



Addis Ababa University
College of Business & Economics
School of Commerce
Project Management (GRADUATE PROGRAM)

**The Effect of Organizational Culture in the Performance of
Project Execution: In the case of Transmission Construction Own
Force Department of Ethiopian Electric Power**

By

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**A Research Paper Submitted to Addis Ababa University School of
Commerce in Partial Fulfillment of the Requirements for the Award of
Master's Degree in Project Management**

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March 2021
Addis Ababa, Ethiopia

STATEMENT OF DECLARATION

I, Habtamu Wube Yimam, have carried out a research project on the Effect of Organizational Project Culture in the Performance of project execution: In the case of transmission construction Own Force Department of Ethiopian Electric Power (EEP) independently in partial fulfillment of the requirement for the award of master degree in project management with the guidance and support of the research advisor, Dakito Alemu (PhD). I, also declare that this research project is my original work and that all sources of materials used for the research project have been duly acknowledged.

Declared By

Student's Name: Habtamu Wube Yimam

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CERTIFICATION

This is to certify that Habtamu Wube Yimam has carried out this research work on the topic: The Effect of Organizational Culture in the Performance of Project Execution: In the case of Transmission Construction Own Force Department of Ethiopian Electric Power under my supervision. This research is his original work and has not been presented for a degree in any university, and all sources of materials used for the study have been duly acknowledged. Thus, it is sufficient for submission for the partial fulfillment of the requirements for the award of Master of Project Management.

Advisor: Dakito Alemu (PHD)

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Project Execution: In the case of Transmission Construction Own Force
Department of Ethiopian Electric Power

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ACKNOWLEDGMENT

I would like to express my deep gratitude and appreciation to my advisor, Dr. Dakito Alemu, who made this work come true, especially for his outstanding professional guidance, advice and patience.

I would also like to thank the experts involved in the validation survey for this research project: without their participation and input, the validation survey could not have been successfully completed.

Finally, I must express my very deep gratitude to my parents for providing me with unfailing support and relentless encouragement after my years of study and through the process of studying and writing this thesis. This accomplishment would not have been viable without them. Thank you.

ABSTRACT

The objective of this study was to investigate the effect of organizational culture in the performance of project execution in the transmission construction own force department of the Ethiopian Electric Power. In order to address the objective, the study employed descriptive and explanatory research design and took employees of the organization as primary data sources. Using stratified random sampling method the study selected 198 employees working inside the construction task force of EPP. Data were collected using questionnaires and it was analyzed using multiple linear regression so as to predict the effects of teamwork, training & development, communication, reward & recognition and effective decision making on project performance. The findings showed that teamwork, training & development, communication and effective decision making have positive and statistically significant effect on project performance. Communication and teamwork are the two important predictors of performance. The study recommended the organization to maintain and further improve the communication culture so as to improve the project performance at the organization.

Keywords; Project, Project Culture, Project Performance

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ACRONYMS

EEP	Ethiopian Electric Power
TVET	Technical and Vocational Education and Training
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
ANOVA	Analysis of variance
PMBOK	Project Management Body of Knowledge

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

In the dynamic environment in which we live today, corporate culture has a significant influence on the ability of a business to thrive and make it big. It is difficult for a business without a tangible culture to tap into its employees' full potential and to keep them satisfied. And that puts the well-being of both the organization and the employees at risk (Skok and Doring, 2001).

The culture of a company includes what it does and what it creates. That is, it not only affects the way managers treat (and thus influence employee behavior), but also affects the way the company processes its product and provides its customers with services. As is acknowledged, organizational culture has a significant influence on organizational success and in particular, the quality of working life encountered by workers at all levels of the organizational hierarchy. However, of all other management issues, organizational culture has been greatly overlooked. In organization, culture has a dominant influence on people's behavior and, hence, on their organizations' performance.

Usually organizations perform, be a management, construction, health related, manufacturing, or scientific research, projects to achieve their mission, vision, and objectives. The success or failure of these projects which are executed with in established organizations are affected by the organizational culture they operate in. Project members that lack the cultural awareness can have difficulties in understanding and adapting to different norms and behaviors across the organization (Kendra and Taplin, 2004).

According to Suda (2007) the more project members understands the influence of their organizational culture, they will be more effective in gaining support and guiding the project through the project life cycle.

PMBOK (2013) also discussed the corporate culture dimensions in different parts of the document. Accordingly, an organization's culture, style, and structure influence project performances and it became a critical factor in defining project success, and multicultural

competence becomes critical for the project manager. There are ten dimensions of organizational culture, which are communication, training and development, rewards, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork, adaptability, involvement and consistency in management practices (Ricardo and Jolly, 1997: Denison, 1990).

These organizational culture dimensions are considered to be relevant and adopted by scholars to see their effect on project performance. For instance, Kerzner (2009) noted that attention to team building to be critical for a project success. He also states that one of the main responsibilities of the project manager is to provide an atmosphere which fosters a climate of teamwork that will create good relations, sharing of knowledge, open communication for common understanding of tasks and objectives. Furthermore, it is stated that project team member's motivation and rewards are considered by project management as one influencing factor of project success (Beel, 2007).

According to Bebin (2013) organizational culture is key factor because it influences the way employee behave, their beliefs and values, it provides the general rules and norms as well as the interaction patterns and this will impact the projects progress.

Ethiopian Electric Power (EEP) is a state-owned electricity producer in the Federal Democratic Republic of Ethiopia. It is engaged in development, investment, construction, operation, and management of power plants, power generation and power transmission. The company is a main player in the Ethiopian energy sector. The company was formed in 1956 as the Ethiopian Electric Light & Power Authority (EELPA), which bundled all Ethiopian activities around electricity in a single organization. In 1996, EELPA was split into the Ethiopia Electric Authority (EEA), taking over all regulating activities and a company, Ethiopian Electric Power Corporation (EEPCo), bundling all activities from power generation to household delivery. In 2013, EEPCo was again split up into two companies, Ethiopian Electric Utility and Ethiopian Electric Power. Ethiopian Electric Power was formed by Council of Ministers Regulation No.302/2013. Currently the EEP has more than seven thousand (7000) permanent and temporary employees with various educational and expertise level mainly in the field of engineering, technology and construction. The projects undertaken by the company can be categorized majorly in to hydro, transmission construction, wind, geothermal, IT projects, and waste to energy projects.

Whereas, EEP is one of the major governmental organization that is engaged in implementing of multimillion-dollar projects involving many stakeholders and complex project works. Even though the company is involved in huge amount of investment through the projects; the project management culture of the company still has many problems to finalize projects with specified budget and time. Absence of standardized approach to project management: to assign project manager, to measure project performance, to manage stakeholder's engagement and project teams are to name a few.

With this in mind, this study seeks to examine the impact of culture on project performance at Ethiopian Electric Power. The Ethiopian Electric Power (EEP) is a government owned power related organization responsible in undertaking feasibility studies; design and survey of electricity generation; transmission and substation; leasing electricity transmission lines; selling electric power; and, undertaking universal electric access works.

The study focuses on EEP transmission Executive office Specifically the Own force construction department, it will help the department to take the output of this research and think of ways to integrate current thought among the team and effective project management cultures in the company.

Moreover, this study will have a significance role in identifying the prevalence and contributing factors of the existing project management by identifying the existing gaps and work towards solving the problems, the study will also be helpful to show honest and frequent communication with employees, as well as staff involvement, are capital to project success, currently this department is involved in 32 civil construction projects and in 8 electromechanical projects (EEP Report, 2020).

1.2. Statement of the problem

A strong organizational culture that is capable to create a favorable working environment is a motivating instrument in every organization's promotion of results. Managers and workers' coordinated efforts lead to a healthy working climate and motivate employees to improve their performances (Miguel, 2015).

Currently there are a number of power transmissions and substation projects being undertaken by EPP and the company carryout multimillion-dollar projects involving many stakeholders and complex project works. As big as the investment and the work to be done, the project management of the company still has many problems to finalize projects with specified budget and time. Lack of standardized approach to project management: to assign project manager, to measure project performance, to manage stakeholder's engagement and project teams are to name a few. According to EPP internal report (2020), the majority of these projects have failed to finalize the project work with specified budget and time, particularly those projects handled by EPP's own force construction teams.

According to Biben (2013) in addition to technical and financial factors organizational culture also affects project success. By putting such facts in mind, this study makes an effort to explore the effect of culture on project performance at Ethiopian Electric Power, Transmission Construction own force Department.

More specifically, this study uses five organizational cultural dimensions pointed out by Ricardo and Jolly (1997); teamwork, communication, training & development, reward & recognition, and effective decision making together with their role on a project success. In addition, the study tries to fill the knowledge gap as most studies on project performance done in Ethiopia focus on financial and technical aspects of projects.

1.3. Research Questions

1. What features/styles of organizational culture dimensions are exhibited during project execution at EPP
2. What is the effect of teamwork on project performance at EPP?
3. What impact does teamwork has on project performance?
4. What impact does the level of communication during project execution has on project performance at EPP?
5. What is the effect of reward and recognition on project performance at EPP?
6. To what extent does effective decision-making affects project performance at EPP?

1.3.1. Research Hypothesis

H1: Teamwork has a positive & significant effect on project performance.

H2: Training and development has a positive & significant effect on project performance.

H3: Communication has a positive & significant effect on project performance.

H4: Reward and Recognition has a positive & significant effect on project performance.

H5: Effective decision making has a positive & significant effect on project performance.

1.4. Objectives of the Study

1.4.1. General objective

The main objective of this study was to investigate the effect of organizational project culture on project performance in the case of Ethiopian Electric Power (EEP).

1.4.2. Specific Objectives

The study has the following specific objectives;

1. To assess the features/styles of organizational culture dimensions during project execution at EPP.
2. To examine the effects of teamwork during project work on project performance of EPP.

3. To explore how training and development of project team affects project performance at EPP.
4. To investigate the effects of communication during project work on project performance at EPP.
5. To examine the effects of reward and recognition of project members on project performance at EPP.
6. To explore the impact of effective decision-making during project work on project performance of EPP.

1.5. Significance of the Study

This research examines how an organization's culture contributes to project execution performance. By doing this, this paper will be helpful to project managers and other stakeholders to consider the influence of cultural dimensions upon measuring of their project performances and improving their project management approaches.

This study can also be useful for future researchers by providing additional contribution in the debate about how to improve the efficiency and effectiveness in projects particularly with regard cultural dimensions in managing projects.

1.6. Scope of the Study

The aim of this research was to evaluate the effects of organizational culture on project performance in the case of EPP. Though there are ten cultural dimensions, to make the study manageable the researcher selected five dimensions. The researcher selected five cultural dimensions in which literature showed to have greater impact on organizational performance. in line with this, the cultural dimensions that are examined in this study are teamwork, communication, training and development, reward and recognition, and decision-making only. The study takes project participants from EPP's Transmission Executive Office own force department as a target to provide the primary data.

1.7. Limitation of the study

Due to the current situation of Covid-19 in our country, many of the inputs for the research were conducted online and through phone and this had a big effect on the quality of the research project because the researcher was not able to reach all the respondents and explain the context of the research.

1.8. Organization of the Paper

The paper has five chapters. The first chapter is the introduction part of the study and includes statements of the problem, research problem, objectives of the study, significance of the study, scope of the study and limitation of the study. The second chapter focuses on analyzing literature. Research design and methodology are the third chapter. The outcomes or results and discussion are introduced in Chapter four. The closing chapter of the fifth chapter focuses on a review of the observations, conclusions and suggestions or recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter presents the related literatures on the study so as to have an insight in to the research topic and briefly explain some of the major areas of the subject matter under consideration.

2.1. Theoretical review

2.1.1. Concepts of Organizational Culture

It is essential to grasp the idea of organizational culture before attempting to explain the substance of organizational culture. The conceptual deficiency of organizational culture has been criticized because it has been defined in several ways and each definition emphasizes a specific emphasis or level.

Several scholars have accepted culture as a multidimensional and multilevel notion from the time when Schein (1985) published the book *Organizational Culture and Leadership*. Three stages of culture Schein explains. The first stage consists of recognizable frameworks and acts for organization, such as dress code, services, and procedures. It is possible to observe this degree of culture easily. The second level consists of principles, such as policies, objectives and philosophies, reflected in the public images of organizations. Although not as visible as the objects present in the first point, the way things are performed in the company will evaluate these principles by standards. The third stage includes core beliefs, or subconscious beliefs, attitudes, feelings, and emotions. Both behavioral expectations (the way people should act) and organizational principles are defined by these (the things that are highly valued).

The observable elements generated by an organization on the initial stage can be called objective organizational culture in the category of Buono and Bowditch (1989), while the elements on the subsequent levels concern subjective organizational culture. According to them, objective organizational culture refers to objects and physical environments, while subjective organizational culture refers to "the pattern of beliefs, assumptions, and expectations held by members of the organization and the distinctive way of perceiving the world of the organization and its principles, norms, and roles as they exist outside the individual.

“Organizational culture is the mutual perception of how things work (Wallach, 1983) of beliefs, values, norms and philosophies. To be precise, only in the configuration of a collection of norms, principles and beliefs about the incorporation of subcultures into the whole will an organizational culture exist; therefore, an organization can offer only a dominant culture (Denison & Mishra, 1995).

While culture may not be instantly apparent, the identification of a collection of principles that could be used to characterize the culture of an organization allows us to more accurately define, quantify, and manage culture. Seven features of culture appear to embody the essence of the culture of an organization, according to Stephen and Timothy (2013):

2.1.1.1. Innovative Culture

This is a measure in which staff are encouraged to be imaginative and to take chances. If the organization's culture is creative and takes chances, then workers will be more encouraged to work. Companies with inventive cultures are versatile and adaptable, experimenting with new ideas.

2.1.1.2. Aggressive Culture

The level to which the organization's workers are hostile and competitive rather than cooperative. In this situation, most workers compete for compensation with each other and there is no unity among them to work for organizational objectives to be accomplished. Companies with aggressive cultures value competition and rivals that outperform: They can fall short in the area of the corpus by emphasizing this, they may fall short in the area of corporate social responsibility (Stephen and Timothy, 2013).

2.1.1.3. Output Oriented Culture

Copeland (2004) suggests that businesses with a performance-oriented culture appear to surpass businesses that do not have such a culture. At the same time, certain outcome-oriented enterprises may have such a strong desire for success and measurable performance targets that they may experience adverse effects.

Companies witnessed well-publicized business over rewarding employee efficiency. Individuals see their colleagues as competitors and short-term outcomes are rewarded when performance pressures lead to a society where immoral activities become the norm; the resulting unhealthy work atmosphere acts as a duty.

2.1.1.4. Stable Culture

Conventional, rule-oriented, and bureaucratic are stable cultures. These organizations are aimed at organizing and aligning individual activities to reach the highest productivity standards. These cultures can assist the company to be successful by offering consistent and steady levels of production when the climate is stable and healthy. (Stephen and Timothy, 2013). These societies discourage immediate action and may therefore be inadequate for a shifting and complex atmosphere.

Public sector organizations can be described as communities that are stable. In the private sector, an organization with a centralized decision-making and law orientation that has suffered from mismatches between culture and the environment (Thompson, 2006).

2.1.1.5. People Oriented Culture

People-oriented communities value dignity, empathy, and respect for human rights. The mantra that "people are their greatest asset" really lives in these organizations. These businesses build an environment where work is enjoyable, in addition to fair practices and management styles, and workers do not feel forced to choose between work and other aspects of their lives. There is a greater focus and belief in these organizations on treating people with respect and dignity. (Timothy, 2013).

2.1.1.6. Team Oriented Culture

This explains the degree to which the teams develop to carry out the organization's work since the shared tasks can be accomplished effectively through the team rather than operating as an entity. Team-oriented organizations are collaborative and emphasize teamwork between employees. Members tend to have more productive relationships with their colleagues and with their executives in particular. (Nohria, & Roberson, 2003).

2.1.1.7. Detail Oriented Culture

The extent to which workers are supposed to show accuracy, interpretation, and attention to detail. The organizational culture is centered on the culture of the employee and the culture of the organization's employees. Such a culture offers businesses in the hospitality industry a strategic edge by allowing them to distinguish themselves from others. (Stephen and Timothy, 2013).

2.1.2. Dominant and Sub Organizational Cultures

A dominant culture reflects the fundamental values that are shared by the majority of the members of the organization, according to Robbins and Judge (2008). It is the macro view of culture that gives a business its distinct character. On the other hand, in large organizations, sub-cultures tend to grow to represent common concerns, circumstances, or experiences encountered by participants.

Department designations and geographical separation are likely to characterize these sub-cultures. The core values of the dominant culture will include subculture, plus additional values specific to members of a particular department. Similarly, an organization office or entity that is physically isolated from the main operations of organizations may take on a different personality. Basically, the core values are preserved, but they are changed to represent the distinct circumstance of the divided unit.

The principles of organizational culture as an explanatory term would be dramatically reduced if organizations had no dominant culture and were comprised only of various subcultures, since there would be no uniform understanding of what was acceptable and inadequate behavior. Multiple cultures are typically related to various functional departments, product categories and hierarchical levels.

In addition, Kotter and Hastert (1992) suggest that numerous and even contradictory subcultures can exist even within a relatively small sub-unit. Trice and Beyer (1993) endorse the above concept by suggesting that there is still no homogeneous community for large organizations. Instead, as philosophy, cultural forms and other behaviors, they are typically a cluster of organizational sub-cultures and these recognizable groups of individuals in an organization

exhibit other behaviors. The meaning factor makes it a powerful tool to direct and form actions. (Robbins and Judge, 2008).

People in an organization differ because of their occupation or career, hierarchical level, working groups or teams, and have a particular characteristic that distinguishes them. Those people with similar feelings, values, beliefs come together in an organization to form sub-units and represent their own distinct cultures.

2.1.3. The Effects of Strong Organizational Culture

It often refers to the association and interaction within the organization as well as with the external world when researching organizational culture. As there is a clear difference between "right" and "wrong" in organizations, there is also a strong and weak culture. Schein (2010) highlights that, as a function of the duration and emotional intensity of their real background from the moment they were formed, organizational cultures can differ in strength and stability. This suggests that organizational culture does not arise overnight, it is cultivated from the beginning, and it will rely on its power.

Lee and Yu (2004) stressed the fact that "Denison and Mishra (1995), using a more robust methodology, found that cultural intensity was significantly correlated with short-term financial success in the analysis of possible relationships between organizational culture and performance among Singaporean companies." Furthermore, the analysis also revealed that Denison studied a sufficient sample of 34 companies covering 25 different industries. "He found that two indices were found to be strongly associated with financial performance, "organization of work" and "decision making. He then supports his assertion by saying that "the strength of the culture was predictive of short-term success when performance was described with broad metrics such as asset return, investment return and sales return, etc."

Most popular literature argues that "good" or "valuable" cultures frequently associated with strong cultures are regarded as beneficial norms for the business, partners or consumers, and humanity and "good" success in general. The literature of Ogbonna and Harris (2000) indicates that culture can only remain connected to superior success if it is able to familiarize itself with changes in environmental conditions.

Therefore, competitive and creative cultures that are responsive to external factors are often suggested to have a strong and positive effect on organizational efficiency. Emphasizing the fact that not only must the culture be solid, but it must also have an outstanding character that is hard to imitate. Thus, it is apparent that the dysfunctional culture impacts on the organization's overall results. Compared to other counterparty organizations, dysfunctional organizational culture can be characterized by lower efficacy, productivity and performance. Having good cultures is also the justification for organizations to thrive.

2.1.4. Functions of organizational culture

A variety of roles may be fulfilled by organizational culture as an organizational make-up. The main functions are: directing, standardizing, agglomerating, motivating and reducing anxiety, as clearly described by Schain (1985) & Robbins (1998).

The organizational culture's guiding purpose refers to the culture that guides the whole company and all workers to personal meaning and behavioral orientation towards the organization's target. Setting up an internal force structure is the essence of creating an excellent organizational culture. The development of the mechanism helps large workers realize that the company aims for lofty goals, which can only generate innovative strategies, but can also make employees dare to compromise individuals to achieve organizational goals.

By creating a shared values structure, an organizational culture forms unified thinking, the standardizing function forms a kind of trend on the psychological deep layer of the workers, and then a kind of reaction mechanism reconstructed in the transition as long as there is an inducement signal from outside, positive reaction will take place: The collision of restraint of workers is weakened into the expected actions easily, by teamwork & self-control, the tension of autonomy psychology with the reality of being controlled is relieved, which makes a unifying and harmonious organization from top to bottom: the agglomerating function- the group consciousness, created by the staff together. It is a kind of binder, unites the people of all respects and all level around organizational culture and makes cohesiveness & centripetal force to the organization. Organizational culture connects employees' Personal thoughts & feelings and destiny with the safety of organization closely.

The role of motivation - Organizational culture emphasizes individuals as the emphasis, the center of which is the development of shared values. The excellent culture of organization means establishing a kind of environment that everybody pays attention to and respects.

The organizational culture's problem-solving role does more than solve external & internal problems. Culture serves the fundamental purpose of minimizing anxiety encountered by organizational participants when they are faced with cognitive confusion or overload, according to Schein (1988). They will relax to some degree until organizational members have a cultural solution. Many favorable findings are correlated with good cultural fit. Schein (2010) suggested that workers who matched better with their company, had higher job satisfaction, associated more with their firms, were more likely to stay with their organization, and exhibited superior job efficiency.

Since culture is the degree to which workers share values. The main advantage of common values, i.e. culture, is that it aligns the principal's and the agent's interests and thus eliminates issues with the agency. As a result, shared beliefs contribute to increased delegation, usefulness, and effort; decreased selection, experimentation, and impact of information; and less biased communication and effort and improves work efficiency for workers. We therefore infer from the above and study results that organizational culture is a possible indicator of employee activities since culture determines the standards of agreed behaviors.

2.1.5. Dimension of Organizational Culture

Schein (1988) defines organizational culture as a pattern of fundamental beliefs conceived, discovered, or formed by a given community as it learns to deal with its external adaptation and internal integration problems that have performed well enough to be considered true, and thus to be taught to new members as the best way to view, think, and feel about those issues.

This definition shows that the organizational culture involves generated assumptions that are embraced and passed on to new members of an organization as a way of doing things. This would mean adaptive behavior within the company for new workers, leading to new systems of belief. This modern and adaptive behavior is synonymous with rituals, myths and symbols

instilled by corporate traditions and beliefs to reinforce the central principles of organizational culture. (Hofstede 1991).

According to Ricardo and Jolly (1997) there are eight dimensions of corporate culture, which are communication, training and development, rewards, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork, and fairness and consistency in management practices.

2.1.5.1. Teamwork

Teamwork is defined as "a working group with a common purpose in which members establish shared relationships to accomplish objectives/tasks" "(Harris & Harris, 1996) and Kline (2001) have described teamwork as "a community within an organization that is set up and maintained to fulfill a common mission and where members are collectively accountable for the task.

Denison explained in 1990 that productive organizations empower their workers by building their organization around teams and improving human intelligence. Teamwork is the degree to which staff within a company communicate with each other and work together for an overall organizational objective (Delarue, 2008).

The level of employee engagement is expected to be relatively higher in organizations where teamwork is promoted and practiced, where employees may also have an impact on decision-making in their respective groups and be able to take measures to enhance the quality of the services provided (Khan, 2012).

2.1.5.2. Communication

According to Khan (2012), good communication has a connection with positive outcomes such as job satisfaction, morale, lower turnover, better organizational environment and commitments that contribute to organizational success, and Khan (2012) also adds that administrators and employees can mutually understand the aspirations of each other through open and transparent communication.

It is important to establish a permanent, more productive working environment. It is understood that the more adequate knowledge the workers have about the company's problems, they will be

more interested in all the problems that help improve their self-confidence, determination and efficiency.

2.1.5.3. Training & development

Training that is referred to as a diet and exercise course to improve the effective, cognitive and psychomotor skills of employees to carry out their work-related tasks, to meet their organizational objectives, to question problems and find solutions, to inspire them to carry out their jobs and to be more efficient by applying critical training and development methods (Anike & Ekwe, 2014; Asfaw et al., 2015).

Some of the training and development meanings and principles discussed suggest that training and development is the process of delivering new skills training or enhancing employee performance deficiency (Jumba, 2013), it refers to the systematic practices and processes used to improve and strengthen the skills, knowledge and attitudes of employees to allow them to perform job-related tasks, perform unique tasks and meet HR quality standards for the future (Bulut & Culha, 2010). In addition, it defined it as a practice of providing employees with training, seminars, coaching, mentoring, or other learning opportunities to encourage, challenge, and motivate them to fulfill their role functions to the best of their ability.

Education or training is a non-financial motivator that can also motivate employees to encourage loyalty. Training can instill confidence in workers by providing them with the knowledge and skills needed to perform their jobs and can help them cope with rapidly evolving technology and market conditions (Khan, 2012).

Training investment has been reported to increase organizational efficiency by increasing employees' skills, awareness and motivation levels, leading to greater engagement. Most managers, however, regard employee training as a long-term investment and a waste of costs (Bulut & Culha, 2010) and especially prefer to reduce training budgets in times of recession. But the truth fact indicates that the opposite to be practiced, as training will generate higher engagement and lower turnover between workers, which in turn will give the service companies a competitive advantage.

Therefore, the managers should prepare and ensure availability and access to capacity enhancing training programs to all workers in the company as the benefits would be reaped by both parties (Khan, 2012). In addition, organizations should periodically train and improve their employees because the aim of employee program training and development is to enhance employee capacities, leadership skills and organizational abilities for organizational success and effectiveness (Anike & Ekwe ,2014; Asfaw et al, 2015).

2.1.5.4. Reward & recognition

Reward refers to "as part of an employment arrangement, every kind of economic takings and other types of remunerations workers receive" (Bratton & Gold, 2012, p.239). Employee appreciation is a judgement on the contribution of a worker, as well as commitment and encouragement in terms of the work process. It also requires assessing the outcomes of this work and recognizing them. Employees become more involved by developing a culture of appreciation. Engaged workers are happy, faithful, and productive. Each day there is a chance to be aware of someone for services they offer without spending a lot of money.

Rewards and recognitions will be made based on the success of workers as they are expected to put extra effort into building ties between performance and rewards. Reward and recognition can be described as "benefits that are granted as public recognition of superior performance with respect to targets, such as increased salaries, incentives, and promotion." (Jumba, 2013, p.6).

In addition, there are other ways to reward workers, apart from financial rewards, some of which include the praise that employees may gain from their supervisors, the ability to take on significant projects or assignments, and even leadership recognition that helps them scale the pyramid of needs of Maslow to achieve incentive for better results (Baskar & Rajkumar, 2014).

2.1.5.5. Effective decision making

All of us are faced with different choices to make on a regular basis. Others are small and have slight effects, while others are immense and have a great effect on our lives. Decision making may be defined as the study of the identification and selection of alternatives, the best choice for a reason.

There are different alternatives to be considered in decision-making, but the interest is not in the number of different alternatives, but rather in identifying all alternatives and choosing the one with the highest probability of success or that best suits specific goals or objectives. Decision-making is a process that decreases uncertainty to a significant level. (Ahmed & Omotunde, 2012).

Effective decision-making is a randomly established term in which decisions relating to the management of a process contribute positively to the output of that process. (Van-Riel, Ouwersloot & Lemmink, 2003).

In order to be able to make decisions efficiently and exert influence over the process, decision-makers need to have a fairly precise and complete mental picture of a business process and its interfaces with the world. In order to make more effective decisions, managers will therefore attempt to improve their understanding of the situation by making use of information and their experience (Van-Riel et al, 2003).

In addition, managers should clearly identify the goals or results they want to achieve, collect as much information as they can to evaluate their options, involve employees in providing information, involve employees in the process, develop several possible choices in accordance with their values, interests and skills, reflect on the possible results of each course of action and If it's appropriate, estimate, Make a short list of advantages and disadvantages, along with what they think is very important / important / less important, Learn from previous experience and ask others who had a similar situation for thoughts to deal with (Vasilescu, 2011).

Furthermore, PMBOK (2013) illustrates that effective decision making involves the ability to negotiate and influence the organization and the project management team. In order to focus on the objectives to be served, the project manager should follow a decision-making process and guidelines and study environmental factors, analyze available information, develop the team members' personal qualities, stimulate team creativity and manage risk.

2.1.6. Project Performance

In line with McCoy (1996), requirement to appraise a project as a success or failure, there is need to know the criteria used to decide successfulness or failures of the work. It was stated that

success is a subject of view and that a project can be viewed as a success in several ways. Accordingly, a project performance is to be successful if the project meets up the practical performance provisions that were planned to be carried out, and if there is a sense of fulfillment regarding the ending result (Crawford, 2000).

According to Maina and Gathenya (2014) a project is classified as having a good performance if it is employed in accordance of the pre-determined criteria of time, cost, all the set goals and accepted for use by the customer. Theodore (2009) identified the main performance criteria of projects as financial stability, progress of work, standard of quality, health and safety, resources, relationship with clients, relationship with consultants, management capabilities, claim and contractual disputes, relationship with subcontractors, reputation and amount of subcontracting.

Success of projects is connected to the instant and financial plan, value requirement and clients approval. Additionally, PMBOK (2013, p.34) note that concerning development achievement when be considered in conditions of carrying out the project inside the limit of scope, time, cost, quality, resources, and risk as accepted among the project managers and management.

However, an unsuccessful scheme is depicted as one overdue, used more finances, gone outside its scope or eventually given up for lost. Generally, a project is said to be doing well when the project is on time and within budget, with in scope, with in the contentment of the clients or project stakeholders, meeting of its objective, value requirement, project peril, wellbeing values, health, ecological, intellectual and safety necessities (Storm & Janssen, 2004). A number of issues were established by researchers that considerably influence project performance and very important to the project manager to know and predict the future of the project, in addition to monitoring and evaluation of the project progress. The fortitude and classifying of a project as performing or not is personal managers or parties involved. For example a project which was loped more than funds and late but was able to achieve its goals and specification of the organization can be measured as doing well by partakers whereas it can be considered as a failure by others since it registered as a loss for revenue and other working costs.

2.2. Review of Empirical Literature

Several studies have shown that culture affects the successful management of projects and the outcome of projects.

A study by Petty et al., (1995) assessed the relationship between organizational culture and organizational performance by surveying 3,977 employees across a United States companies. The findings pointed out that performance was connected with organizational culture at the companies. It was affirmed that there was a strong and obvious relation between teamwork and performance. This relation showed that teamwork, being the main aspect of culture, was significantly linked with performance. The study also showed that actions such as supporting each other, sharing resources, and working as a team in the organization studied appeared to improve efficiency.

Another study was conducted by Olujo (2013) with relation organizational culture and employee job performance in the banking sector of Nigeria by surveying 100 Nigerian banking sector employees, 48.7 percent of employees also agree that organizational culture influences the organization's productivity level. In addition, this study shows that there is a positive connection between organizational culture and job performance of employees. This is seen in the first test hypothesis, in which the chi-square 56.23 estimated value is greater than the 9.488 tabulated value.

Zuo et al. (2008) adapted existing organizational dimensions to propose five dimensions for a project culture model. Their model focuses on contract procurement relationships in the Chinese construction industry, and the results suggest that there are medium-to-large positive associations between all five dimensions of project culture and all project performance indicators, namely, project success satisfaction, business success, potential business opportunities, and satisfaction with relationships with other parties.

Stare (2011) investigated the influence of project organizational culture on project performance in Slovenian enterprises. His project organizational culture model focuses more on top and line management attitudes in a wide variety of business organizations (i.e. IT, product creation, and civil engineering), and this finding was relatively unexpected given the generally poor

performance of the project, considering the high degree of project organizational culture observed. (almost 90 percent of the projects exceeded the planned time and costs). The mindset of top management and the existence of specific goals for projects were the most important variables for project success.

Another Bebin (2013) research attempted to understand the connections between organizational culture, leadership and the performance of the project. He summarized that organizational culture affects the style of leadership, and vice versa, which will affect the results of the project. The characteristics and personalities of leaders as well as the organizational culture are critical in running a successful project. The study said that the leadership style and skills of managers, obtained through training and growth, are essential to good project results.

Furthermore, organizational culture has a significant effect on the attitudes and qualities of leaders, which in turn can affect the results of the project. As a result, the more project managers are able to connect, the more members of the team follow and trust their visions. Organizational culture therefore determines the style of leadership and vice versa, which greatly affects a project's failure or success.

In addition, a study by Jumba (2013) found that Kenya's 45% project failure rate is due to insufficient basic job skills training that is difficult for project team members to achieve project, poor working conditions, poor compensation system and lack of fairness in reward and recognition that de-motivates project teams, inadequate input from customers/suppliers to resolve problems impacting project teams, so the teams are unable to take effective correctional steps.

Teamwork and Project Performance

Many writers agree that successful team use is a key ingredient to succeed in a project. Kerzner (2009) says team building attention is also important for the success of the project. He also notes that one of the project manager's key responsibilities is to provide an environment that promotes a climate of cooperation that generates strong partnerships, information sharing, open communication for a shared understanding of tasks and goals.

Team project performance is more satisfying than individual performance since the results of the team surpass the total of individual outputs (Fung, 2013). Fung (2013) also adds that if the team outcome variables are not well known, execution of a project may be risky. A project manager can help guide and inspire the team to accomplish the project objectives by knowing team outcome variables and their relationships with project results.

Training and Development and Project Performance

The lack of expertise was a key cause of poor project results, according to NRC (2001), and this was due to the lack of a career curriculum and the lack of training and development opportunities for project management professionals.

The report also offered suggestions for increasing the necessary training budget for project managers, management to ensure that resources are available because participation in training programs is compulsory, and training for project teams and Leaders who have significant experience in face-to-face or in-person project management, plan alternative learning concepts by considering accessibility, time, quality of knowledge passed to the project team and leaders that will best match the places, schedules and level of experience of the project implementers.

Communication and Project Performance

Careful Communication preparation and setting the correct goals for all project partners are extremely important in the idea of project management. In order to develop the team dynamics and learn the preferences of the client, initial contact within the project team is the key to success when beginning a project (Jumba, 2013).

Project success can happen, but the cost of success would be higher than normal without a good internal and external communication; another result will be that the realization of success will take a longer time than expected when the communication is missing and therefore the success will not even occur (Toader et al, 2010).

Reward, Recognition and Project Performance

In a project team, where people have never worked together and probably never work together again, confidence is probably very low, according to Beel (2007). In this situation, the team

member should earn individual incentives and not as a team member. A seasoned and high-performing project team, composed of highly trained and exceptional team workers, is potentially best driven by team incentives, on the other hand (Jumba, 2013).

If workers are individually or as a team motivated, they will be satisfied with their project activities and if they are satisfied with their activities, then they will work hard to achieve the project goal and if the goal is achieved, it will be most important for the company to benefit from retaining its human capital. It can also be concluded that the morale and incentives of project team members are regarded by project management as an influencing factor in project performance (Beel, 2007).

Effective Decision Making and Project Performance

According to Rugenyi (2015) decisions, an effective decision also determines the performance of a project, the capacity to select or come to a decision certainly with no uncertainty or delay and decisions are needed within the Triple Constraints in project management: Scope (how much functionality, at what quality level, for how many users, etc.), Schedule (could actions be worn-out, could actions be associated in a different way, could a supplier modify its timetable, could you postpone activities, could targets be fail to be accomplished, etc.) and Cost (could a division of work be allowed to come in over cost; could you reduce the cost of a segment; do you have the funds for a scope change, etc (Rugenyi, 2015).

2.3. Research Gap

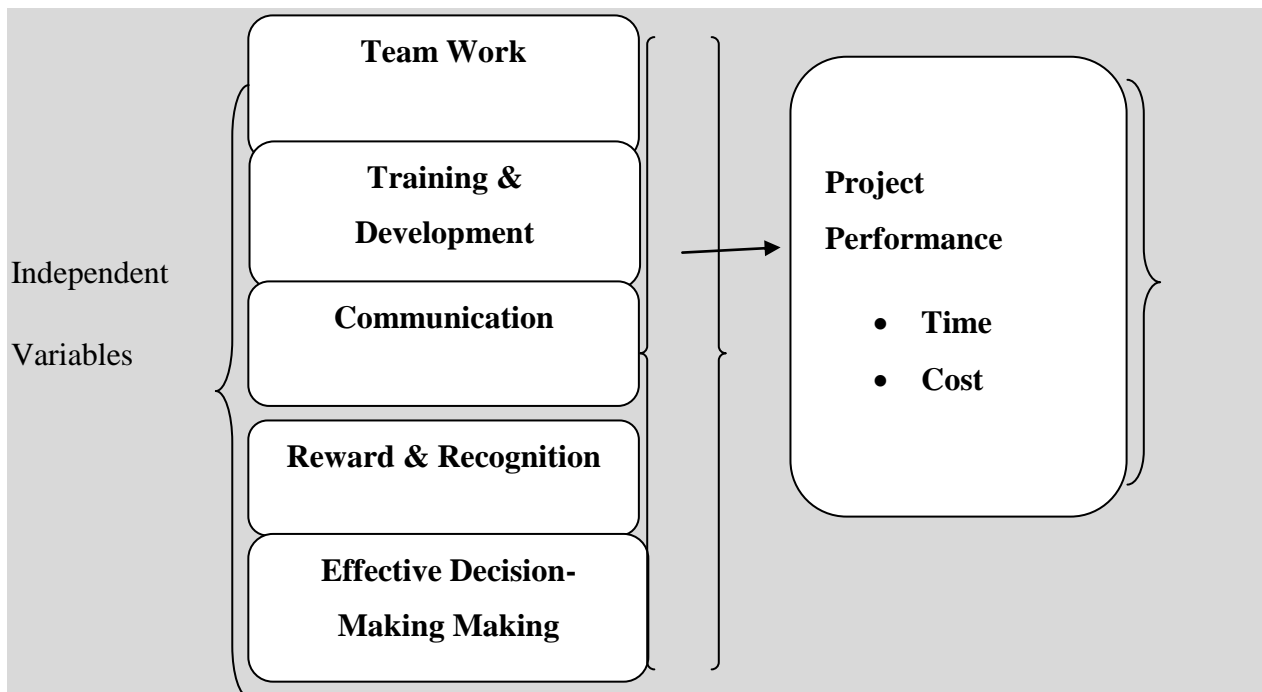
It is evident from the literature review above that organizational culture analysis reveals essential information about the project and its performance. The above theoretical and empirical analysis also demonstrates that the cultural dimensions chosen for this research have a role to play in project Performance. In addition, to the researcher's knowledge, previous research on project performance in the Ethiopian context has focused primarily on project financial and technical factors. The researcher therefore assumes that a study focusing on the effects of organizational culture.

2.4. Conceptual Framework

This research is focused on Ricardo and Jolly (1997)'s five organizational dimensions of culture: teamwork, training and development, communication, reward and recognition, and effective decision making together with their effect on project performance.

The theories and reviews in the above sections provided a useful theoretical foundation and perspective on the technological and developmental aspects of Project management culture. Based on the above examination, the conceptual framework proposed is revealed in figure 2.1 below. It contains the independent variables of cultural dimensions (teamwork, training, communication, reward/recognition and effective decision making) and the dependent variable which is project performance.

Figure 2.1: Conceptual framework



Source: Fung (2013) and Jumba (2013)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design

This research uses descriptive and explanatory research design. The research employs descriptive design to describe the status of the organizational cultural dimensions at EPP. Descriptive method, as defined by Suryabrata, (2003) is a method that explains the analysis using data, behaviors systematically, factually and accurately.

The research also uses explanatory research design since the research explains the relationship between the cultural dimensions and project performance and how these dimensions affect project performance. Thus, to examine the relationship between project performance and each of the five cultural dimensions, the research uses Pearson's Correlation coefficient and multiple regression.

3.2. Research Approach

The study uses quantitative research approach in order to analyze quantitative data obtained from the structured questionnaires that were prepared to carry out this study

3.3. Target Population

In Ethiopian Electric Power there is a transmission and substation executive office which is responsible for under taking and administering transmission and substation project tasks. In the transmission and substation executive office there is an own force transmission and substation construction department which encompasses civil works and electromechanical construction teams.

The target population of the study are the civil works and electromechanical construction teams under own force transmission and substation construction department. The rationale for selecting the civil works and electromechanical construction teams is because the teams are composed of employees who participate in transmission and substation construction projects undertaken by EPP.

According to an October 2020 EPP report, there are 393 employees working in civil works and electromechanical construction teams. Therefore, the population for this study are the 393 engineers, technicians and experts of the team.

Table 3.1 Target Population

-	No. of Employees
Civil Works Construction Team	293
Electromechanical Construction Team	110

3.4. Sample Size and Sample Procedure

Due to data management and resource issues, it was somehow difficult conducting the research in all employees in the population. Therefore, a simplified formula for estimating sample sizes of finite population is used for this particular study in order to come up with sample size. To calculate the sample size, a 95% confidence level is assumed for this formula, at $e=0.05$ and the sample size is calculated by the following formula (Sekarar, 2003).

$$n = \frac{N}{1 + N(e)^2}$$

Where 'n' is the required sample size,

N is the population size and

E is the level of precision

$$n = \frac{393}{1 + 393(0.05)^2}$$

$$\text{Sample size} = 198.23 \cong 198$$

As a result, based on the formula the sample size of the study was 198.

To achieve the study purpose, the study applies proportional stratified random sampling technique in selecting a sample from the aforementioned target population. In doing so, the researcher first grouped the population in to two strata (civil works and electro mechanical

construction teams). Then the sample size of each strata was calculated using stratified sample formula to calculate the proportion of people from each group. Sample size of the strata = Members in strata* Sample size /Total Population size. Base on this computation, the sample size for the study is summarized on Table 3.2.

Table 3.2 Sample

Teams	No. of Employees	Sample
Civil Works Construction Team	293	148
Electromechanical Construction Team	110	55
Total Sample Size		198

As a result, based on the formula this study used a sample of 198 employees. Consequently, the study distributes questionnaire for one hundred ninety-eight (198) sampled respondents.

3.5. Data Source and Data Collection Instruments

In order to gather the data from the sources, the study used primary data collection instruments. The primary data is conducted in the form structured questionnaires that are distributed to employees of the branch office.

The items of the questionnaire were adopted from the prior literature (Ooi & Arumugam, 2006; Jumba, 2013 and Ochiel et al., 2017). The adopted items are slightly modified according to the context of the study.

The questionnaire that is used in this study has two parts. The first part is designed to collect the demographic information from each respondent. The second part contains information to assess variables and is prepared on five-point Likert scale ranged from "1=Strongly Disagree" to "5=Strongly Agree".

3.6. Method of Data Analysis

The study analyzes the data from respondents through questionnaire by using SPSS version 20.0 software tool. The study first presents collected data from primary sources by using tables which are expressed in the form of mean and standard deviation.

To examine the relationship between project performance and each of the five selected factors, the study uses Pearson's Correlation coefficient. Moreover, the study conducts multiple regressions to analyze the data after conducting reliability test, descriptive statistics and Pearson correlation.

According to the conceptual framework presented in Chapter 2, the regression equation on the variables can be stated as follow;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + E_i$$

Where:

Y is the response or dependent variable- Project performance

X1 = Teamwork,

X2 = Training & Development,

X3 = Communication,

X4 = Reward & Recognition,

X5 = Effective Decision Making

E_i = Error term set up to demonstrate the unexplained portion of the dependent variable through the above five important exogenous variables.

Besides β_0 indicates constant which shows the magnitude or the value of satisfaction when the coefficient for the above four explanatory variables become zero.

3.7. Reliability

The reliability of tools tests the accuracy of tools. The reliability of the tools is viewed by Creswell (2003) as the degree of accuracy demonstrated by the tools or method. A standardized test's reliability is typically expressed as a coefficient of correlation, which calculates the intensity of the association between variables

Before progressing to the main analysis, the researchers performed a reliability test. The importance of the reliability test was to assess the possible limitations of the testing instrument so that it could influence steps to mitigate the errors found.

The Cronbach's alpha was used to assess the reliability of the scales used for this research.

Table 3.3; Reliability Test Statistics

Variables	No of Items	Cornbach's Alpha result
Teamwork	7	0.740
Training and Development	9	0.804
Communication	8	0.832
Reward & Recognition	8	0.743
Decision Making	6	0.774

Source; own survey & SPSS output (2020)

In order to achieve internal reliability, various authors accept different values from this test, but the most widely accepted value is 0.70, as it should be equal to or greater than internal reliability (Hair et al., 2003). The Cronbach Alpha values for each area in the questionnaire are shown in Table 3.1 above. As can be seen from the table, Cronbach's Alpha is in the range of 0.740-0.832 for each field value. This range is considered high; the result ensures that each area of the questionnaire is accurate.

3.8. Ethical Consideration

According to Collin F, 2007, when conducting research, treating people unfairly and using or encouraging others to use the knowledge gathered during the research work to hurt people is unethical. Reasonable research ethics are taken into account in this report.. The respondents are told that they are required to provide accurate information and that they have the right to privacy, not to be misled, and to be informed about all aspects of the study. According to Creswell (2003), the researcher has a duty to respect the informant(s)' privileges, needs, values, and wishes, so the rights, needs, values, and interests of respondents are respected. Throughout the study method, the researcher followed legal and morally correct procedures. The data was obtained with the participants' full consent, and the researcher explicitly explained the intent of the study, maintained objectivity, and protected the subject's and Clint's rights and confidentiality.

CHAPTER FOUR

4. DATA PRESENTATION, INTERPRETATION AND DISCUSSIONS OF RESULTS

4.1. Introduction

The main objective of this study is to assess the effect of cultural factors in the case of Ethiopian Electric Power, own force department on project performance (EEP). The data were collected through EEP Transmission Construction Task Force employee questionnaires. The collected data of the respondents was analyzed by using appropriate statistical tools. In this chapter data presentation and discussion are presented.

As stated in the previous chapter the study took a sample size of 198 employees who work at Ethiopian Electric Power (EEP), Transmission Construction own force department. Thus, 198 questionnaires were given to employees of the organization. Of which 174 questionnaires were correctly filled in and returned which makes a response rate of 88%. This response rate was good enough to make conclusions for the study.

4.1.1. Demographic Characteristics of the Respondents

In the following section, the demographic information of respondents is presented. These include gender, education level and work experience of respondents. To get information on these issues the respondents were asked questions regarding their demographic characteristics' and their responses are presented as follows.

Table 4.1; Demographic Characteristics of the target respondent

	Frequency(n)	Percentage (%)
Gender		
Male	133	76.4
Female	41	23.6
Total	174	100.0
Level of education		
TVET certificate	-	-
Diploma	4	2.3
Bachelor's Degree	146	83.9
Master's Degree	24	13.8
Total	174	100.0
Work Experience in the Organization		
Below 3 years	28	16.1
3 to 5 years	42	24.1
Above 5 years	104	59.7
Total	174	100.0
Total number of projects Involvement		
None	-	-
1- 3	52	29.9
4 to 6	99	56.9
Above 7	23	13.2
Total	174	100.0
Source: Own survey (2021)		

Table 4.1 above was designed to display the respondent's general characteristics. As it is presented in table 4.1 below, 76.4% of the respondents were male and 23.6% were female. This result shows that most EEP power transmission taskforce employees to be male.

The study also requested the respondents to indicate their highest level of education. The findings presented below revealed that 2.3% of the respondent indicated their highest level as Diploma, 83.9% of the respondent indicated their highest level as Bachelor's Degree, and the remaining 13.8% of the respondents indicated their highest level of education as Master's Degree. It is identified that most of the respondents included in the study had Bachelor's Degree. This result shows that majority of the power transmission taskforce employees (97%) who are

currently working at EEP transmission construction own force department have Bachelor's Degree or above. This result indicates that the respondents are academically well prepared to understand and respond to the questionnaire items.

Furthermore, as presented on table 4.1 above, the study requested respondents to indicate number of years they have worked in EEP. Their responses revealed that 16.1% of the respondents had less than three years work experience, 24.1% of the respondent indicated that they had worked for a period ranging between 3 to 5 years, 59.7% of the respondents had more than five years of experience at the organization. This implies that most of the employees (83.8%) have above 3 years of experiences accumulated in the organization. This result adds worth for this study as it shows respondent employees have the experience level to understand the cultural trends at the organization.

Moreover, as shown in table 4.1 above, all respondents have an experience working in projects. This also adds recognized value for this study, as the respondents have prior involvement in projects at the organization and are better positioned to give insight on project culture at the organization.

4.2. Results of Descriptive Analysis

This study has appraised the effect of project culture dimensions on project performance in the case of Ethiopian electric Power (EEP). In doing so, a Likert scale questionnaire was used to measure the respondents' perception towards the variables. The data collected was analyzed by using descriptive statistics, inferential statistics and multiple regressions. In this part of chapter four, results and findings of the study are presented.

Respondents were asked to indicate their feelings regarding the cultural dimensions in a five scale Likert questionnaire. The collected data was first analyzed descriptively using mean and standard deviation (SD). The mean value findings from the Likert scale measures were evaluated according to the neutral (average) value which is 3. A result which is above 3 shows high and a result which is less than 3 shows below average.

4.2.1. Teamwork

Table 4.2: Respondents opinion about Cultural Dimension of Teamwork

Team Work	N	Mean	Std. Deviation
In order to ensure improved performance of programs, work within this business is appointed across groups.	174	3.43	.90174
To ensure better project performance, I am more comfortable working in a group rather than individually.	174	3.52	.87828
When I need assistance to ensure that projects work better, other divisions or departments often cooperate with me.	174	3.49	.86511
There is a strong relationship or unity within the project team, project manager and others for better project performance	174	3.11	1.02265
Project activities usually assigned in team and the practice is carried out in teams that positively impacted the performance of project	174	3.32	.93616
In order to ensure better project performance, teamwork is required, because it can contribute to and determine the success and failure of projects.	174	3.29	.88026
I am satisfied because projects are implemented with team and participation for its better project performance	174	3.29	.83157
Average	174	3.35	0.90225

Source: Own survey & SPSS output (2021)

The first set of statements in the questionnaire sought to establish opinion of respondents towards the cultural element of team work. In this regard, as presented in table 4.2 above, the first item sought to establish whether or not project work is appointed around groups to ensure better projects' performance at EPP own force department.

The mean value of the item was 3.43, which implies respondents agree that project work is appointed around groups and enhances project work.

Item 2 and 3 in table 4.2 above inquired the opinion of the respondents if they are comfortable working in groups and if there is cooperation among teams. The mean scores regarding the presence good feeling when working in groups and the presence of cooperation among teams were 3.52 and 3.49 respectively. This result indicates that respondents agree that they are comfortable working in groups and there is cooperation among teams.

In contrast, based on table 4.2 above, respondents rating was close to neutral with regard to the presence of strong relationship within the project team, project manager and others at EPP. This is reflected with a mean score of 3.11 for item a in table 4.2 below.

The remaining three items in table 4.2 have a mean score of 3.32, 3.29, 3.29 respectively. This show the respondents agreed with the statements mentioned. In general, the average mean score for the cultural attribute of teamwork was 3.35. This overall mean of the teamwork corporate culture dimension indicates that the status of teamwork culture at EPP own force department in relation with project implementation is considered to be above average.

Moreover, all statements except one statement in table 4.2 above, have a standard deviation of less than one. This indicates the perceptions of the respondents were similar. The only statement which has a standard deviation that is more than one was the statement inquiring about the presence of strong relation within project teams. The 1.022 standard deviation for the statement shows, the opinion of respondents was relatively dispersed.

According to Fung (2013) team project performance produces more satisfying results than individual performance since the results of the team surpass the total of individual outputs. The above results imply, employees at EPP own force department agree that the level of teamwork is satisfactory. Results show projects are carried out in teams, there is cooperation among project teams and that employees feel comfortable working in teams. This reflects there is an environment which promotes good relations among project participants at EPP.

4.2.2. Training & Development

Table 4.3; Respondents opinion about Cultural Dimension of Training & Development

Training & Development	N	Mean	Std. Deviation
The company shows interest in the project management professional skill growth and development of its employee.	174	3.33	.90811
Specific project-skills training has been provided to you for projects to be successful.	174	3.35	.87223
Upon delivery of specific project-skills training adequate resource and training environments were available.	174	3.08	.82893
For projects to be successful, training and development of staff was done fairly to ensure projects perform well.	174	3.34	.95962
Most of the project teams in the company were trained on how to use and implement project time, cost and quality management methods/tools to enhance project performance.	174	3.20	.89105
The project managers provide mentor for beginners or new project team members for establishing a mutual understanding between the project team, project managers and stakeholders.	174	3.31	.93364
Efforts were given by the company to the acquisition of the required skills and knowledge necessary for deployment and handover.	174	3.40	.91183
Trainings and development programs designed and delivered for project supports to complete the project successfully.	174	3.37	.93338
I am satisfied with project training and development programs given to me for the project to be successfully accomplished.	174	3.34	.90277
Average		3.30	0.90462

Source: Own survey & SPSS output (2021)

Table 4.3 above presents results of respondents' opinion regarding the cultural dimension of training and development. According to Table 4.3, the statement about the efforts of the company for the acquisition of the required skills and knowledge necessary, scores the highest mean (Mean=3.40). The lowest mean score fails for the statement inquiring about the presence of adequate resource and training environments (Mean=3.08).

The first set of statements in the questionnaire required opinion of respondents towards the company interest in the development of project management skills. In this regard, as presented in

table 4.3 above, the first item sought to show the interest of the company in the development of project management skills to ensure better projects' performance at EPP own force department. The mean value of the item was 3.33, which implies respondents agree that the company shows interest in the project management professional skill growth and development of its employees.

Item 2 in table 4.3 above inquired the opinion of the respondents if specific project-skills training had been provided to the responsible employees of own force department. The mean score regarding the specific training availability were 3.35 which is above average and implies most of the respondent agree the company avail specific training for better project performance. Whereas Item 3 in table 4.3 above which has a mean value slightly above 3, illustrates upon delivery of specific project-skills training most of the respondent still required the company to improve the resource allocation for making the training environment much better.

Even though the resource allocation required an improvement, in accordance with Item 4 above respondent agree that training allocation was done fairly to ensure better environment and alleviating project execution.

Item 5 and 6 in table 4.3 above inquired the opinion of the respondents if they are comfortable with training and in mentoring programs for better performance of the project. The mean scores regarding Item 5 and 6 were 3.20 and 3.31 respectively. This result indicates respondents agree that under transmission own force department both mentoring and training programs practiced to improve the performance of project execution. Moreover Item 7, Item 8 and 9 which has a mean value of 4.40, 3.37 and 3.34 respectively demonstrated all are above neutral value that implies respondent are satisfied with the training programs given to them and furthermore the respondent agree on the effort of the company to the acquisition of the required skills and knowledge necessary for deployment and final project handover process.

The overall mean score of the statements was 3.30. This overall mean of the training and development culture dimension indicates that the status of training and development culture of EPP own force department in relation with project implementation is considered to be above average. The standard deviation for the set of statements presented in table 4.3 was less than 1.00 indicating that the perceptions of the respondents were similar.

The results presented in table 4.3 above indicate that training and development opportunities are provided for project participants at EPP. And according to Khan (2012) appropriate trainings that are related with the task's employees perform should be arranged in order to instill confidence in the employee by providing them with the required knowledge and skills to carry out their jobs. Results presented below shows employees are provided with training opportunities that enabled them to have the required competency levels to carry out their jobs.

4.2.3. Communication

Table 4.4; Respondents opinion about Cultural Dimension of Communication

<i>Communication</i>	N	Mean	Std
The company has an open and transparent internal communication means to flow information in all directions.	174	3.25	.97623
Company's top managers are frequently informed about the progress of the projects	174	3.18	.88701
Management regularly provides customer/vendors/suppliers feedback and setup opportunities for direct, face-to-face meeting between project team member and customer/vendor/supplier for better project performance.	174	3.30	.66653
Communications between management and staff is stated as an important company objective and is being practiced throughout the project implementation.	174	3.27	.64649
Employees' communication has effect to ensure better project performance.	174	3.31	.98908
There is an open and established channel for project communication so as to widely share information's to every project performance.	174	3.36	.99766
I am satisfied with communication conducted in the company for better project performance.	174	3.30	1.03817
In order to ensure better project performance, Communication is required, because it can contribute to and determine the success and failure of projects.	174	3.57	.95772
Average		3.32	0.8948

Source: Own survey & SPSS output (2021)

Table 4.4 above presents results of respondents' opinion regarding the cultural dimension of communication. According to Table 4.4, the statement about the availability of an open and established channel for project communication so as to widely share information's to every project, scores the highest mean (Mean=3.57). The lowest mean score fails for the statement inquiring if top managers were frequently informed about the progress of projects at EPP(Mean=3.18).

According to the table, respondent employees agreed that the company has an open and transparent internal communication means to flow information in all directions and that the company's top managers are frequently informed about the progress of the projects, as it was indicated in the mean value of 3.25 and 3.18 respectively. This implies that according to employees, EPP open and transparent internal communication and these communication tools are able to inform the company's top managements.

Furthermore, respondent employees agreed management at EPP regularly provides stake holders feedback and setup opportunities for direct, face-to-face meeting with project team members and that communications between management and staff is stated as an important company objective and is being practiced throughout the project implementation. This was indicated by the mean values of 3.30 and 3.27 for the statements respectively.

The overall mean score of the above statements was 3.32. This overall mean score of the communication culture dimension indicates that the status of communication culture at EPP in relation with project implementation is considered to be above average.

Moreover, all statements except one statement in table 4.2 above, have a standard deviation of less than one. This indicates the perceptions of the respondents were similar. The only statement which has a standard deviation that is more than one was the statement expressing the satisfaction of the respondents in relation company communication work for better project performance. The 1.03817 standard deviation for the statement shows, the opinion of respondents was relatively dispersed.

The standard deviation for the set of statements presented in table 4.3 was less than 1.00 indicating that the perceptions of the respondents were similar.

According to Khan (2012) through open and clear communication, administrators and employees can get to mutual understanding of each other's expectations and the goals of the task at hand. The above results show there is an open and transparent communication culture at EPP. The results with regard to the communication culture at EPP also showed the importance of communication is appreciated and that there is a good flow of information at the organization that provided the right message for managers.

4.2.4. Reward & Recognition

Table 4.5; Respondents opinion about Cultural Dimension of Reward & Recognition

<i>Reward & Recognition</i>	N	Mean	Std.
The compensation system applied for project encourages employee to contribution to ensure better project performance.	174	3.26	.91815
Reward and recognition system within the company rewards relationship and task accomplishment based on work quality to promote better project performance.	174	3.44	.71695
All suggestions and/or contributions for better project performance were encouraged and appropriately rewarded in cash and kind?	174	3.26	.83063
Employee rewards and penalty were clearly communicated to ensure project performance.	174	3.32	.70348
You were encouraged to feel that the work you do makes important contributions to the larger aims of the company.	174	3.13	.72908
There is an appropriate and timely rewarding and recognition methods during project implementation for project team motivation to contribute to the performance of the project.	174	3.16	.87183
I think the project rewarding and recognition given at EPP is helpful in motivating personnel.	174	3.03	.81812
In order to ensure better project performance, reward and recognition system is required, because it can contribute to and determine the success and failure of projects.	174	2.90	.89099
Average		3.19	0.80990

Source: Own survey & SPSS output (2021)

Table 4.5 above presents the results regarding the cultural dimension of reward & recognition. As it can be observed from Table 4.5 above, the respondents agreed that suggestions and

contributions for better project performance were encouraged (Mean=3.26), employee rewards and penalty were clearly communicated to ensure project performance (Mean=3.32) and they were encouraged to feel that the work they do makes important contributions to the larger aims of the company (Mean=3.13). Furthermore, employees agree there is an appropriate and timely rewarding and recognition methods during project implementation at EPP (Mean=3.16).

The response of the statement regarding the project rewarding and recognition given at EPP being able to ensure better project performance, reward and recognition system is required, as it can contribute to and determine the success and failure of projects got the lowest mean score (Mean 2.90). The mean score for the item shows respondents slightly lower impression and below neutral. As the respondent in own force department of EEP provides indication that reward and recognition system should not ensure project performance achievement.

The overall mean score of the statements in table 4.5 was 3.19. This overall mean score of the reward and recognition culture dimension indicates that the status of reward and recognition culture at EPP in relation with project implementation is considered to be above average.

According to Jumba (2013) rewards and recognitions that are made in contingent on employees' performance are helpful in order to encourage employees to put extra effort. The above results indicate that there is a culture of giving rewards at EPP and that workers are rewarded based on the quality of their performance.

4.2.5. Effective Decision Making

Based on the response gathered from the sample respondents of the company using the questionnaire, the information regarding effective decision making related to projects is summarized in table 4.6 below.

Table 4.6; Respondents opinion about Cultural Dimension of Effective Decision Making

Effective Decision Making	N	Mean	Std.
Project managers and project team members are encouraged to take initiative and make decisions on their own for better project performance.	174	3.32	.81168
Management actively seeks input from employees before major decisions are made which will impact the project performance.	174	3.34	.88987
During project implementation usually critical decision making was made according to the time table	174	3.40	.78952
In my understanding there is an effective decision making that improves project performance.	174	3.33	.86240
I am satisfied with those decisions made during project implementation at EPP.	174	3.22	.85241
In order to ensure better project performance, an effective decision making is required, because it can contribute to and determine the success and failure of projects.	174	3.38	.78631
Average		3.33	0.83203

Source: Own survey & SPSS output (2021)

Table 4.6 above shows opinions of employees about the cultural dimension of effective decision making at EPP. The overall mean for the statements presented in table 4.6 that inquires the aspects of effective decision making was 3.33. This overall mean score of the cultural dimension of effective decision making indicates that the status of effective decision-making culture at EPP in relation with project implementation is considered to be above average.

In this regard, as presented in table 4.6 above, the first item sought to establish whether or not project managers and project team members are encouraged to take initiative and make decisions on their own for better project performance at EPP own force department. The mean value of the item was 3.32, which implies respondents agree project team members are encouraged to take initiative and make decisions on their own.

The next items in table 4.6 below inquired the opinion of the respondents if management seeks input from employees before major decisions are made and if critical decision making was made according to the time table. The mean scores regarding the management efforts to seek input from employees before making major decisions and being able to give critical decisions according to the time table were 3.34 and 3.40 respectively. This result indicates respondents agree that management seeks input from employees before making major decisions and critical decisions in EPP are made according to the time table. In addition, results in table 4.6 below, showed respondents are satisfied with those decisions made during project implementation at EPP. This is reflected with a mean score of 3.22 for item a in table 4.6 below.

The standard deviation of the above set of responses is less than 1.00 indicating that the perceptions of the respondents towards project leadership aspects at EPP were similar.

PMBOK (2013) illustrates that effective decision making is the one that is made without any delay by considering all elements of the task to be accomplished, by taking inputs from stakeholders and has the ability to negotiate and influence the organization and the project management team. This is supported by results above, as the results indicated that critical decisions are made on time and managements seek employee participation to decide at tasks in hand.

4.3. Results of Inferential Statistics

4.3.1. Correlation Analysis

In this section of the chapter results of the inferential analysis between the five independent variables (teamwork, Training & development, communication, reward & recognition and effective decision making) and project performance are presented.

Correlations measure the direction and relationship among variables. A correlation coefficient ranges between 1 to -1; a correlation coefficient of +1 defines a perfect positive relationship in which any change of +1 in one variable is correlated with a change of +1 in the other variable. A correlation of -1 describes a perfect negative relationship in which any change of -1 in one variable is correlated with a change of -1 in the other variable.

Accordingly, Pearson's Correlation coefficient was employed to find out the relationship the independent variables and project performance.

Table 4.7; Pearson's rho correlation coefficient

		Project Performance
Teamwork	Pearson Correlation	.762**
	Sig. (2-tailed)	.000
Training & Development	Pearson Correlation	.791**
	Sig. (2-tailed)	.000
Communication	Pearson Correlation	.820**
	Sig. (2-tailed)	.000
Reward & Recognition	Pearson Correlation	.551**
	Sig. (2-tailed)	.000
Effective Decision Making	Pearson Correlation	.519**
	Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Own survey & SPSS output (2021)

Table 4.7 exhibits the results of the correlation analysis made using correlation data analysis technique. To interpret the strengths of relationships between variables, the guidelines suggested by Best (2013) is followed. His classification of the correlation coefficient (ρ) is as follows: if ρ is between 0.1 and 0.29 there is a weak correlation, if ρ is between 0.3 and 0.49 there is a moderate correlation and if ρ is greater than 0.5 there is a strong correlation.

Based on table 4.7, it can be concluded that there is a solid, positive and important relationship between all project culture characteristics and project success based on the production correlation obtained sig.(2-tailed) of $0.000 < 0.01$.

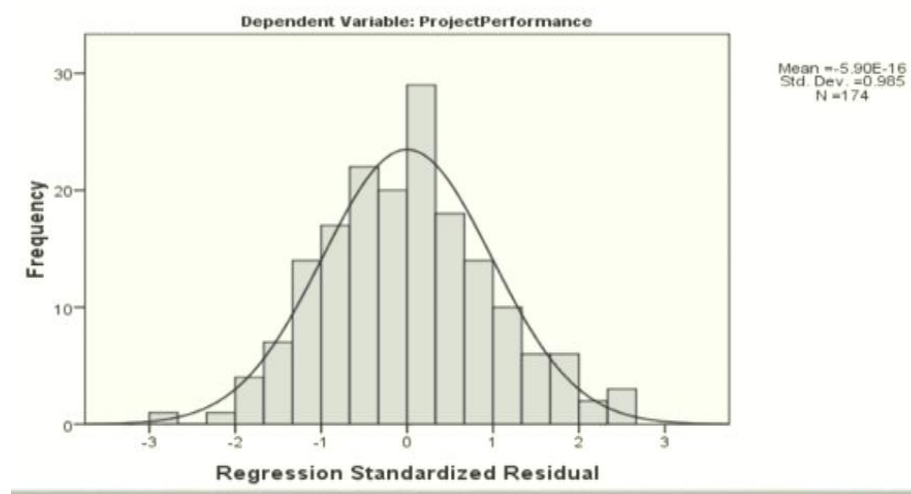
Among the independent variable's communication formed the highest correlation with project performance ($\rho=0.820$), followed by training and development ($\rho=0.791$). Teamwork has a correlation coefficient of $\rho=0.762$. Effective Decision Making has the least correlation in relative terms with a correlation coefficient of $\rho=0.519$.

4.3.2. Regression Analysis

Diagnostic tests were performed before applying regression analysis to ensure the assumption of regression model are met.

Normality Test: There are a number of tests that can be conducted to test normality of a data set. This study can be confirmed by visual inspection of the histogram in figure 4.2 below

Figure 4.1; Normality Test, Source; SPSS output (2021)



If the residual is normally distributed, the histogram should be bell shaped. And the figure below points has a bell shape which confirms that the model is free from normality problem.

Multicollinearity Test: The next step was to determine if there is consistency between the independent variables in a model after the normality of the data in the regression model was reached. It is important to perform multicollinearity tests. There would be a very good link between the similarities of the independent variable. Moreover, multicollinearity tests are conducted to prevent decision-making patterns with respect to the partial influence of independent variables on the dependent variable. Test multicollinearity as a basis the VIF values of multicollinearity test results using SPSS.

Table 4.8; Multicollinearity Test

Model	Co linearity Statistics	
	Tolerance	VIF
Teamwork	.313	3.194
Training & Development	.221	4.529
Communication	.232	4.303
Reward & Recognition	.606	1.651
Effective Decision Making	.626	1.599

a. Dependent Variable: Project Performance

Source; SPSS output (2021)

Based on the coefficient output Co-linearity statistics, obtained VIF value of independent variables i.e. Teamwork (3.194), Training & Development (4.529), Communication (4.303), Reward & Recognition (1.651) and effective Decision Making (1.599).

The values obtained from co linearity statistics (VIF) was between 1 and 10. It can therefore be concluded that there are no indications of multicollinearity among the components of the independent variables.

Thus, the researcher concluded from an analysis of the information provided in all the tests that there are no major data issues that would lead to the severe violation of the assumptions of classical linear regression.

Table 4.9; Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	.770	.763	.28037
a. Predictors: (Constant), Teamwork, Communication, Training & Development Reward & Recognition, Decision Making.				
b. Dependent Variable: Project Performance				

Source; Own survey & SPSS output (2021)

R-squared is measured the goodness of fit of the variables in explaining the variation in EEP measures the variable Predictor: (Constant), Decision Making, Teamwork, Reward & Recognition, Communication, Training & Development.

As clearly described in Table 4.9 R-square value for the regression model was 0.770, this indicates the variables in this study explain 77 percent of the variation in project performance. The other 33 percent of the variation in project performance are explained by other variables which were not included in the model. Therefore, Teamwork, Communication, Training & Development, Reward & Recognition, and Effective Decision Making are good explanatory variables of project performance.

4.3.2.1. Test for Model Fit

To test how well the regression model fits the data, ANOVA (analysis of variance) provides F value where F equals to mean square of explained data divided by mean square of residual data, Sekaran, (2003).

Table 4.10; ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	44.089	5	8.818	112.174	.000 ^a
Residual	13.206	168	.079		
Total	57.295	173			

a. Predictors: (Constant), Decision Making, Teamwork, Reward& Recognition, Communication, Training& Development

b. Dependent Variable: Project Performance

Source; own survey & SPSS output (2021)

The F-ratio in the ANOVA (Table 4.10) tests whether the overall regression model is a good fit for the data. The table shows that the independent variables can significantly predict the dependent variable, $F(5, 168) = 112.174$, $p(.000) < .05$ (i.e., the regression model is a good fit of the data).

4.3.2.2. Determination of Coefficients

Table 4.11; Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.188	.166			
Teamwork	.224	.054	.272	4.111	.000
Training &Development	.224	.067	.262	3.321	.001
Communication	.259	.073	.274	3.561	.000
Reward &Recognition	.068	.057	.056	1.185	.238
Decision Making	.196	.048	.192	4.102	.000

a. Dependent Variable: Project Performance

Source; own survey & SPSS output (2021)

From the above table 4.11, all the five cultural dimensions: teamwork (0.272), training (.262), communication (.274), reward (.056) and effective decision making (.192) have positive standardized coefficients at $p < 0.005$ except for reward and recognition ($P < 0.238$) respectively.

In order to establish the impact that each dimension has on the dependent variable, the study checked the Standardized Coefficients. The impacts of “Communication”, “Teamwork”, “Training & Development”, “Effective decision Making” and” Reward & Recognition” on Project Performance are .274, .272, .262, .192 and .056 respectively, in their descending order indicating that Communication has the highest impact on customer satisfaction. As indicated in the above table 4.11, all except Reward & Recognition of the independent variables were significant at P-values less than 0.05 indicates that all the four cultural dimensions considered are statistically significant. However, the Reward & Recognition cultural dimension has insignificant influence on project performance.

4.3.3. Discussions of Results

The above section of this chapter presents the overall results of the study. In this section of the study, the researcher presents a further detail discussion on each of the signs and significant relationship between the dependent variable and independent variables. The first objective of the study was to assess the status of each cultural dimension used in the study at EPP. To do so the study calculated and presented the overall mean scores of each cultural dimension based on the responses collected using the questionnaire.

Table 4.12; Overall Mean of the Cultural Dimension Variables

Variable	Overall Mean
Teamwork	3.34
Training & Development	3.33
Communication	3.32
Reward & Recognition	3.19
Effective Decision Making	3.33

Source; Own Survey & SPSS Output (2021)

All cultural dimensions scored overall mean. The overall mean score for the cultural attributes was more than 3 as could be seen on table 4.12 above. This overall mean of each cultural dimension indicates that the status of this culture dimensions at EPP in relation with project implementation is considered to be above Overall.

The second objective of the study was to explore the effect of each cultural dimension used in the study on project performance at EPP. To do so, a regression test of relationship between the cultural dimension used in the study (Teamwork, Training, Communication, Reward and effective Decision Making) and project performance was conducted to come up with an insight on the impact of the cultural dimensions on project performance.

4.3.3.1. Teamwork and Project Performance

Based on the regression results, teamwork is positively (Beta = .272) associated with project performance and it is statistically significant (P=.000). This result would imply that a one percent increase on the level of teamwork would increase the project performance by .272.

Hence, based on the findings of the regression analysis, teamwork is one of the major reasons behind attaining expected performance of projects at EPP, own force department. This result is consistent with the findings of Jumba (2013), who found that teamwork has a positive and significant effect on project performance.

Due to this reason the existences of proper tools that enhance teamwork at EPP own force department has direct and significant effect on project performance. Therefore, the required attention to team building is essential to ensure better project performance. According to Krezner (2009) this can be attained by creating an environment that can encourage project participants to share knowledge, skill and work together to achieve the projects' objectives.

4.3.3.2. Training & Development & Project Performance

The regression result of this study points that training & development is positively (Beta = .262) associated with project performance and it is statistically significant (P=.001). So, having the right strategy of training & development, this includes deciding on whom to train, what to train; has positive and significant effect on project performance.

This result is in line with Jumba (2013), who noted that almost half of the projects in his study area fail due to inadequate training that can enhance work related skills of the participants. Therefore, it is imperative to provide training in the forms of; workshops, schooling, mentoring, or by utilizing other methods to project participants in order to encourage, test, and inspire them to perform the role in the project to the finest of their capability.

4.3.3.3. Communication & Project Performance

The result in the above table indicated, a positive (Beta=0.274) and significant (P =0.000) relationship between Communication & Project Performance. Based on the beta coefficient; holding other things constant; if one unit increases in Communication increase Project Performance by 0.274. This result shows that communication has a positive effect on project performance. Moreover, this result indicates communication has the highest impact among the cultural dimensions used in the study.

The result is consistent with the study of Toader et al (2010), who claimed that in the absence of proper communication tools project success may not be attained. Moreover, the result obtained from this study indicates communication has the highest impact among the cultural dimensions used in the study. This implies among the cultural elements considered, communication has the effect on project performance in EPP. For this reason, fostering the communication capabilities of EPP will produce benefiting results by improving project performance.

4.3.3.4. Reward & Recognition and Project Performance

The regression result of this study points that reward is positively (Beta = .262) associated with project performance but it is not statistically significant (P=.238).

This means that reward and recognition is not effective on project performance at EPP. The result is somewhat inconclusive and reward and recognition doesn't necessarily mean it is not vital for project performance by motivating employees. Rather it implies that currently this variable is not relevant or applicable to project performance at EPP. This is in contrast to Jumba (2013) who found a positive and significant association of reward and recognition with project performance.

4.3.3.5. Effective Decision Making & Project Performance

The regression result of the study shows there is a positive (Beta=0.192) and significant relationship between effective decision making and project performance at EPP (P-value=0.0000). The coefficient 0.192 indicates that holding other things constant a unit change in effective decision-making level at EPP increases the project performance by 0.192. So, the result indicates project performance at EPP can further be improved by following a decision-making process and guidelines that are effective provide important decisions on time and that can manage risk.

As effective decision has a positive and significant effect on project performance, managers and decision makers at the organization must be able to make decisions efficiently and exert influence over the process.

According to Rugenyi (2015) the capability to select or decide on situations simply and certainly without too much uncertainty or holdups are required within the project management. Therefore, decision-makers at EPP need to have a fairly accurate and comprehensive rational representation of the courses of actions required to attain the project objectives.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of the Major findings

This section provides a review of the study's main findings. The main objective of this study was to examine the relationship between organizational culture and project performance in the EEP, Transmission construction own force department. 198 staff members were in the study cohort. A questionnaire was used as a means of gathering data.

The study conducted descriptive and inferential statistical analysis using SPSS and then presented the results using tables. Among the key results of this research from the descriptive review was that most of the respondents thought that the practice of cultural dimensions was above average in their department.

The research findings have shown a positive connection between the project cultural dimensions and the performance of the project in the EPP. These results show that the cultural dimensions considered in the study, which were teamwork, communication, training and development, reward and effective decision-making have positive influences on the performance of projects at EPP.

The results have shown that the five cultural characteristics have a positive connection with project performance. In addition, out of the cultural dimensions, communication and teamwork have higher positive values in correlation with project performance.

Based on the result of regression analysis, communication has the highest effect on project performance. Teamwork, training and development and effective decision making also have considerable effect on project performance. However, results presented in the study showed that reward and recognition have insignificant association with project performance.

5.2. Conclusions

Based on the results of the study, it is fair to conclude that performances of EPP's projects are influenced by the organizational project culture of the organization. The cultural dimensions considered in this study were found to bring positive and significant effect on the performance of projects at EPP. This implies the cultural values influence the behavior of employees and how they interact in their working environment, thus influencing their performances. Therefore, it is imperative for stakeholders at EPP to recognize the importance of organizational cultural aspects in planning to improve the existing project success rate.

The recognition of cultural outline of the organization is very essential to evaluate the cultural patterns and their shortcomings in order to improve the performance level in the organization. Therefore, assessing and improving this culture dimensions will result in improved performance.

Furthermore, one of the objectives of the research is to assess the organizational project management cultures that have an effect on the overall project implementation in EEP own force department. Based on the above major findings, the researcher emphasizes that;

- The project efficiency of the Team engaged in project operation would be influenced by the consistent and equitable allocation of capability buildings to project managers and project teams.
- The performance of project output will be improved by an organizational culture that includes clear and open information flow as well as effective communication among employees and top management.
- Another important factor in the effective execution of projects is to have open discussions among executive members about working culture, knowledge development, and a common objective.

5.3.Recommendations

- Among the cultural dimensions explored in this study communication has the highest effect on project performance. Even though, the results from the overall mean for the communication variable show respondents believe the culture of communication at EPP is above Overall, it can be improved.

So, the culture of communication must be continued to project implementation by adding further options which can help to address and practice further scope as well as improving the communication channels to adopt the advancement of technologies so as to improve the project information in all direction.

- The culture of communication can also be improved by improving the existing communication culture of the company to be even more open and transparent and enhancing both internal and external communication channels to enhance the extent to which information flows to company's top management and other stakeholders about progress of projects.
- Furthermore, as presented in the study the other three cultural dimensions used for the study (teamwork, Training, and Effective Decision Making) also have a positive and significant impact on project performance at EPP. For this reason, project managers should know and consider these project culture dimensions to support the success of their project.
- The researcher in this aspect recommends further, that they have to realize the effect of corporate cultures before the project is started through analyzing and identifying their influence on project performance. Based on this and above-mentioned recommendation the concerned management teams and project implementers shall improve the performance of projects in the company.

5.4. Area for Future Study

The current study relies primarily on a questionnaire to gather relevant information. This instrument is not bias-free; future studies can use other methods to fully explain the phenomenon under review, such as interviews or focus groups.

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Appendix 1

Addis Ababa University

School of Commerce

(Questionnaire to be filled by employees of Ethiopian Electric Power (EPP))

Dear Respondent,

My name is Habtamu Wube, I am a post graduate student at Addis Ababa University School of Commerce. I have prepared this questionnaire in order to conduct a study for the partial fulfillment of the requirements for the Award of a Master's Degree in Project Management at the University. The title of the research work is, "*The effect of organizational project culture in the performance of project Execution: in case of Transmission Construction Own force department of Ethiopian Electric Power.*" Hence, to gather the required information for the study, I kindly request your assistance in responding to the questions listed below. Any information you present will be kept absolutely confidential and will only be used for academic purpose. Your cooperation and prompt response will be highly appreciated.

NB

- Writing your name is not necessary
- Please put "X" for your choice in the box

Part I. General background of the employee

1. Sex/Gender/: Male (____) Female (____)

2. What is Your Position in the Organization?

Project Manager (____) Team Leader (____) Technical Expert (____) Support staff (____)

3. Number of years you have been working in the organization

<2 years (____) 2-5 years (____) More than 5 years (____)

4. The highest level of education you have accomplished

Diploma (____) BA/BSc. (____) MA/MSc. (____) PHD (____)

5. Your educational Background /Field of study -----

6. Total number of projects you have been involved in your Organization during the past three years?

<3 (____) 3-5 (____) 5-7 (____) >7 (____)

Part 2 Questions related to the study

Answer the following questions and put “X” in the box that is given in each of the cell below

The values of scales are

5= strongly agree, 4= Agree, 3= Neutral, 2= Disagree, 1= strongly disagree

No	Question	1	2	3	4	5
Teamwork						
1	In order to ensure improved performance of programs, work within this business is appointed across groups.					
2	To ensure better project performance, I am more comfortable working in a group rather than individually.					
3	When I need assistance to ensure that projects work better, other divisions or departments often cooperate with me.					
4	There is a strong relationship or unity within the project team, project manager and others for better project performance					
5	Project activities usually assigned in team and the practice is carried out in teams that positively impacted the performance of project					
6	In order to ensure better project performance, teamwork is required, because it can contribute to and determine the success and failure of projects.					
7	I am satisfied because projects are implemented with team and participation for its better project performance					

No	Question	1	2	3	4	5
Training & Development						
1	The company shows interest in the project management professional skill growth and development of its employee.					
2	Specific project-skills training has been provided to you for projects to be successful.					
3	Upon delivery of specific project-skills training adequate resource and training environments were available.					
4	For projects to be successful, training and development of staff was done fairly to ensure projects perform well.					
5	Most of the project teams in the company were trained on how to use and implement project time, cost and quality management methods/tools to enhance project performance.					
6	The project managers provide mentor for beginners or new project team members for establishing a mutual understanding between the project team, project managers and stakeholders.					
7	Efforts were given by the company to the acquisition of the required skills and knowledge necessary for deployment and handover.					
8	Trainings and development programs designed and delivered for project supports to complete the project successfully.					
9	I am satisfied with project training and development programs given to me for the project to be successfully accomplished.					

No	Question	1	2	3	4	5
Communication						
1	The company has an open and transparent internal communication means to flow information in all directions.					
2	Company's top managers are frequently informed about the progress of the projects					
3	Management regularly provides customer/vendors/suppliers feedback and setup opportunities for direct, face-to-face meeting between project team member and customer/vendor/supplier for better project performance.					
4	Communications between management and staff is stated as an important company objective and is being practiced throughout the project implementation.					
5	Employees' communication was effect to ensure better project performance.					
6	There is an open and established channel for project communication so as to widely share information's to every project performance.					
7	I am satisfied with communication conducted in the company for better project performance.					
8	In order to ensure better project performance, Communication is required, because it can contribute to and determine the success and failure of projects.					

No	Question	1	2	3	4	5
Reward & Recognition						
1	The compensation system applied for project encourages employee to contribution to ensure better project performance.					
2	Reward and recognition system within the company rewards relationship and task accomplishment based on work quality to promote better project performance.					
3	All suggestions and/or contributions for better project performance were encouraged and appropriately rewarded in cash and kind?					
4	Employee rewards and penalty were clearly communicated to ensure project performance.					
5	You were encouraged to feel that the work you do makes important contributions to the larger aims of the company.					
6	There is an appropriate and timely rewarding and recognition methods during project implementation for project team motivation to contribute to the performance of the project.					
7	I am satisfied with the project rewarding and recognition given to me for the project to be successfully accomplished.					
8	In order to ensure better project performance, reward and recognition system is required, because it can contribute to and determine the success and failure of projects					

No	Question	1	2	3	4	5
Effective Decision Making						
1	Project managers and project team members are encouraged to take initiative and make decisions on their own for better project performance.					
2	Management actively seeks input from employees before major decisions are made which will impact the project performance.					
3	During project implementation usually critical decision making was made on time due to that the project was highly impacted.					
4	In my understanding due to sufficiency of an effective decision making my project performance was impacted.					
5	I am satisfied with those decisions made during project implementation for better project performance.					
6	In order to ensure better project performance, an effective decision making is required, because it can contribute to and determine the success and failure of projects.					

No	Question	1	2	3	4	5
Project Performance						
1	The organization defines success of the projects on the base of objective, schedule, cost, quality and user's satisfaction.					
2	Power Transmission project meets its intended schedule objective or completed within the given time frame (schedule) without delay.					
3	Power Transmission project implementation run with in the approved budget.					
4	Power Transmission project meets its intended quality specification.					