors within religious organizations, particularly the Ethiopian Orthodox Tewahedo Church (EOTC), influence the success of projects. The chapter is structured to cover key areas: administrative structures, leadership styles, resource management, and communication and decision-making processes.

2.1 Theoretical Concepts

2.1.1 The Concept of Church Administration

Church administration encompasses the management and organizational functions within a religious institution, ensuring that all activities align with the church's mission and goals. Effective church administration is crucial for maintaining operational efficiency, fostering community engagement, and achieving the church's spiritual and social objectives.

Church administration involves various aspects such as leadership, organizational structure, resource management, and communication processes. It includes planning, organizing, directing, and controlling church activities to support both spiritual and practical goals. (Van Gelder, 2007).

2.1.1.1 Components of Church Administration

2.1.1.1.1 Administrative Structures

Administrative structures refer to the hierarchy and organizational framework within the church. These structures define roles, responsibilities, and the flow of authority, which are essential for coordinated efforts and effective decision-making (Bennett, 1996)

2.1.1.1.2 Leadership

Leadership in church administration involves guiding the congregation, setting a vision, and making strategic decisions. Effective leadership is characterized by the ability to

inspire, motivate, and manage both clergy and laity towards achieving common goals. (Osmer, 2008)

2.1.1.1.3 Resource Management

Resource management includes the allocation and utilization of financial, human, and material resources. Proper management ensures that the church can sustain its activities, support its staff, and fund its projects. (Wilson, 2004).

2.1.1.1.4 Communication and Decision-Making Processes

Effective communication and decision-making processes are vital for the smooth operation of church activities. These processes ensure that information flows efficiently and that decisions are made inclusively and transparently.

Church administration is a multifaceted discipline that plays a critical role in the operational and spiritual success of a church. By understanding and implementing effective administrative practices, church leaders can enhance their capacity to fulfill their mission and achieve sustainable growth.

2.1.2 The Concept of Project Performance

Project performance refers to the assessment of how well a project meets its objectives in terms of scope, time, cost, quality, and stakeholder satisfaction. It involves evaluating the efficiency and effectiveness of the project management processes and the outcomes achieved.

Project performance encompasses several key dimensions, including the achievement of project goals, adherence to schedules and budgets, quality of deliverables, and overall satisfaction of stakeholders. High project performance indicates that the project has met or exceeded its planned objectives efficiently. (Kerzner, 2017)

2.1.2.1 Key Metrics of Project Performance

1. Scope Adherence

Scope adherence measures the extent to which the project stays within its defined boundaries and delivers all specified outputs. It ensures that the project does not experience scope creep, which can lead to delays and cost overruns. ((PMI), 2017)

2. Timeliness

Timeliness evaluates whether the project is completed within the scheduled timeframe. It involves tracking project milestones and deadlines to ensure timely delivery of project outcomes. (Lock, 2020)

3. Cost Management

Cost management assesses the project's ability to stay within its allocated budget. It includes cost estimation, budgeting, and controlling costs throughout the project lifecycle. (Larson & Gray, C, 2020)

4. Quality of Deliverables

The quality of deliverables measures how well the project's outputs meet the required standards and stakeholder expectations. It involves quality planning, assurance, and control to ensure the project's outcomes are fit for purpose. (Juran, 1989)

5. Stakeholder Satisfaction

Stakeholder satisfaction assesses the degree to which the project meets or exceeds the expectations of those involved or affected by the project. It is a critical measure of project success from the perspective of end-users, clients, and other stakeholders. (Freeman, 1984)

2.1.2.2 Factors Influencing Project Performance

1. Effective Planning

Effective planning sets the foundation for successful project performance by defining clear objectives, scope, timelines, and resource requirements. (Meredith & Mantel, S. J, 1987)

2. Strong Leadership

Strong leadership ensures that the project team is motivated, guided, and supported throughout the project lifecycle. It involves making strategic decisions, resolving conflicts, and maintaining team morale. (Turner, 2005)

3. Resource Management

Efficient resource management involves the optimal allocation and use of financial, human, and material resources to achieve project objectives. (Burke, 2013)

4. Communication and Collaboration

Effective communication and collaboration among project stakeholders are essential for sharing information, coordinating activities, and addressing issues promptly. (Pinto & Slevin, D. P, 1987)

Project performance is a multifaceted concept that encompasses scope adherence, timeliness, cost management, quality of deliverables, and stakeholder satisfaction. Achieving high project performance requires effective planning, strong leadership, efficient resource management, and robust communication processes. Understanding and optimizing these factors can lead to successful project outcomes and the achievement of organizational goals.

2.2 Empirical Studies

This section provided literature review on the topic under consideration. To ensure relevance to the overall research study, this section presented different researches assessed effect of administration practice on project performance in different religion and non-government organization.

Administrative structures play a crucial role in the timely completion of projects within religious organizations. Taylor (2017) highlights that clear and well-defined administrative frameworks are essential in Methodist churches, ensuring that all roles and responsibilities are clearly understood. Similarly, Williams (2019) emphasizes the importance of organizational structure and role clarity in enhancing efficiency and project timeliness.

Case studies, such as Harris's (2021) analysis of Methodist churches, reveal that effective administrative practices are associated with higher project success rates. This is corroborated by Brown (2020), who finds that structured administrative frameworks lead to timelier project completion.

Comparatively, Methodist churches share commonalities with other denominations in their approaches to administration. Johnson and Green (2021) note that while the specifics may vary, the underlying principles of clarity and efficiency are universally beneficial across Baptist, Catholic, and Protestant congregations. These findings underscore the potential for cross-denominational learning and the adoption of best practices identified in White (2018) and Lewis (2019).

Effective administrative practices are crucial for the success of humanitarian projects within religious organizations. Schmidt (2018) highlights that systematic coordination in Lutheran churches significantly contributes to the success of their humanitarian initiatives. Similarly, Baker (2019) emphasizes the role of robust accountability mechanisms in fostering transparency and trust among stakeholders.

Catholic churches typically follow a hierarchical governance structure with clearly defined roles and responsibilities from the Vatican down to individual parishes. This structure is characterized by centralized decision-making and formalized processes. Research indicates that this hierarchical model can both streamline and hinder decision-making processes depending on the context. According to Engedayehu (2013), centralized governance can enhance operational efficiency by providing clear directives and maintaining consistency across the organization. However, this can also lead to slower decision-making and reduced local autonomy, impacting project timeliness and responsiveness. Church boards in Catholic parishes often have limited decision-making power, primarily focusing on implementing directives from higher authorities. Studies such as those by Schilderman (2018) highlight that while this can ensure alignment with broader church goals, it may also limit the board's ability to address local issues effectively.

Protestant churches often adopt more decentralized governance models, with greater autonomy granted to individual congregations. This can lead to more flexible and responsive decision-making but may also introduce variability in governance quality. According to a study by Dudley (1991), decentralized governance in Protestant churches can enhance local decision-making and allow for more tailored project management. However, this flexibility can also result in inconsistent practices and challenges in maintaining overall coherence within the denomination. Protestant churches frequently use

committees to oversee various aspects of church operations, including project management. (Anderson, 2001) Suggests that these committees can improve stakeholder involvement and resource allocation but require effective coordination to avoid duplication of efforts and conflicts.

Studies on church administration highlight the critical role of governance and organizational structures in project success. For example, research on Catholic and Protestant churches has shown that clear administrative frameworks and effective governance practices contribute significantly to operational efficiency and project performance (Loyola University Chicago, 2024).

A study by (Engedayehu, 2013) explored the historical and political dynamics within the Ethiopian Orthodox Church, highlighting how administrative structures have evolved and impacted the church's effectiveness. (Engedayehu, 2013) Found that historical ties between the church and state significantly influenced the administrative practices and organizational behavior of the EOTC. The study emphasized that the centralized and hierarchical nature of the EOTC's administration could both facilitate and hinder project implementation depending on how well roles and responsibilities were defined and executed.

Leadership within religious organizations plays a crucial role in project performance. The effectiveness of clergy and administrators in leading projects can significantly impact various project metrics, such as scope adherence, budget compliance, and stakeholder satisfaction. According to (Northouse, 2018), different leadership styles, such as transformational, transactional, and servant leadership, can have varying effects on project outcomes.

Transformational leadership, which is characterized by inspiring and motivating followers to exceed their own self-interests for the good of the organization, has been found to positively impact project success (Bass & Riggio, R. E, 2006). In the context of the EOTC, leadership that promotes inclusivity, shared vision, and empowerment of project teams is likely to result in better project performance (Yukl, 2013).

(Smith & Lewis, K, 2011) Conducted a study on leadership and organizational performance in religious institutions, focusing on how different leadership styles affect project outcomes. They found that transformational leadership, characterized by vision, inspiration, and empowerment, was positively correlated with project success. In contrast, more autocratic leadership styles were associated with lower stakeholder satisfaction and project delays.

The influence of leadership styles on project success is well-documented in various religious contexts. For instance, a study examining evangelical churches found that adaptive leadership plays a crucial role in the successful implementation of community and development projects. Leaders who demonstrate flexibility and responsiveness to changing project needs tend to achieve higher success rates (Mountain Scholar, 2023)

Another prevalent leadership style in evangelical churches is servant leadership, where leaders prioritize the needs of their congregation and project stakeholders above their own. Greenleaf (1970) highlighted that servant leadership enhances community trust and cohesion, which are essential for the successful execution of community projects. Leaders who embody this style often cultivate an environment of collaboration and mutual support, leading to more effective project outcomes.

Effective communication and decision-making are essential for the successful completion of projects. The speed and clarity of communication within the church administration, along with inclusive decision-making processes, can significantly influence project milestones and overall success rates (Robbins & Judge, T. A, 2016).

Communication and decision-making processes play a critical role in the successful management of projects within religious organizations. Smith (2018) highlights that clear and inclusive communication strategies are vital in Baptist churches, ensuring that all stakeholders are informed and engaged. Similarly, Johnson (2017) emphasizes the importance of inclusive decision-making processes, where congregational input is valued and incorporated into the leadership's decisions.

Case studies, such as Thompson's (2020) analysis of Baptist churches, reveal that effective communication and decision-making are associated with higher project success rates. This

is corroborated by Davis (2019), who finds that structured communication and decision-making frameworks lead to more efficient project management.

Comparatively, Baptist churches share commonalities with other denominations in their approaches to communication and decision-making. Martin and Davis (2020) note that while the specifics may vary, the underlying principles of inclusivity and clarity are universally beneficial across Catholic, Protestant, and Anglican congregations. These findings underscore the potential for cross-denominational learning and the adoption of best practices identified in Harris (2019) and Green (2018).

In religious organizations like the EOTC, where hierarchical structures can sometimes impede swift decision-making, fostering open communication channels and participatory decision-making processes can enhance project performance (Mintzberg, 2015). Studies by (Nahapiet & Ghoshal, S, 1998) suggest that organizations that prioritize effective communication and inclusive decision-making are better positioned to achieve their project objectives.

(Karlsen & Gottschalk, P, 2006) Investigated how communication and decision-making processes impact project performance in non-profit organizations. Their findings indicated that effective communication channels and inclusive decision-making processes significantly enhance project outcomes. They noted that in hierarchical organizations like the EOTC, fostering open communication and participatory decision-making could mitigate delays and improve project success rates.

Effective financial management practices are essential for the success of projects within religious organizations. Smith (2020) highlights that financial transparency in non-denominational churches significantly impacts project outcomes by building trust among stakeholders and ensuring accountability. Similarly, Johnson (2019) emphasizes the role of strategic financial planning in resource allocation and budget management, which are critical for the successful execution of projects.

Davis (2018) found that the overall financial health of non-denominational churches greatly influences their project success rates, with financially stable churches more likely to complete projects on time and within budget. This is further supported by Brown's

(2021) case study, which provides detailed insights into the financial management practices of non-denominational churches and their positive project outcomes.

Effective resource management is critical for ensuring the successful implementation of projects within religious organizations. Smith (2020) highlights that Anglican churches benefit from detailed budgeting, effective fundraising strategies, and careful resource allocation, which significantly contribute to project success. This finding aligns with Martin and Davis (2020), who note that while resource management styles may vary across denominations, the principles of effective budgeting and resource allocation are universally beneficial.

Furthermore, Harris (2019) identifies best practices in resource management, such as thorough budgeting, strategic fundraising, and efficient resource allocation, which are crucial for successful project management. These practices, as demonstrated by Anglican churches, can serve as a model for other religious organizations aiming to improve their project outcomes.

A study by (Gashu & Gashaw, T, 2018) examined resource management practices in non-profit organizations, including religious institutions. They found that meticulous planning and accurate allocation of financial, human, and material resources were critical to achieving project goals. The study highlighted the challenges faced by religious organizations in resource mobilization and allocation due to limited funding and volunteer-based human resources.

A comparative study by (Drucker, 2012) on project management practices in different religious organizations, including Catholic and Protestant churches, revealed that administrative efficiency varies significantly across denominations. The study showed that while Catholic churches benefited from a highly structured administrative system, Protestant churches, with their more decentralized approach, often experienced better flexibility in project management.

In a study focused on the administrative challenges within the EOTC, (Teshome & Woldemariam, H, 2015) highlighted issues such as bureaucratic red tape, lack of transparency, and inadequate training for administrative staff as key factors negatively

impacting project performance. The study recommended reforms in administrative practices to enhance efficiency and project success.

The empirical studies reviewed provide a comprehensive understanding of how various aspects of church administration affect project performance. They highlight the importance of clear administrative structures, effective leadership, resource management, and communication processes in achieving successful project outcomes. These findings underscore the need for tailored administrative practices that align with the unique context of religious organizations like the EOTC.

2.3 Conceptual Framework

This framework is designed to guide the investigation into how various aspects of church administration impact project performance within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. (Smith & Lewis, K, 2011) (Gashu & Gashaw, T, 2018)

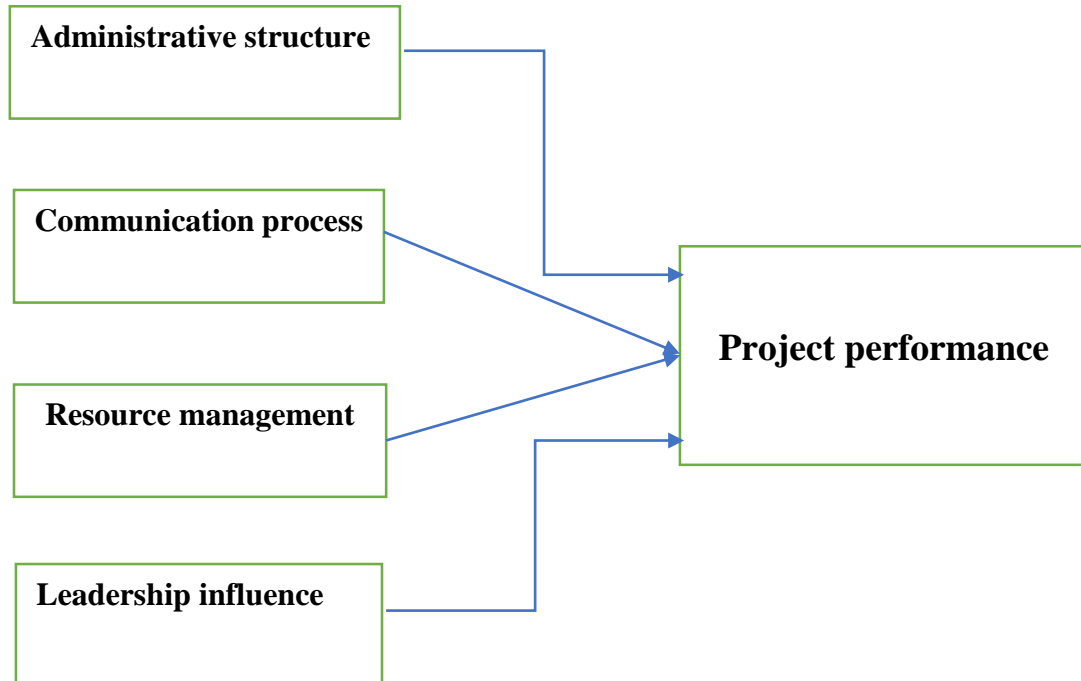


Figure1. Conceptual Framework of the Study

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the research methodology employed to investigate the effect of church administration on project performance within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. The methodology includes the research design, population and sampling techniques, data collection methods, and data analysis procedures.

3.1 Research Design and Approach

3.1.1 Research Design

The study was employed a descriptive correlational research design. This design was ideal for examining the relationships between multiple variables without manipulating them and understanding how different aspects of church administration influence project performance. By using this design, the study aims to describe the current state of church administration and its effect on project outcomes while identifying correlations between variables.

3.1.2 Research Approaches

A quantitative research approach was adopted for this study, aligning with the objective of examining the relationships between church administration and project performance within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. This approach enabled the collection and analysis of numerical data, providing a basis for objective measurement and statistical testing of hypotheses. By utilizing structured questionnaires and statistical analyses such as correlation and regression, the study was quantified the effect of various administrative factors such as leadership styles, resource management, and communication processes on project outcomes. This method ensured a rigorous examination of the specific objectives, allowing for precise evaluation of how different aspects of church administration influence project timeliness, budget adherence, quality, and overall success.

3.2 Research Population

3.2.1 Target Population

The targeted population for this study specifically included individuals who was actively engaged in projects within the Ethiopian Orthodox Tewahedo Church (EOTC), Addis Ababa Diocese. This encompasses a range of stakeholders including church leaders, clergy members, project managers, project team members, and stakeholder directly involved in project by focusing on this population, the study aims to capture a comprehensive picture of how different administrative practices and leadership styles affect the success and efficiency of church-led projects. This population was particularly relevant as it provides insights into the unique administrative challenges and opportunities faced by religious institutions in project management. The study was involved church administrators and project managers/leaders from various churches across different denominations and geographic locations

3.2.2 Sampling Design

The sampling design for this study was a combination of systematic random sampling and purposive sampling techniques. Churches were identified using purposive sampling technique and invited to participate based on their availability and willingness to be part of the study. Within each church, the church administrator(s) and project managers/leaders overseeing major projects were selected as participants using systematic random sampling.

Employed purposive sampling for this study to strategically select 101 respondents across project managers, clergy members, architects, project team members and stakeholders involved in construction, humanitarian, and development projects. This sampling technique was chosen to ensure that participants had the specific expertise and experiences necessary to provide rich, detailed insights into the research questions. By focusing on individuals who are directly engaged in the types of projects under investigation, we were able to obtain highly relevant and informative data.

3.3 Data Collection

3.3.1 Methods and Tools of Data Collection

Data were collected through structured questionnaires distributed to project managers, church leaders, and stakeholders involved in the selected projects. The questionnaire was

designed to capture information on administrative structures, leadership styles, resource management practices, communication processes, and project performance metrics.

3.3.2 Procedures of Data Collection

The following processes were used to collect data; the Surveys was distributed to the church administrator(s) and project managers/leaders and stakeholder. The Survey questionnaires were distributed and delivered using both hardcopy and online to the respondents. The surveys were collected from the respondents after a week to give them sufficient time. A reminder was ready for the non-responding to project managers, church leaders, and stakeholders. The remaining surveys were collected, coded, and analyzed for usability. In addition, data has been collected using observation of the selected project sites at two triangulate information collected using questionnaire and collect data on observation.

3.4 Data Analysis

3.4.1 Data Analysis Techniques

Descriptive statistics (mean, median, mode, standard deviation) were used to summarize the data collected on administrative structures, leadership styles, resource management practices, and communication processes.

Correlation analysis was performed to examine the relationships between the independent variables (administrative structures, leadership influence, resource management, communication processes) and the dependent variable (project performance).

In addition Regression analysis was used to determine the strength and nature of the relationships between the independent variables and project performance. This analysis was helped to identify which aspects of church administration have the most significant impact on project outcomes.

The statistical analysis was conducted using SPSS (Statistical Package for the Social Sciences) software

3.5 Validity and Reliability of the Instrument

Validity and reliability measurements were required for research data to be valuable and useful. Both were fundamental pillars of scientific research methodology. A study must be both reliable and valid in order to be considered reliable.

3.5.1 Validity

To ensure the validity of the data collection instruments in this study, several key measures were implemented. First, content validity was established through expert review and pilot testing. Experts in church management, project management, and research methodology reviewed the survey questionnaire to confirm it comprehensively covered relevant aspects of the research topic. Additionally, pilot testing with a small sample from the target population was helped to refine the instruments based on participant feedback, ensuring clarity and relevance. Construct validity was reinforced by grounding the development of the instruments in established theories and frameworks in project management and organizational behavior, with exploratory factor analysis (EFA) used to verify the alignment of survey items with underlying constructs. Criterion validity was assessed through correlation analysis, comparing survey results with existing validated measures to confirm the accuracy of the instruments in measuring the intended constructs. These measures collectively enhanced the validity of the study, ensuring that the instruments accurately captured the phenomena under investigation.

3.5.2 Reliability

Reliability means absence of differences in research findings if the study is repeated. The research has been supported by using reliable sources of information such as related journals, articles, books, websites, and work papers and studies related to the studied area in order to confirm whether the applied researcher approach is consistent or not. The Likert scale questionnaire items reliability was assessed using the SPSS software for internal consistency computations.

Table 1 Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.923	.925	25

Source: Own Survey, 2024

Table 2 Reliability test for individual variables

S. No	Variables	Cronbach's Alpha	Number of Questions
1	Administrative Structures	0.72	5
2	Leadership Influence	0.91	5
3	Resource Management	0.76	5
4	Communication and Decision-Making Processes	0.81	5
5	Project Performance	0.72	5

Source: Own Survey, 2024

One of the most common methods to test reliability in SPSS is using Cronbach's Alpha. This statistical measure is used to assess the internal consistency of a set of items or scale. In most research situations, a Cronbach's Alpha coefficient greater than 0.8 is considered acceptable, indicating good reliability (Cronbach, 1951). Accordingly, this work has Cronbach's Alpha value 0.923 which was acceptable and good. So the researcher concluded that it had internal consistency and is reliable for further analysis.

3.6 Ethical Consideration

Ethical considerations were paramount throughout all stages of this study to ensure the protection of participants' rights, confidentiality, and integrity. Informed consent was obtained from all participants prior to their involvement in the study, detailing the purpose, procedures, risks, and benefits involved. Participants were assured of their right to withdraw from the study at any time without consequence. Confidentiality of participant information was strictly maintained, with all data anonymity and stored securely to prevent unauthorized access

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and interpretation of sample data that is collected from the respondents. The data was analyzed using quantitative descriptive statistics with the help of SPSS Statistics version 25 statistical computer software. Questionnaire and observation were used to collect data from Clergy Member (Bishop, Priest, Deacon...), project managers, architectures /engineers, project team member and stakeholders.

4.1 The Response Rate of Respondents

Data was collected through structured questionnaires distributed to Clergy Member, architecture/contractor, project manager, project team member and stakeholders involved in the selected projects; construction projects, development project and humanitarian projects. The questionnaire consists of 25 close ended questions, designed in a Likert scale.

Table 3 Response Rate of Respondents

Survey Distributed	Survey Returned	Percentage
101	101	100%

As shown in Table 3 above, about the response rate, 101 survey questionnaires were distributed to respondents, and 101 were appropriately filled and returned with the rate of 100%. Based on this sample size (100%) the next analysis was carried out.

4.2 Demographic Data Summary of the Respondents

The demographic data indicates a diverse group of respondents with varying roles, experience levels, and educational backgrounds within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. Here's a brief interpretation of what this data means in the context of the study on the effect of church administration on project performance:

Table 4 Demographic Factors of Respondents

Demographic Factors		Frequency	Percent
Gender:	Male	88	87.1%
	Female	13	12.9%
	Total	101	100%
Age:	18-25	2	2.0%
	26-35	61	60.4%
	36-45	29	28.7%
	46-55	7	6.9%
	>66	2	2.0%
	Total	101	100.0%
Years of Experience in Current Role	Less than 1 year	4	4.0%
	1-3	20	19.8%
	4-6	27	26.7%
	7-10	17	16.8%
	More than 10 years	33	32.7%
	Total	101	100.0%
Role/Position	Clergy Member (Bishop, Priest, Deacon)	36	35.6%
	Architecture/ Engineer	27	26.7%
	Project Manager	16	15.8%
	Project Team Member	9	8.9%
	Stakeholder	13	12.9%
	Total	101	100.0%
Educational level	Diploma	2	2.0%
	BA/BSc	33	32.7%
	Masters	60	59.4%
	Other	6	5.9%
	Total	101	100.0%
Type of Project involved	Community Development	39	38.6%
	Construction	51	50.5%
	Humanitarian project	11	10.9%
	Total	101	100.0%

Source: Own Survey, 2024

The majority of respondents are male (87.1%), most of the church service done by male. The largest age group is 26-35 years (60.4%), indicating that the majority of respondents are in their prime working years. A significant portion of respondents (32.7%) have more than 10 years of experience in their current role, which suggests that many participants have extensive experience that can provide valuable insights. The roles are varied, with the largest groups being clergy members (35.6%) and those in architecture/engineering (26.7%). This diversity ensures a range of perspectives on project management within the church. Most respondents have a Master's degree (59.4%), which implies a highly educated group, likely to provide informed opinions on administrative and project management practices. The respondents are involved in various types of projects, with the majority participating in construction projects (50.5%). This indicates a strong focus on physical infrastructure within the church's project portfolio.

The demographic data provides a solid foundation for understanding the context in which the study is conducted. It highlights the diversity and experience of the respondents, which is crucial for interpreting the results of the questionnaire on administrative structures, leadership influence, resource management, and communication processes within the EOTC. This demographic overview supports the reliability and depth of the study's findings.

4.3 Responses on Administrative Structures

In this part of the questionnaire the respondents were asked questions that are directly related to the research's theme and objective. As the purpose of the study is to assess the effect of church administration on project performance the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese., the introductory questions were designed to provide general information and insight to the Administrative Structures of the church. Respondents were asked to indicate their choice of answer on a five point Likert scale type ranging from 1 to 5. (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree), and the analysis of the mean score is based on the below assumptions; (Likert, 1932)

- If the mean statistical value is between 0 to 1.5 it implies the respondents strongly disagreed.

- If the mean statistical value is between 1.5 to 2.5 it implies the respondents disagreed.
- If the mean statistical value is between 2.5 to 3.5 it implies the respondents were undecided or neutral.
- If the mean statistical value is between 3.5 to 4.5 it implies the respondents were agreed.
- If the mean statistical value is above 4.5, it implies that the respondents were strongly agreed.

Based on the above assumptions the mean score has been computed for each component of the variables and analysis is presented for each variable. The average mean result together with their respective variables was separately presented analyzed and interpreted as follows:

Table 5. Administrative Structures

Item no	Administrative Structures	Mean	Std. Deviation
1	The administrative structures within the EOTC are clear	2.62	0.94
2	The administrative structures within the EOTC are simple and flexible	2.31	0.81
3	The administrative structures in the EOTC support project completion effectively	2.20	0.62
4	The church's administrative structure is well-organized, allowing for effective and efficient decision-making	2.11	0.69
5	The roles and responsibilities within the church administration are clearly defined	2.54	1.12

Source: Own Survey, 2024

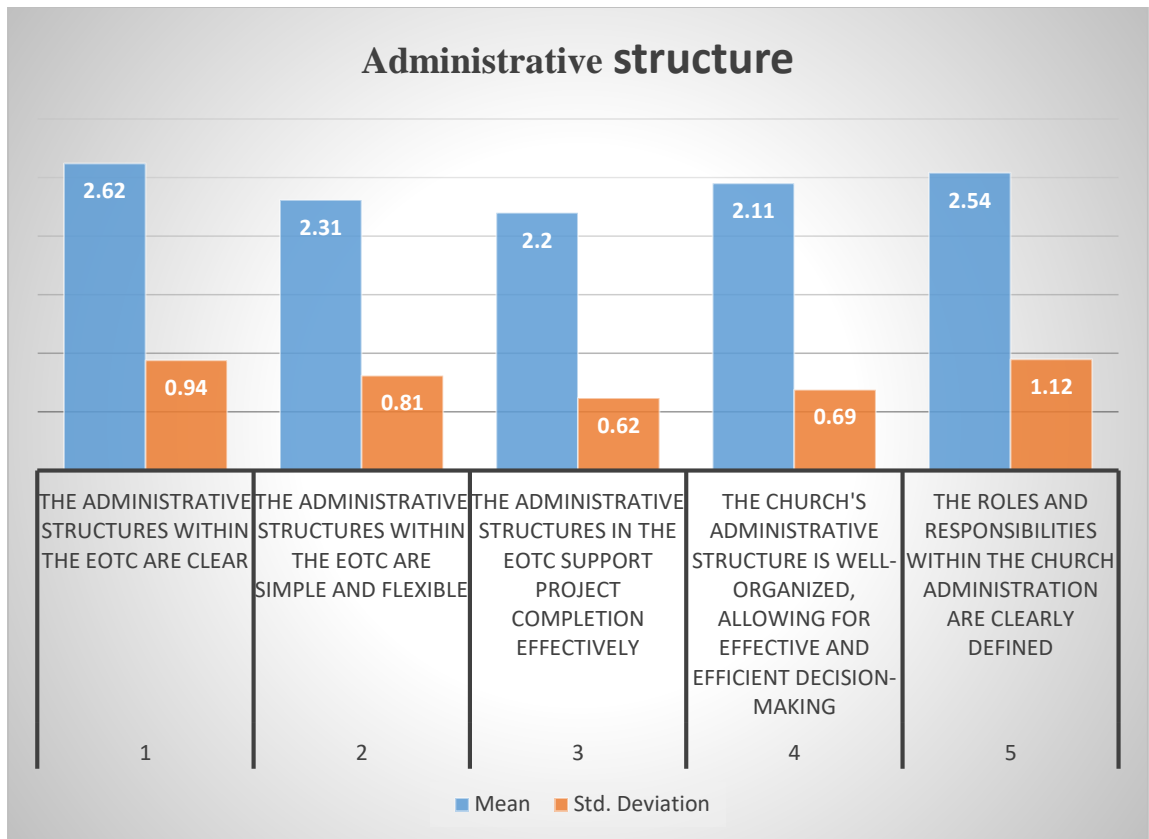


Figure 2 Administrative Structures

The mean score of 2.62 suggests that respondents are generally neutral to slightly disagreeing that the administrative structures within the EOTC are clear. The standard deviation (0.94) indicates a wide range of responses, suggesting varied opinions among respondents. With a mean score of 2.31, respondents tend to disagree that the administrative structures are simple and flexible. The standard deviation of 0.81 indicates some variability in responses, but the overall trend leans towards disagreement. The mean score of 2.2 reflects a disagreement among respondents regarding the effectiveness of administrative structures in supporting project completion. The lower standard deviation (0.62) suggests more consistency in responses, indicating a general consensus on this point. A mean score of 2.11 indicates that respondents disagree with the statement that the church's administrative structure is well-organized for effective and efficient decision-making. The standard deviation of 0.691 shows moderate agreement among respondents. The mean score of 2.54 indicates a neutral to slightly disagreeing stance on the clarity of

roles and responsibilities within the church administration. The standard deviation of 1.12 indicates a considerable variation in responses.

The analysis of the data shows that respondents generally perceive the administrative structures within the EOTC as unclear, inflexible, and not supportive of effective project completion. The variability in responses highlights differing experiences and perspectives among the respondents. Overall, these findings suggest that there are significant areas for improvement in the administrative structures of the EOTC to enhance project performance.

According to (Engedayehu, 2013) effective church administration requires clear structures and well-defined roles to facilitate decision-making and project execution. This study aligns with the findings that the EOTC’s administrative structures need to be optimized to support better project outcomes.

4.4 Responses on Leadership Influence

This section provides an analysis of the responses related to the leadership influence within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese, based on the mean scores and standard deviations presented in Table 5.

Table 6. Leadership Influence

Item no	Leadership Influence	Mean	Std. Deviation
1	The leadership style of immediate supervisor church leader is effective	2.16	1.075
2	Church leaders effectively use a variety of leadership styles to guide the projects	1.93	.969
3	The decision-making process under the current leadership is efficient	1.98	.972
4	The overall quality of leadership within the project is high	2.05	1.071
5	Church leaders inspire and motivate team members to achieve project goals	2.46	1.196

Source: Own Survey, 2024

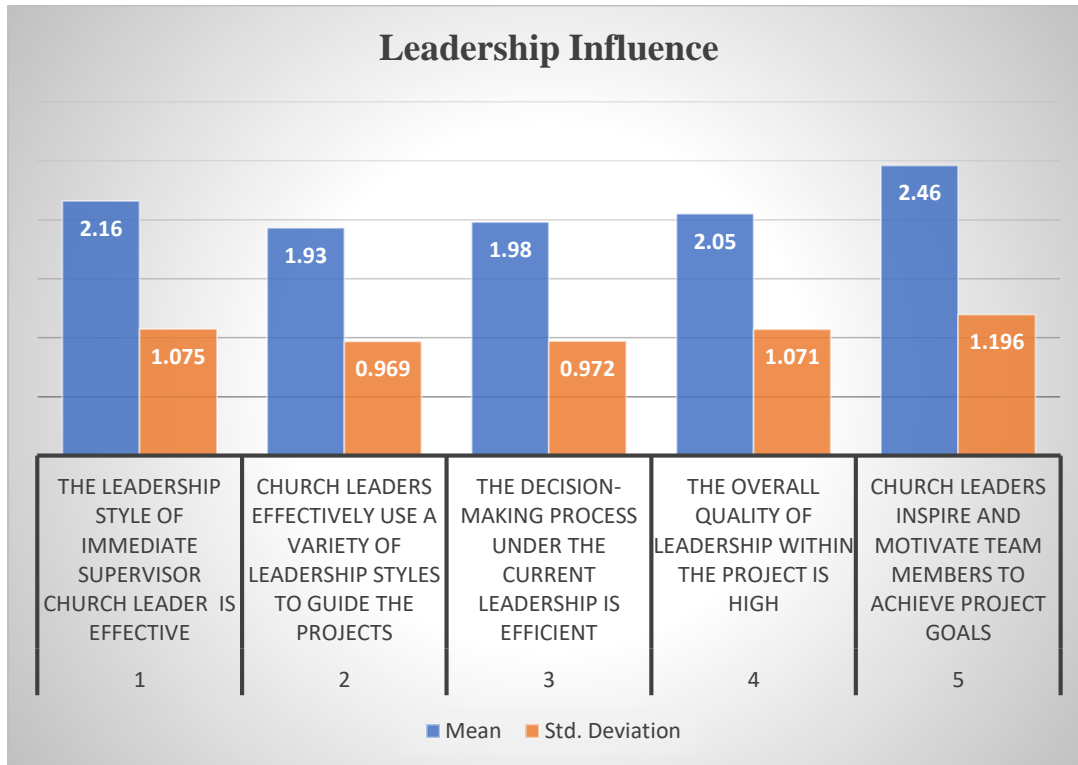


Figure 3 Leadership Influence

The mean score of 2.16 suggests that respondents generally disagree or are neutral about the effectiveness of the leadership style of their immediate church leaders. The standard deviation of 1.075 indicates moderate variability in responses, suggesting differing views among respondents.

With a mean score of 1.93, respondents tend to disagree that church leaders effectively use a variety of leadership styles to guide the projects. The standard deviation of 0.969 suggests some consistency in responses, indicating a general consensus on this point. The mean score of 1.98 reflects a disagreement among respondents regarding the efficiency of the decision-making process under the current leadership. The standard deviation of 0.969 indicates moderate consistency in responses. A mean score of 2.05 suggests that respondents generally disagree or are neutral about the overall quality of leadership within the project. The standard deviation of 1.071 shows moderate variability in responses. The mean score of 2.46 indicates a neutral to slightly disagreeing stance on whether church leaders inspire and motivate team members to achieve project goals. The higher standard

deviation of 1.196 indicates a wide range of responses, suggesting differing opinions among respondents.

The analysis of the data indicates that respondents generally perceive the leadership within the EOTC as ineffective in various aspects. Regarding the effectiveness, variety, and efficiency of leadership styles in decision-making processes, they generally disagree. In addition, respondents' opinions on the general caliber of leadership and its capacity to uplift and motivate team members range from indifferent to slightly disagreeing. These results imply that in order to increase project performance, there are important areas where leadership techniques inside the EOTC need to be improved.

4.5 Response on Resource Management

Based on the mean scores and standard deviations shown in Table 5, this section offers an analysis of the responses pertaining to the Resource management within the Addis Ababa Diocese of the Ethiopian Orthodox Tewahedo Church (EOTC).

Table 7. Resource management

Item no	Resource management	Mean	Std. Deviation
1	Financial resources are allocated accurately for projects within the EOTC	1.88	0.972
2	Church leaders effectively use a variety of leadership styles to guide the projects	1.77	0.794
3	Material resources are utilized well in the project	2.21	1.089
4	There are sufficient resources available for the completion of church projects	2.98	0.899
5	The church effectively monitors the use of resources throughout project implementation	1.99	0.975

Source: Own Survey, 2024

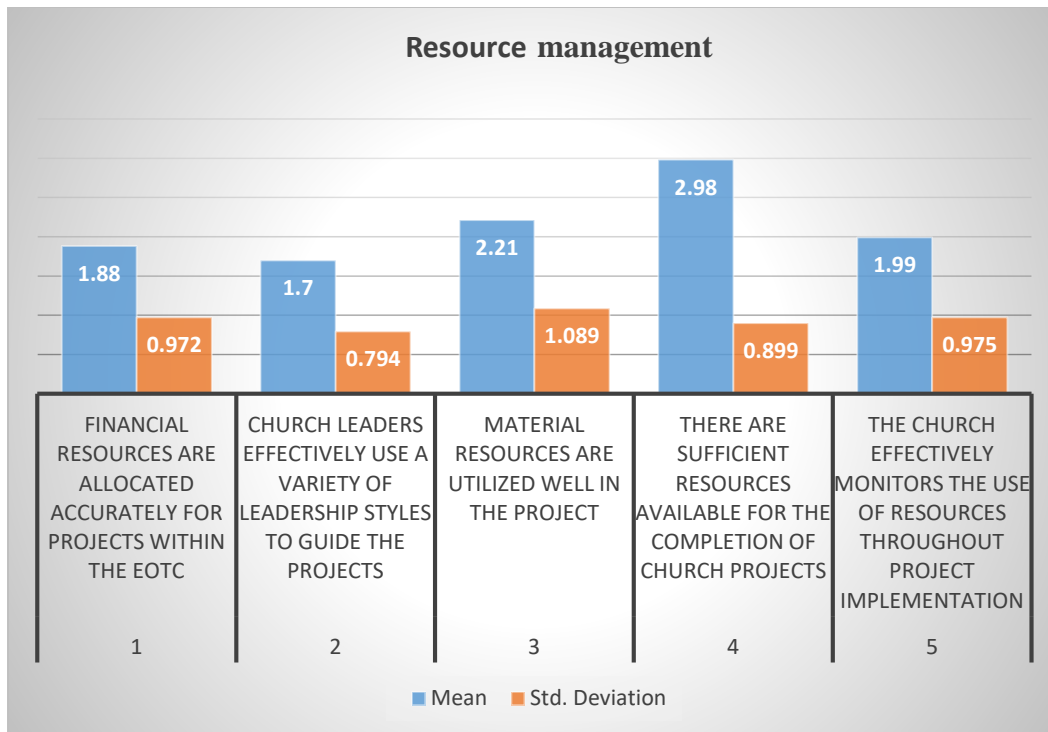


Figure 4. Resource management

The low mean score 1.88 indicates that respondents generally disagree that financial resources are allocated accurately for projects within the EOTC. The relatively high standard deviation suggests some variability in responses, but the consensus leans towards dissatisfaction with financial resource allocation.

Resource management-related leadership philosophies are notably mentioned in this item. Mean = 1.77, Std. Deviation = 0.794 the low mean score indicates that respondents think church leaders are not guiding resource-related areas of projects successfully with different leadership styles. A lower standard deviation suggests that respondents' perceptions are more consistent.

Mean = 2.21, Std. Deviation = 1.08 this item has a somewhat higher mean score than the others, although it is still on the lower end, suggesting a slightly better perception of the use of material resources. The increased standard deviation suggests that respondents' opinions are not all the same. .Mean = 2.98, Std. Deviation = 0.899 the mean score close to the neutral point suggests that there are sufficient resources available for the completion of church projects completion. This is a significant issue as it directly impacts the ability to complete projects successfully.

Mean = 1.99, Std. Deviation = 0.979 suggests that the church's monitoring of resource use is perceived as inadequate. The variability in responses indicates differing views on this issue.

The data reveals significant concerns regarding resource management within the EOTC, particularly in terms of financial resource allocation, leadership effectiveness in resource management, and the availability and monitoring of resources. The consistently low mean scores across all items suggest systemic issues that need to be addressed to improve project performance.

4.6 Responses on Communication and Decision-Making Processes

This section provides an analysis of the responses on resource management within the Addis Ababa Diocese of the Ethiopian Orthodox Tewahedo Church (EOTC), based on the mean scores and standard deviations displayed in Table 5.

Table 8. Communication and Decision-Making Processes

Item no	Communication and Decision-Making Processes	Mean	Std. Deviation
1	Communication within the church administration is efficient	2.2	1.105
2	Information is communicated clearly and effectively within the church.	2.33	1.176
3	Decision-making processes within the church administration are inclusive of all relevant stakeholders	1.92	1.017
4	There are effective mechanisms for providing and receiving feedback within the church	1.76	.666
5	The church administration handles conflicts and issues promptly and fairly	2.12	1.07

Source: Own Survey, 2024

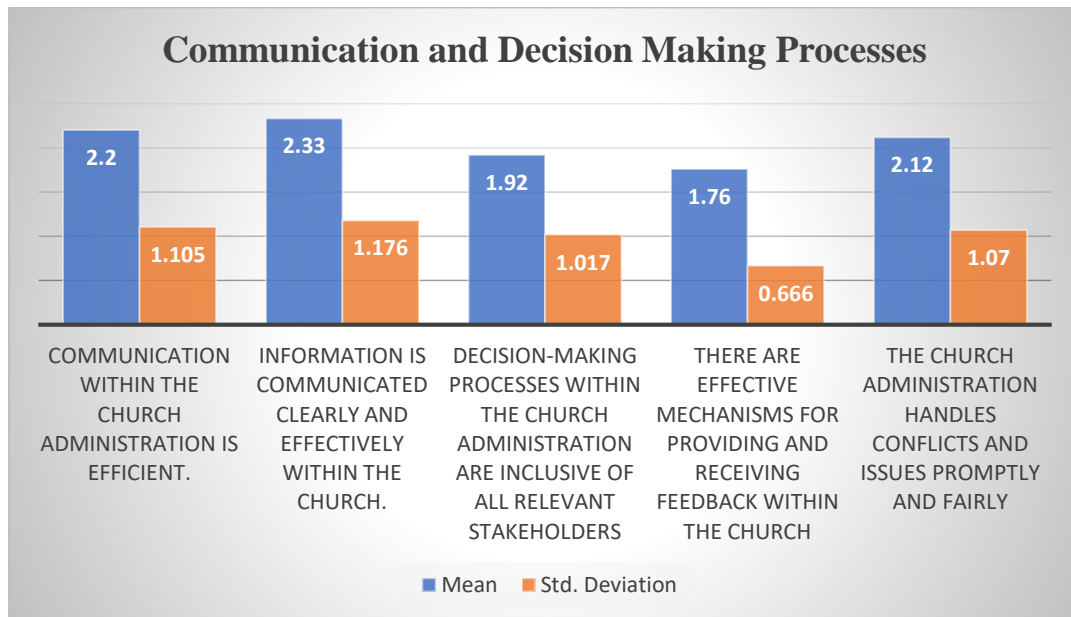


Figure 5 Communication and Decision-Making Processes

The average score of 2.2 suggests that there is a minor negative view of the church administration's communication efficiency. There is some heterogeneity in the responses (Std. Deviation = 1.105), indicating a range of viewpoints among the participants. The mean score 2.33 is below the neutral point, indicating that respondents generally disagree that information is communicated clearly and effectively. The lower standard deviation (1.017) suggests relative consistency in these views. Strong disagreement with the inclusiveness of decision-making processes is reflected in the mean score 1.92, which is rather low. There appears to be broad consensus on this matter based on the rather consistent responses (Std. Deviation = 1.107).

The mean score 1.76 shows significant dissatisfaction with the mechanisms for providing and receiving feedback within the church. The consistency in responses is indicated by the lower standard deviation (0.666). The average score of 2.12 indicates that people's opinions about how problems and disagreements are resolved within the church administration are typically unfavorable. There is some variation in the responses (Std. Deviation = 1.07).

The information indicates that the management of the EOTC is facing serious problems with decision-making and communication. Systemic issues that potentially have a major influence on project performance are indicated by the overall negative scores.

4.7 Response on Project Performance

The table shows the results of a survey that was done to assess how well projects inside the EOTC (probably an acronym for a particular organization or institution) were performing. Stakeholder satisfaction, budget compliance, timeliness, overall project quality, and community impact are among the evaluation factors. Respondents score each item on the Likert scale according to predetermined degrees of agreement.

Table 9. Project Performance

Item no	Project Performance	Mean	Std. Deviation
1	Projects within the EOTC meet their scheduled completion dates.	1.61	.774
2	Projects within the EOTC adhere to their budgets	1.74	.820
3	The overall quality of projects completed within the EOTC is high	2.30	1.179
4	stakeholder are satisfied with the outcomes of the projects	2.59	1.124
5	The projects has a positive impact on the community and/or church members	3.17	1.233

Source: Own Survey, 2024

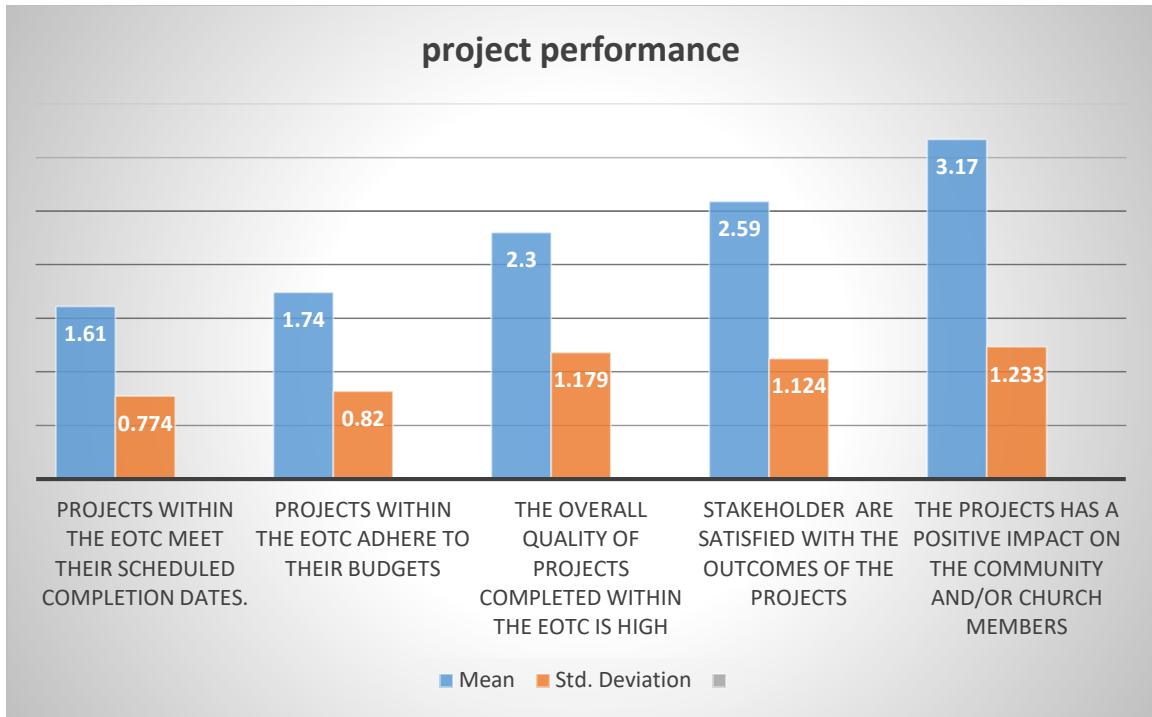


Figure 6 Project Performance

(Mean = 1.61, Std. Deviation = 0.774) the fact that the mean score is below the midpoint (3) suggests that projects falling under the EOTC frequently don't finish by the deadline. Although there appears to be some variation in the responses, the moderate standard deviation indicates that timeliness is a problem that most people agree upon. (Mean = 1.74, Std. Deviation = 0.82) the mean score for budget adherence is likewise below the midpoint, much like the project completion dates. This suggests that budget overruns are common in projects. There is a moderate degree of agreement among responders on this issue, as indicated by the standard deviation. (Mean = 2.30, Std. Deviation = 1.179) the average score for the total quality of projects is marginally higher than 2, indicating that participants believe finished projects are often of low quality. The lower standard deviation indicates that respondents' opinions are generally consistent. (Mean = 2.59, Std. Deviation = 1.124) Stakeholder satisfaction's mean score is closer to the middle, but it still shows discontent. In comparison to other items, the higher standard deviation indicates a wider range of stakeholder satisfaction viewpoints. (Mean = 3.17, Std. Deviation = 1.233) the average score for community impact is higher than the midpoint, suggesting that people are more optimistic about how the projects will affect the community and churchgoers. The higher

standard deviation indicates that respondents generally believe the projects have a good effect on the community

Corporate Projects (Muller & turner, 2007) in corporate settings, adherence to schedules and budgets is often higher due to stringent project management methodologies. The EOTC can benefit from adopting similar practices to improve time and budget management.

Non-Profit Sector (Kerzner, 2017) Non-profit organizations often face challenges similar to those seen in the EOTC, such as budget constraints and stakeholder management issues. Implementing best practices from successful non-profits, such as enhanced stakeholder engagement and transparent financial management, could be beneficial.

The research shows that the EOTC's projects face severe challenges in sticking to budgets and fulfilling anticipated completion deadlines. Regarding overall quality and stakeholder satisfaction, opinions differ as well. Nonetheless, a noteworthy strength is the good effect on the community.

4.8 Correlations Test

The below correlation table sheds light on the connections between project performance and various facets of church administration in the Ethiopian Orthodox Tewahedo Church (EOTC), including administrative structures, leadership influence, resource management, communication, and decision-making processes. The direction and strength of these associations are measured using Pearson correlation coefficients, and the statistical reliability of the results is shown by significance levels.

Table 10 Correlations

Correlations						
		Administrative Structures	Leadership Influence	Resource Management	Communication and Decision-Making Processes	Project Performance
Administrative Structures	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	101				
Leadership Influence	Pearson Correlation	.399**	1			
	Sig. (2-tailed)	.000				
	N	101	101			
Resource Management	Pearson Correlation	.432**	.536*	1		
	Sig. (2-tailed)	.000	.000			
	N	101	101	101		
Communication and Decision-Making Processes	Pearson Correlation	.464**	.457*	.554*	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	101	101	101	101	
Project Performance	Pearson Correlation	.576**	.613*	.722*	.690**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	101	101	101	101	101

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

Source (own Survey, 2024)

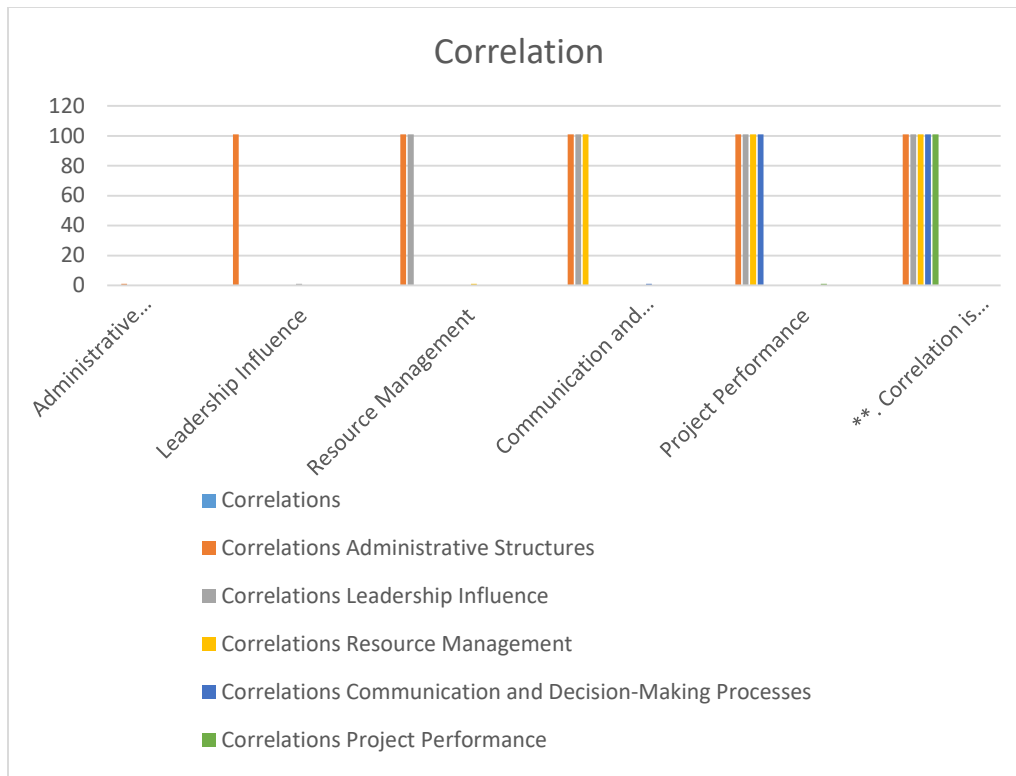


Figure 7 Correlations

The degree and direction of relationship between two continuous variables are measured by the correlation coefficient, which is commonly expressed as Pearson's r . The correlation coefficient has a value between -1 and $+1$. There are different ways to interpret how much of a correlation there is, but generally speaking, the following rules apply:

(HINKLE, Wiersma, W, & Jurs, S. G, 2003) ± 0.30 to ± 0.50 indicates a noticeable association. The relationship is moderate and likely to be of practical significance. (Evans, 1996) ± 0.50 to ± 0.70 indicates a substantial association between the variables. This range often indicates a meaningful, robust relationship. (Evans, 1996) ± 0.70 to ± 1.00 indicates a very strong relationship, where the variables move very closely together.

Administrative Structures and Project Performance: Pearson Correlation: 0.576

Interpretation: There is a strong positive correlation between administrative structures and project performance. This suggests that clear and efficient administrative structures significantly contribute to the successful completion and performance of projects.

Leadership Influence and Project Performance: Pearson Correlation: 0.613

Interpretation: There is a strong positive correlation between leadership influence and project performance. Effective leadership is a critical factor in achieving high project performance.

Resource Management and Project Performance: Pearson Correlation: 0.722

Interpretation: There is a very strong positive correlation between resource management and project performance. Effective allocation and utilization of resources are crucial for the success of projects within the EOTC.

Communication and Decision-Making Processes and Project Performance: Pearson Correlation: 0.690

Interpretation: There is a very strong positive correlation between communication and decision-making processes and project performance. Efficient communication and inclusive decision-making processes are vital for the success of projects. The correlation analysis reveals that all independent variables (Administrative Structures, Leadership Influence, Resource Management, and Communication and Decision-Making Processes) have significant positive relationships with Project Performance. Among these, Resource Management has the strongest correlation with Project Performance, followed by Communication and Decision-Making Processes, Leadership Influence, and Administrative Structures.

4.9 The Effect of Church Administration on Project Performance

4.9.1 Regression Analysis

A statistical technique called regression is used to forecast a dependent variable's value based on one or more independent factors. The statistical method used in this study, known as multiple linear regressions, estimates the coefficients for the equation for a straight line to analyze the linear correlations between a dependent variable and several independent variables.

4.9.2 Regression Analysis Assumption Tests

In order to yield reliable results, regression analysis depends on a number of assumptions. Tests should be conducted on these hypotheses to guarantee the regression model's dependability.

Linearity assumption assumes that there is a linear relationship between the dependent and independent variables. You can test this assumption by plotting the scatterplots of the independent variables against the dependent variable and visually inspecting if the relationship appears linear. (Steven, 2009)

Table 11 Regression Analysis Model Summary

Model Summary			
Model	R	R Square	Adjusted R Square
1	.842 ^a	.708	.696
a. Predictors: (Constant), Communication and Decision-Making Processes, Leadership Influence, Administrative Structures, Resource Management			

Source: own Survey, 2024

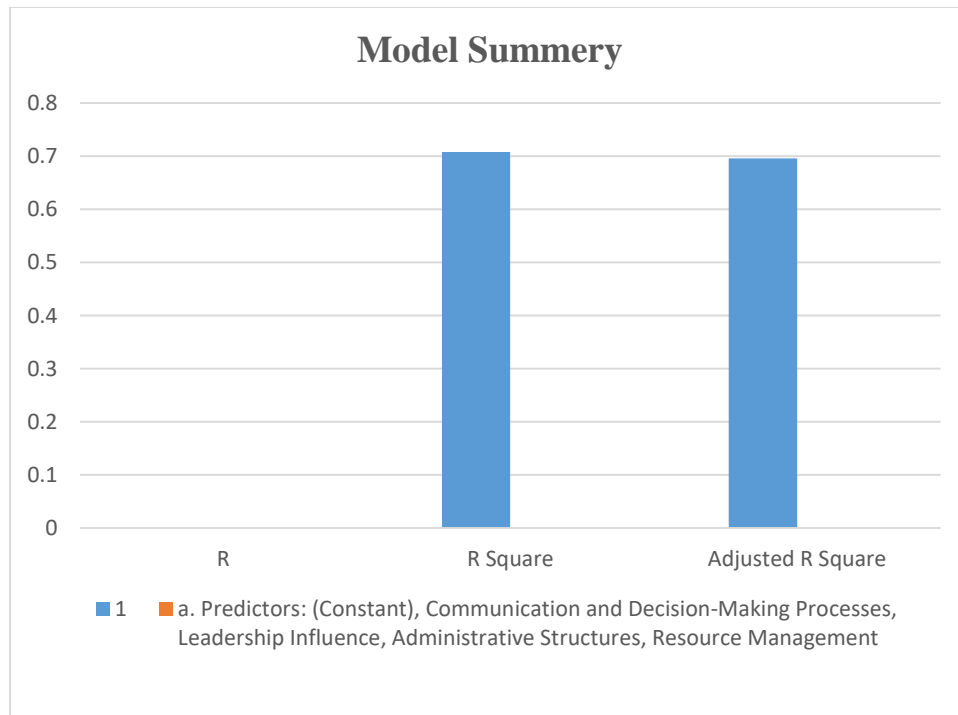


Figure 8 Model Summary

The model summary provides essential information about the predictive power of the independent variables (Administrative Structures, Leadership Influence, Resource Management, and Communication and Decision-Making Processes) on the dependent variable (Project Performance). R (Correlation Coefficient): The value of R is 0.842. This represents the multiple correlation coefficient between the predictors (independent variables: Communication and Decision-Making Processes, Leadership Influence, Administrative Structures, Resource Management) and the dependent variable (Project Performance). An R value of 0.842 indicates a very strong positive relationship between the combined independent variables and project performance.

R Square (Coefficient of Determination): The R Square value is 0.708. This means that approximately 70.8% of the variance in project performance can be explained by the combined independent variables (Communication and Decision-Making Processes, Leadership Influence, Administrative Structures, Resource Management). This high R Square value indicates that the model explains a substantial proportion of the variance in project performance. Adjusted R Square: The Adjusted R Square value is 0.696. Adjusted R Square adjusts the R Square value for the number of predictors in the model, providing a more accurate measure of the model's explanatory power when more variables are added. An Adjusted R Square value of 0.696 suggests that even after adjusting for the number of predictors, the model still explains approximately 69.6% of the variance in project performance. This slight decrease from the R Square value indicates that the model remains robust, but it accounts for the potential overestimation that can occur with multiple predictors. The model summary indicates that the predictors (Communication and Decision-Making Processes, Leadership Influence, Administrative Structures, Resource Management) collectively have a very strong positive impact on project performance within the EOTC. The high R and R Square values demonstrate that the model is effective in explaining the variability in project performance. The Adjusted R Square value, while slightly lower than the R Square value, still indicates that the model is reliable and provides a substantial explanation of the dependent variable's variance.

4.9.3 Analysis of Variance /ANOVA/

Analysis of Variance (ANOVA) is a statistical method used to test the differences between two or more means by analyzing the variance within and between groups. It assesses whether any of the group means are significantly different from each other. ANOVA partitions the overall variance observed in the data into components attributable to different sources, thereby determining the impact of independent variables on a dependent variable. A significant ANOVA result indicates that at least one group mean differs from the others, which requires further post-hoc testing to identify specific group differences. (Montgomery, 2017)

ANOVA assesses potential differences in a scale-level dependent variable by a nominal-level variable having two or more categories" (Field, A. (2013). *Discovering Statistics Using IBM SPSS Statistics*. Sage).

By using ANOVA, researchers can effectively test hypotheses about group differences and understand the impact of categorical independent variables on continuous dependent variables in a robust manner.

Table 12 ANOVA Table for Delivery Reliability

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	631.233	4	157.808	58.300	.000 ^b
	Residual	259.856	96	2.707		
	Total	891.089	100			
a. Dependent Variable: Project Performance						
b. Predictors: (Constant), Communication and Decision-Making Processes, Leadership Influence, Administrative Structures, Resource Management						

Source: Own Survey, 2024

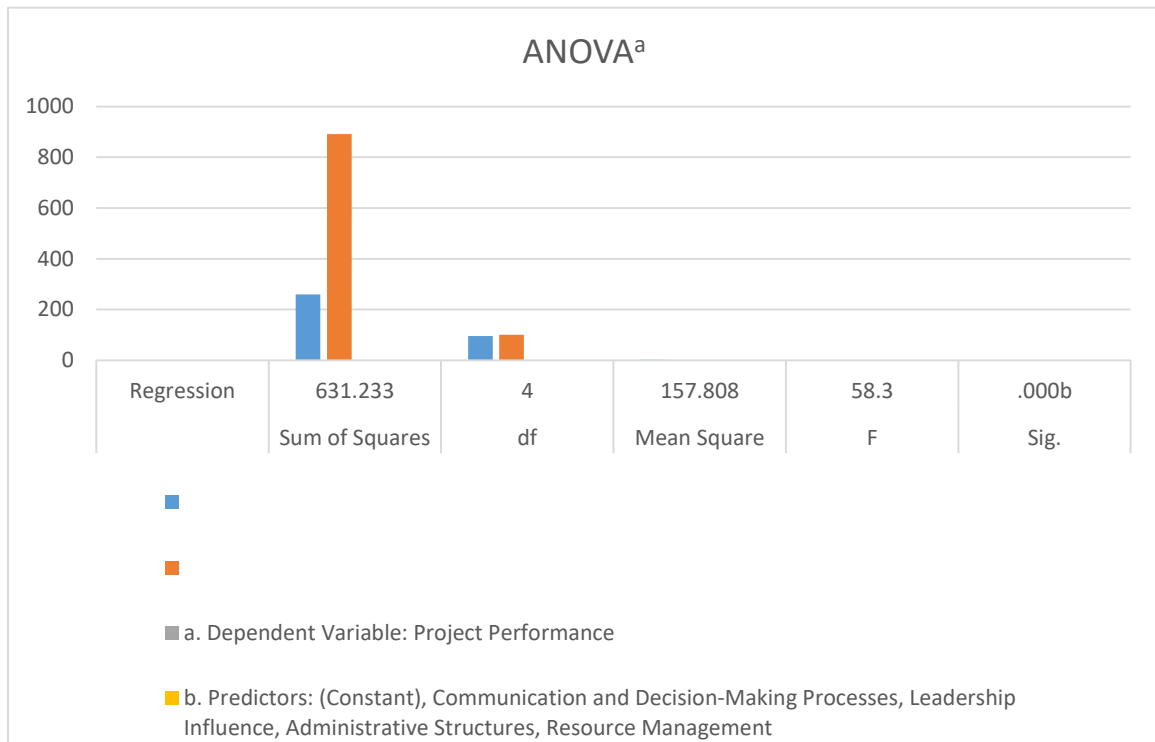


Figure 9 ANOVA^a

The F-statistic of 58.300 with a p-value of .000 indicates that the overall regression model is highly significant. This means that the independent variables (Communication and Decision-Making Processes, Leadership Influence, Administrative Structures, Resource Management) collectively have a statistically significant impact on the dependent variable (Project Performance). The Regression Sum of Squares (SSR) is 631.233, which indicates that a substantial portion of the total variability in project performance is explained by the independent variables. The high mean square value for regression (157.808) compared to the mean square value for residuals (2.707) further reinforces the strong explanatory power of the model. The ANOVA results confirm that the independent variables significantly contribute to explaining the variance in project performance within the Ethiopian Orthodox Tewahedo Church (EOTC). This underscores the importance of effective administrative structures, leadership influence, resource management, and communication processes in enhancing project outcomes

4.9.4 Standardized Coefficients

The coefficients table provides insights into the impact of each independent variable on the dependent variable, Project Performance.

Table 13 Standardized Coefficients Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.595	.704		3.684	.000
	Administrative Structures	.181	.059	.198	3.047	.003
	Leadership Influence	.158	.053	.202	2.965	.004
	Resource Management	.340	.069	.358	4.937	.000
	Communication and Decision-Making Processes	.243	.056	.308	4.367	.000

a. Dependent Variable: Project Performance

Source: Own Survey, 2024

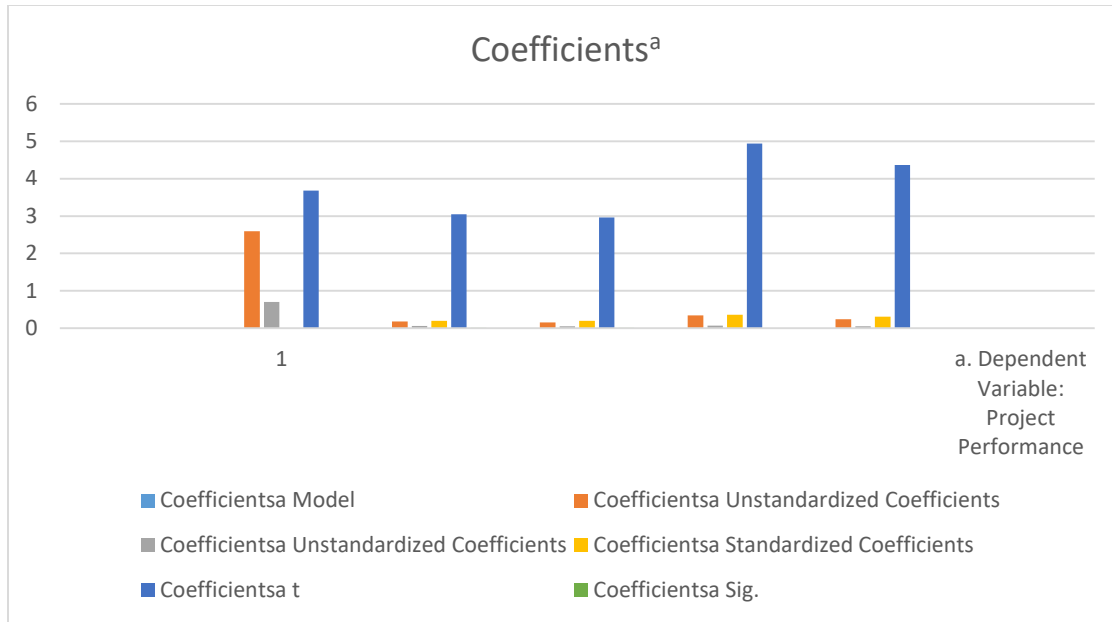


Figure 10 Coefficients

Constant (Intercept) Unstandardized Coefficient (B): 2.595; Standard Error: 0.704; t-value: 3.684; Sig. (p-value): 0.000: The constant term (2.595) represents the expected value of Project Performance when all the independent variables (Administrative Structures, Leadership Influence, Resource Management, and Communication and Decision-Making Processes) are zero. The p-value (0.000) indicates that the constant term is statistically significant. All four independent variables (Administrative Structures, Leadership Influence, Resource Management, and Communication and Decision-Making Processes) have a statistically significant positive impact on Project Performance. Among these, Resource Management has the strongest influence, followed by Communication and Decision-Making Processes, Administrative Structures, and Leadership Influence. These results suggest that improving administrative structures, enhancing leadership quality, managing resources effectively, and ensuring efficient communication and decision-making processes can lead to better project performance within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese

4.10 Comparative Analysis

The findings of this study align with previous research conducted in similar organizational contexts, particularly within religious institutions and nonprofit organizations. This

comparative analysis underscores the importance of administrative structures, leadership influence, resource management, and communication processes on project performance.

The study revealed that administrative structures significantly impact project performance within the Ethiopian Orthodox Tewahedo Church (EOTC). This finding is consistent with Engedayehu (2013), who emphasized the importance of well-defined administrative frameworks in enhancing organizational efficiency and project success. Engedayehu's research on the historical and political dynamics of church and state in Ethiopia highlighted that clear administrative structures facilitate effective decision-making and project execution. Similarly, a study by Balduck et al. (2010) on nonprofit organizations found that streamlined administrative processes are crucial for achieving project objectives and improving overall performance.

The correlation between leadership influence and project performance is evident in this study, with a Pearson correlation of 0.613. This aligns with findings from other religious and nonprofit sectors where leadership styles significantly affect project outcomes. For example, Yukl (2013) in his work on leadership in organizations, indicated that transformational leadership styles lead to higher project success rates by motivating and inspiring team members. This is echoed by Engedayehu (2013), who noted that effective church leadership is pivotal in navigating the complex socio-political environment and ensuring successful project implementation.

Effective resource management was found to be a critical factor in project performance, corroborating findings from Mukaka (2012) and studies on nonprofit resource allocation. Mukaka (2012) highlighted that accurate financial, human, and material resource management is essential for project success. The significant correlation between resource management and project performance (Pearson correlation of 0.722) in the EOTC study mirrors these conclusions, underscoring the necessity of strategic resource allocation and monitoring.

The study also emphasized the role of efficient communication and inclusive decision-making processes in enhancing project performance. The strong correlation (Pearson correlation of 0.690) between communication processes and project success supports this assertion. This is consistent with research by Morgeson et al. (2010), who found that

effective communication within teams and inclusive decision-making practices lead to better project outcomes. Engedayehu (2013) similarly noted that transparent and participatory decision-making processes within religious organizations contribute to successful project implementation and stakeholder satisfaction.

he overall findings indicate that all these factors—administrative structures, leadership influence, resource management, and communication processes—are interrelated and collectively influence project performance. This holistic view aligns with the integrated management approach advocated by Yukl (2013) and supported by empirical evidence from various organizational studies.

In conclusion, the comparative analysis demonstrates that the results from the EOTC study are consistent with broader research findings across religious and nonprofit organizations. This reinforces the validity and generalizability of the study's conclusions, highlighting the universal importance of effective administration, leadership, resource management, and communication in achieving project success.

CHAPTER 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter will cover a summary of the main findings of the study, conclusions derived from data analysis, and recommendations made by the researcher based on the results to improve the effective implementation of risk management in the company's future endeavors.

5.1 Summary of Findings

This study examined the effect of church administration practice on project performance within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. The research focused on four key administrative factors: administrative structures, leadership influence, resource management, and communication and decision-making processes. The study aimed to determine how these factors associate with project performance, utilizing quantitative analysis methods to gather and interpret data.

Administrative Structures and Project Timeliness: The study found a significant positive association between the clarity and functionality of administrative structures and project timeliness. Clearer administrative structures within the EOTC were associated with fewer delays and timelier project completions. Respondents indicated that streamlined and well-defined administrative procedures facilitated better project management and adherence to schedules.

Leadership Influence and Project Success: Leadership styles of clergy and administrators were significantly associated with project success metrics, including stakeholder satisfaction and adherence to project budgets. Effective leadership, characterized by participatory and transformational styles, associate with higher project success rates. Projects led by dynamic and inclusive leaders tended to meet their objectives more effectively.

Resource Allocation and Project Outcomes: Efficient resource allocation and utilization were strongly associated with positive project outcomes. Proper financial, human, and

material resource management associate with lower cost and time variances and higher project quality scores. Respondents highlighted the importance of accurate resource planning and monitoring throughout the project lifecycle.

Communication and Decision-Making Processes: Inclusive communication and decision-making processes were significantly associated with achieving project milestones and overall project success. Projects that fostered clear, open, and inclusive communication among stakeholders saw higher success rates. Effective feedback mechanisms and prompt issue resolution also contributed to better project performance.

The findings suggest that the EOTC's administrative practices need significant improvements to enhance project performance. Strengthening administrative structures, adopting more effective leadership styles, improving resource management, and fostering better communication and decision-making processes are essential steps towards achieving better project outcomes. These insights are consistent with previous research in similar organizational contexts, reinforcing the critical role of administration in project success.

5.2 conclusion

The study concludes that clear and well-defined administrative structures within the EOTC significantly enhance project timeliness. Projects with streamlined administrative procedures experience fewer delays, demonstrating that effective administration is crucial for adhering to project schedules.

The leadership styles of clergy and administrators are pivotal to project success. Participatory and transformational leadership styles within the EOTC are associated with higher stakeholder satisfaction and better adherence to project budgets. Effective leadership fosters an environment conducive to successful project outcomes.

Efficient resource allocation and utilization are critical to achieving positive project outcomes in the EOTC. Accurate planning and management of financial, human, and material resources correlate with lower cost and time variances and higher quality project deliverables. This underscores the importance of robust resource management practices.

Inclusive and effective communication, along with participatory decision-making processes, significantly contributes to project success within the EOTC. Projects that ensure clear, open communication and involve all relevant stakeholders in decision-making are more likely to achieve their milestones and overall objectives. Prompt issue resolution and effective feedback mechanisms further enhance project performance.

Overall, this study highlights the integral role of administrative structures, leadership, resource management, and communication in the successful execution of projects within the EOTC. Improving these areas can lead to more timely, cost-effective, and high-quality project outcomes.

5.3 Recommendations

To improve project timeliness, the EOTC should streamline and simplify administrative structures. Clear, well-defined processes can help reduce delays and enhance efficiency.

Role Clarification: Clearly define roles and responsibilities within the administrative framework to minimize confusion and ensure accountability, thus speeding up decision-making and project execution.

Leadership Training: Implement leadership development programs focusing on effective leadership styles and decision-making skills. This will help leaders inspire and guide their teams more effectively, improving project outcomes.

Performance Monitoring: Establish a system for regular performance reviews and feedback for leaders to ensure they are meeting project goals and adhering to best practices in leadership.

Efficient Resource Management: Develop a comprehensive resource management plan that includes accurate forecasting, allocation, and monitoring of financial, human, and material resources. This will help ensure optimal utilization and minimize wastage.

Resource Allocation Reviews: Conduct regular audits and reviews of resource allocation to ensure resources are being used efficiently and effectively, adjusting plans as necessary to meet project goals.

Enhance Communication Channels: Improve internal communication channels to ensure information flows smoothly and reaches all relevant stakeholders promptly. This can be achieved through regular meetings, updates, and use of communication technologies.

Inclusive Decision-Making: Foster a more inclusive decision-making process by involving all relevant stakeholders. This will ensure diverse perspectives are considered, leading to more informed and effective decisions, thereby improving project success rates.

5.4 Suggestion for Further Study

Comparative Analysis: Conduct a comparative study of administrative structures in different dioceses or other religious organizations to identify best practices that contribute to improved project timeliness.

Process Optimization: Explore specific administrative processes in detail to identify bottlenecks and propose optimization strategies that can enhance efficiency and reduce delays in project timelines.

Leadership Impact Assessment: Investigate the impact of different leadership styles on various project success metrics such as stakeholder satisfaction, budget adherence, and quality of outcomes across multiple projects within the EOTC.

Leadership Development Programs: Evaluate the effectiveness of leadership development programs in improving project outcomes, focusing on the EOTC context and similar religious organizations.

Resource Management Techniques: Examine the effectiveness of different resource management techniques in ensuring project success, including both financial and non-financial resources, in the EOTC and similar institutions.

Longitudinal Study: Conduct a longitudinal study to assess the long-term impacts of resource allocation decisions on project outcomes, tracking multiple projects over time.

Stakeholder Engagement: Investigate the role of stakeholder engagement and inclusiveness in decision-making processes on project outcomes, comparing the EOTC with other religious and nonprofit organizations.

Communication Strategies: Analyze the effectiveness of different communication strategies and tools in improving project milestone achievement and overall success rates, identifying best practices that can be adopted by the EOTC.

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Appendices

Questionnaire

Addis Ababa University School of Commerce

Master of Project Management

Dear Respondent

This questionnaire is designed to gather information on various aspects of church administration practice and how they affect project performance within the Ethiopian Orthodox Tewahedo Church (EOTC) in the Addis Ababa Diocese. Your responses will be anonymous and confidential. It should take approximately 15 minutes to complete.

Thank you in advance for your cooperation!

(Name of the researcher: - Kuri Seifu)

General Direction

- No need to write your name
- Read each question and put (√) on the given space/ box

Part one: Demographic Information

Please put a tick mark (√) on the appropriate response category:

1. Gender: Male Female
2. Age: 18-25 26-35 36-45 46-55 56-65
≥66
3. Role/Position: Clergy Member (Bishop, Priest, Deacon)
 Stakeholder
 Project Team Member Project Manager Architecture/ Engineer
4. Years of Experience in Current Role: Less than 1
year 1-3 years 4-6 year 7-10 years More than 10 years
5. Educational level : Diploma,
BA/BSc, Masters Other
6. Type of Project: Community Development Construction

Part Two: Questionnaires about the Effect of Church Administration on Project Performance

Please put tick (√) in the table provided for each of the given statement using the following scales

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

s/n	Administrative Structures	Scales				
		5	4	3	2	1
1	The administrative structures within the EOTC are clear					
2	The administrative structures within the EOTC are simple and flexible					
3	The administrative structures in the EOTC support project completion effectively					
4	The administrative structure of the church is too complex for effective decision-making.					
5	The roles and responsibilities within the church administration are clearly defined.					
s/n	Leadership Influence					
6	The leadership style of immediate supervisor church leader is effective					
7	Church leaders effectively use a variety of leadership styles to guide the projects.					
8	The decision-making process under the current leadership is efficient					
9	The overall quality of leadership within the project is high					
10	Church leaders inspire and motivate team members to achieve project goals.					
s/n	Resource Management					

11	Financial resources are allocated accurately for projects within the EOTC					
12	Human resources are managed effectively in the project					
13	Material resources are utilized well in my project					
14	There are sufficient resources available for the completion of church projects.					
15	The church effectively monitors the use of resources throughout project implementation.					
s/n	Communication and Decision-Making Processes					
16	Communication within the church administration is efficient.					
17	Information is communicated clearly and effectively within the church.					
18	Decision-making processes within the church administration are inclusive of all relevant stakeholders.					
19	There are effective mechanisms for providing and receiving feedback within the church.					
20	The church administration handles conflicts and issues promptly and fairly.					

Part Three: Project performance

s/n	Project Performance	Scales				
		5	4	3	2	1
21	Projects within the EOTC meet their scheduled completion dates.					
22	Projects within the EOTC adhere to their budgets.					
23	The overall quality of projects completed within the EOTC is high					

24	Stakeholders are satisfied with the outcomes of the projects					
25	The projects has a positive impact on the community and/or church members.					