

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE



ASSESSMENT OF ORGANIZATIONAL FACTORS THAT INFLUENCE THE
SUCCESS OF RESEARCH PROJECTS IN ARMAUER HANSEN RESEARCH
INSTITUTION

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A FINAL PROJECT WORK SUBMITTED TO ADDIS ABABA UNIVERSITY
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Approved by board of examiners

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Declaration

I hereby affirm that the study titled “Assessment of the the organizational factors that influence the success of research projects in Armauer Hansen Research Institution” is an original work of my own. It has not been used as a partial fullfilment for any educational qualification at this university or any other.

Dureti Dereje

Date

Certification

This is to proclaim that the study entitled “Assessment of the the organizational factors that influence the success of research projects in Armauer Hansen Research Institution” is an original work of Dureti Dereje. It had not been used as a partial fulfillment for any educational qualification at this university or any other. All the materials used for this research are duely acknowledged.

Wasihun Mohammed (PHD)

Date

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Acronyms and Abbreviations

AHRI - Armauer Hansen Research Institute

ALERT- All Africa Leprosy Rehabilitation and Training Hospital

BCPAP– Bubble Continuous Positive Airway Pressure

CEBHA - Collaboration for Evidence- Based Healthcare and Public Health in Africa

CSF- Critical Success Factors

MoH- Ministry of Health

NORAD - Norwegian Agency for Development Cooperation

R&D- Research and Development

SIDA- Swedish International Development Cooperation Agency

SPSS - Stastical Package for Social Science version

TBRU- Tuberculosis Research Unit

Abstract

Project success is a crucial subject in project management and one of the most contentious topics. The primary objective of this study was to assess the organizational factors that influence the success of selected research projects in Armauer Hansen Research Institute. To this end this study has investigated the effect of selected factors which are organizational culture, top management support, communication, and human resource aspects on the success of selected projects in AHRI. This research provided information on how organizational elements influence project success, which will be useful in refining and devising new strategies to promote research project success, commitment, and project sustainability at Armauer Hansen Research Institute. The research was conducted using explanatory research design. Questionnaires were prepared and distributed individually face to face and through email to collect primary data. A mixed approach was used. All team members of the selected four projects were the study population which was 51. Data from questionnaire was coded and entered to computer using Statistical Package for Social Science version (SPSS) 21. A descriptive data analysis, Pearson correlation and linear regression analysis was employed. The study found that organizational culture, human resource factors, communication and top management support has a positive effect on the success of the projects in Armauer Hansen Research Institute. Cumulatively organizational culture, human resource factors, communication and top management support explained 41.8% variation in projects success at Armauer Hansen Research Institution. At last the researcher recommends that the organization should conduct frequent training, improve the salary and incentives of the employees to retain highly qualified personnel. Future researches should be conducted by including the mediating external factor and additional internal organizational factors.

Key words: project success, Human resource, Organizational culture, Communication, Top management support

CHAPTER ONE

1. INTRODUCTION

This chapter presents background information on the study area, the statement of the problem, research questions, research objectives, significance of the study, scope and limitation of the study, the organization of the study, and at last definition of key terms.

1.1.1. Background of the study

A project is a collection of discrete, distinct, complex, and interconnected operations with a single aim or purpose that must be accomplished on time, on budget, and according to specifications (Wysocki, 2014). Projects emerge as a result of unfulfilled requirements; those requirements could include locating a solution to a key business problem that has eluded all previous attempts at resolution (Wysocki, 2014). Every project, according to Barron and Barron (2011), has a beginning, middle, and an end period, with four phases of initiation, planning, execution, and closing. The intermediate period's activities drive the project closer to conclusion, which could be successful or failed. Even though there appears to be no consensus on when modern project management began, it has been performed for as long as humans have inhabited the world (Seymour and Hussein, 2014). Despite the fact that there have been countless significant projects throughout history, there is little documentation of the methodology or tactics used prior to the 1950s (Seymour and Hussein, 2014). Project management, according to PMBOK® GUIDE (2021), comprises using knowledge, skills, tools, and techniques for both management and leadership activities. Management activities concentrate on methods for achieving project goals, such as efficient processes, planning, coordination, measurement, and monitoring work. As a result, project management focuses on meeting predetermined objectives or delivering a product within a specified timetable and budget.

According to the owner, planner, engineer, contractor, or operator, success on a project means that specific expectations for each participant were realized (Alias et al., 2014). According to

Crawford (2002), project success is a critical issue in project management; it is one of the most hotly debated topics, and there is no consensus on the criteria by which success is measured. Project success has become an issue due to the opacity, complexity, and flexibility of initiatives. It is normally important to meet the objectives in order to reach the project goal. In most circumstances, project objectives can be thought of as project success criteria because they affect whether or not the project's final output can be called a success (Al-Shaab and Ahmed, 2018; Wallace, 2014). According to Lim and Mohamed (1999), the same project might be regarded a success by one person and a failure by another. This is due to the fact that project success is measured from the views of the individual owner, developer, contractor, user, general public, and so on. Critical success factors (CSFs) in project management are features, conditions, or variables that, when appropriately sustained, maintained, or managed, can have a major impact on the project's success (Milosevic and Patanakul, 2005). According to Hannevik et al. (2014), organizational elements that influence project success fluctuate depending on the industry.

Research institutes are non-profit organizations that do research and development and are frequently referenced as means for coordinating research among professionals from various sectors. The ownership, mission, and funding structure of these research institutes differ depending on the type of institute and the country (Mallon and Bunton, 2005; Gulbrandsen, 2011). According to Arnold et al. (2010), another distinguishing feature of research institutions is that they are at least partially funded by the government in order to deliver societal returns by resolving market and systemic flaws. To put it another way, they do things that markets cannot. Aside from higher education institutions, most countries have a considerable number of applied research institutes that are active in both the production and application of research and development (R&D) (Gulbrandsen, 2011; Arnold et al., 2010). Gulbrandsen (2011) stated that research institutes are important because they continue to be an important part of the world's R&D organizations, with several national systems having R&D volumes comparable to that of higher education.

According to Donna (2017), R&D is the vehicle through which firms and economies create opportunity, innovate, and ensure a steady stream of future products and services. Academic

research is confronted with new ways of knowledge development, necessitating the appropriate management of research initiatives (Riol & Thuiller, 2015). As a result, research initiatives should use project management strategies to be implemented efficiently and successfully. While time is frequently the limiting constraint in industry, the unpredictable funding situation in academic and research organizations may make projects more difficult to complete (Donna, 2017). Furthermore, it has been found in a number of occasions that the triple restrictions of time, cost, and scope have not been appropriately balanced, resulting in research project quality and performance being compromised (Donna, 2017).

Project mission, top management support, client consultation, planning and control, personnel, and leadership abilities are among the organizational factors highlighted by Engwall (2003) as contributing to project success. Project timeline, customer consultation, technical tasks, client acceptance, monitoring and feedback, communication, troubleshooting, management assistance, and human resource aspects were also included by Pinto and Prescott (1988). Communication (Wu et al., 2017), top management support (Brem & Wolfram, 2017), organizational culture (Situmeang et al., 2017), change management (Martinsuo & Hoverfält, 2018), and training were identified to be important internal organizational factors that affect project success in other research (Dandage et al., 2018).

1.1.2. Background of the Organization

The Armauer Hansen Research Institute (AHRI) is an Ethiopian biomedical research institute focused on tuberculosis, HIV, malaria, leishmaniasis, training, and research capacity development. It was established in 1970 as a biomedical research facility by the initiative of the Norwegian and Swedish Save the Children organizations, with support from Ethiopia's Ministry of Health (MoH) close to the All Africa Leprosy Rehabilitation and Training Hospital (ALERT) and joined the Ethiopian Ministry of health in 2004. SIDA (Swedish International Development Cooperation Agency) and NORAD provide essential funding for AHRI's research (Norwegian Agency for Development Cooperation). The institute was named after Gerhard Henrik Armauer Hansen, a Norwegian physician who was the first to describe the leprosy bacillus. In peer-reviewed funding programs, clinical trial partnerships, and capacity-building activities, the institute has a network of national and international

collaborators. So far, AHRI has published over 380 publications in peer-reviewed journals. A number of clinical trials and research projects are being conducted by AHRI. TBRU is one among them. TBRU combines scientific and clinical research disciplines to investigate TB latency and persistence in humans, as well as their relationship to current TB disease. The other AHRI initiative is the Bubble CPAP project, which is examining the feasibility and acceptability of BCPAP in treating children's severe pneumonia and hypoxemia. CEBHA+ is another AHRI initiative that aims to build long-term capabilities and infrastructure for evidence-based healthcare and public health in Sub-Saharan Africa. Its goal is to improve non communicable illness care, particularly in the areas of hypertension and cardiovascular disease. TBGEN is a project that attempts to investigate the genetic determinants of mycobacterial disease, with the goal of developing new TB control measures as a result of the findings. This research was intended to determine the effect of organizational culture, top management support, communication and human resource factors on the success of bubble CPAP, CEBHA+, TBRU and TBGEN projects at Armauer Hansen Research Institution.

1.2. Problem Statement

Many decisions must be taken during the project management process, and as is typical, decisions made earlier in the planning phase has a higher impact on project management practice than decisions made later. If the project managers are unaware of the parameters that will influence their aims from the outset, the project will fail. Each project is unique. Major differences in project types may bring unforeseen problems, regardless of how well a project is designed, implemented, and monitored. Based on existing literatures which were done mainly on engineering and automotive institutes, the affecting factors of project success were communication, human resource management, change management, organizational culture, project schedule, client consultation, technical tasks, client acceptance, monitoring and feedback, trouble shooting, management support, top management support (Brem & Wolfram, 2017; Situmeang et al., 2017; Wu et al., 2017; Martinsuo & Hoverfält, 2018; Dandage et al., 2018; Engwall , 2003).

Academic research is challenged with new modes of knowledge generation, needing effective research administration (Riol & Thuiller, 2015). Research institutes are expanding and taking

on multiple research projects at the same time, making it more complex and demanding. There is a paucity of literature about initiatives undertaken by research institutes all across the world, including Ethiopia. Even though there are plenty of researches that assess the factors affecting project success, very few is found that assess projects that are undertaken by research institutes. The Armauer Hansen Research Institute, as it was indicated in the opening to the study, is one of Ethiopia's greatest biomedical research centers, with numerous research initiatives and projects. Despite its research contributions to the betterment of the health sector, there are no studies that examine the success of the organization's programs and the factors that influence their success.

1.3. Research Questions

- i. How does organizational culture influence the success of the selected Projects within Armauer Hansen Research Institute?
- ii. What is the influence of Top management support on the success of the selected Projects within Armauer Hansen Research Institute?
- iii. How does communication influence the success of the selected projects within Armauer Hansen Research Institute?
- iv. What is the influence of human resource factors on the success of the selected projects within Armauer Hansen Research Institute?

1.4. Objective of the study

1.4.1. General Objective

To assess the organizational factors that influences the success of selected research projects in Armauer Hansen Research Institute.

1.4.2. Specific Objectives

- i. To determine how organizational cultures influences the success of selected research projects in Armauer Hansen Research Institute.
- ii. To determine the influence Top management support on the success of Armauer Hansen Research Institute's selected research projects.

- iii. To assess the influence of human resource factors on the success of Armauer Hansen Research Institute's selected research projects.
- iv. To assess the impact of communication on the success of Armauer Hansen Research Institute's selected research projects.

1.5. Significance of the study

This research have provided information on how organizational elements that influence project performance, which is going to be useful in refining and devising new strategies to promote research project success, commitment, and project sustainability at Armauer Hansen Research Institute. This research study will benefit academicians and researchers because it has provided information that will be used in literature reviews. The research is expected to contribute to the improvement of knowledge in AHRI on the organizational elements that influence project success. This research will serve as a foundation for future research studies on the impact of organizational characteristics on project success.

1.6. Scope and limitation of the study

The research focused on only four of organizational factors influencing the success of projects namely: organization culture, communication, top management support and human resource factors. It only focused on one Governmental research institute which is Armauer Hansen Research Institute. This research has assessed four projects namely: TBRU, TBGEN, Bubble CPAP and CEBHA+. The limitation of this study was the shortage of time that was given to conduct the research. The other difficulty was finding the respondents especially which were working on sites far from Addis Ababa. Reluctance of the respondents was also another challenge.

1.7. Organization of the study

The research was classified into five chapters. The first chapter was the introduction that contained the background, problem statement, research questions, objectives, significance of the study, scope and limitation of the study, and definition of key terms. The second chapter was a literature review on project and project management, organizational culture, top management support, communication, human resource aspect and project success. The part of

this chapter encompassed empirical review and conceptual framework. Chapter three was research methodology that contained research design, target and study population, sample size, data collection methods, data analysis techniques, data quality assurance and ethical consideration. The fourth chapter included data analysis, demonstration of the findings, and discussion of the findings. Chapter five encompassed conclusion based on the findings, and recommendations for the organization and further studies.

1.8. Definition of Key Terms

Project success - can be characterized as the project's efficiency, customer impact, business and direct success, and future planning (Shenhar & Dvir, 2007).

Organizational culture - is mirrored in member self-image, internal workings, relationships with the outside world, and future expectations, and incorporates an organization's expectations, experiences, philosophy, as well as the values that govern members' behavior.

Human resource – a group of people who make up an organization's or sector's workforce.

Communication– Is the act of moving data or information from one location or person to another.

Top management support - is involvement or engagement of top-level management in project or organizational activity (Tan & Noor, 2013).

CHAPTER TWO

2. LITERATURE REVIEW

This chapter shows the literature review on project and project management and relationship of organizational culture, top management support, communication and human resource aspects with project success. This is followed by an empirical review and conceptual framework.

2.1. Overview of Project and Project Management

A project is made up of a series of tasks that must be accomplished in a specific order, or sequence. It is a self-contained operation with a coherent set of activities aimed at achieving clearly defined objectives, solving problems of identified target groups, with planned tangible results and a limited timeframe, and which must use defined means and resources within the prescribed budget (Europe AID, 2004; Wysocki, 2014). The systems and tools that were used to create the project are subsequently employed for something else, in many cases to create more projects. A project typically has a single clear purpose or goal, a set of specific operational restrictions or performance objectives, is generally multidisciplinary, is one-of-a-kind, has a finite lifespan, has high risk, and is marked by change (Wallace, 2016). Projects exist and operate in both internal and external settings, each of which has various degrees of impact on value delivery (PMBOK® GUIDE, 2021).

The project manager, project team members, and top management are all part of a specific project. The project manager is the individual chosen by the performing organization to lead the project team in attaining the project's goals. He or she performs a number of tasks, including supporting project team work to accomplish the desired outputs and managing processes to deliver the desired results. Project resources are resources that have been allocated to the project in whole or in part and are under the responsibility of the project manager. They are assigned for a particular period of time, usually from inside the organization's normal functional structures (Mallon & Bunton, 2005; PMBOK® GUIDE, 2021).

The commencement point of a project is determined when the project receives the requisite approval. It has been noticed that several life cycle models exist, each of which is industry specific. The cycle's first step is referred to as "defining." Outlining the project's specs, setting objectives, organizing teams, and allocating duties are all part of project definition. The next stage is referred to as "planning." The amount of effort grows during planning, and plans are established to define what the project will comprise, when it will be planned, who it will benefit, what quality level should be maintained, and how much money should be allocated. The following step is referred to as "executing." During this phase, the majority of the project's work is completed. During this phase, physical goods like as bridges, reports, and software programs are created, as well as the project timeline, cost, and specified measures for monitoring and controlling the project. During this phase, a variety of aspects are considered, including whether the project is on schedule, budgeted, and meets other requirements. Forecasts for each of these criteria, as well as required revisions/changes, must be determined. The final step, known as the Closing phase, is marked by the delivery of the product to the customer, redeploying project resources and conducting the post-project evaluation (Gray & Larson, 2018; Mandona and Muya, 2020).

Project Management Institute (PMI) (2017) defines the term "project management" as the process of directing project activity to achieve the desired results. By leveraging project resources, most authors of project management literature believe that project management is about setting and then attaining (or beating) time, cost, and performance (quality) targets within the framework of overall strategic and tactical client needs. Others are introducing the variables of safety, which is becoming increasingly relevant as a result of increased regulatory provisions on health and safety, and risk, which is becoming increasingly significant as economic necessity drives projects to higher and higher risk states (Wallace, 2014).

Project management has become the most generic and internationalized discipline on the planet and its goal is to keep track of how the desired change is implemented. Understanding the needs of stakeholders; planning what needs to be done, when, by whom, and to what standards; assembling and motivating a team; coordinating the work of various people; monitoring work in progress; managing any changes to the plan; and delivering successful

results are all part of this process. Planning and controlling the three primary factors which are time, money, and quality connected with projects is a big part of project management. They are intertwined, and a change in one has a substantial impact on the others (Wallace, 2014).

According to Koskinen and Ajmal (2008), the emerging tendency in project management is a renewal of the discipline in the contemporary corporate context, rather than a breakthrough of new concepts. The concept of project management, according to the literature, has been present for a long time and may be traced back to the earliest human activities. People have been able to organize large-scale projects and manage financing, resources, and labor within a certain time limit because to project management. Whereas project management was once thought to be a specialized management process with specific planning, monitoring, and control techniques applied to the operations of a few project-oriented industries (such as construction, engineering, and defense), it has now evolved into an all-encompassing concept that can be integrated into a broader organizational effort to provide better quality to customers through effective intra-organizational integration. As a result, among other organizational processes (such as knowledge management), project management is now positioned as a complex managerial process that ensures an optimal balance between a firm's internal organizational design and emerging strategies (Koskinen and Ajmal, 2008; Barron & Barron, 2011). According to Johnson (2013), project management arose from engineering practice and has since been applied to a variety of fields.

2.2. Project Success

If we consider a project to be an end in itself, the success of the project can be judged during the closeout stage. If it is, however, a means to a goal, the outcome can only be assessed when the formal project is accomplished. The classic criterion to measure project success is a measure of a project's immediate performance against its primary design characteristics, such as schedule (time), budget (cost), scope, and/or quality (Bannerman, 2008). Initially, project success was defined as achieving the project's goals and expected outcomes while adhering to set schedule, cost, and performance parameters. But the golden triangle was no longer

regarded sufficient to define project success as expertise in the field of project management grew (Beleiu et al., 2015). Project success, according to Baccarini (1999), is made up of two parts: project management success and project product success. The focus of project management success is on the project management process and, in particular, on the project's successful completion in terms of cost, time, and quality, while the impacts of the project's end-product are the focus of project product success.

According to Lim and Mohamed (1999), Project success is typically considered of by people participating in a project as the completion of some predefined project goals, which typically encompass numerous characteristics such as time, money, performance, quality, and safety. However, it is important to remember that users and the broader public may not necessarily share the same pre-determined project goals. As a result, everyone's expectations for the project's end and judgment of project success or failure would be different.

The set of principles or standards by which project success is or can be measured is known as the criterion of project success. These are the parameters under which a decision can be taken. Factors for project success, on the other hand, are the set of conditions, facts, or forces that contribute to the project's outcomes. These are the powerful forces that can help or hurt a project's success. They contribute to a project's success or failure, but they are not used to make a decision (Lim and Mohamed, 1999).

Project performance, project outcome, system implementation, benefit to users, and benefit to stakeholders were among the five success criteria used by Karlsen and Gottschalk (2004). A five-dimensional project success measuring approach that includes project efficiency, customer impact, team impact, direct business and organizational success, and future planning were explained by other researchers (Shenhar and Dvir, 2007; Ahmed et al., 2014;).

Project Efficiency- is a metric that measures how well a project's budget, timeline, and other resources are used. The efficiency of a project is a short-term indicator of its success (Shenhar and Dvir, 2007; Ahmed et al., 2014).

Customer Impact: Determine customer happiness, product performance, loyalty, functional and technical requirements, and the extent of customer product adoption. Customer impact

includes addressing customer demands, meeting customer requirements, and increasing customer happiness (Shenhar and Dvir, 2007; Ahmed et al., 2014).

Team's Impact: This dimension is used to assess the team's level of growth and learning, as well as its professional and management competencies, indirect investment in team member development, and newly acquired skills. Team satisfaction, morale, general team loyalty, and team member retention after project completion are all dimensions of influence on the team (Shenhar & Dvir, 2007).

Direct Organizational and Business Success: This dimension assesses the immediate and direct impact of income, profitability, cash flow, sales volumes, and other financial factors on businesses (Shenhar and Dvir, 2007; Ahmed et al., 2014).

Getting ready for the Future: This dimension assesses how well projects aid the organization in the development of its long-term infrastructure. It looks at the long-term advantages and how new opportunities are developed. Development of organizational competencies, creation of a new product line, development of new organizational processes, creation of a new market, introduction of technology development, and additional technological competences for future infrastructure are all examples of traditional measures in this dimension (Shenhar and Dvir, 2007; Ahmed et al., 2014).

Organizational factors and project success

2.3. Organizational Culture and Project Success

It is challenging to come up with description or definition that is widely agreed upon and understood because culture is an abstract notion with intangible nature and the presence of cultural differences.

The guiding views, practices, and values of employees on how work is done are referred to as organizational culture (Yazici, 2007). Organizational culture, according to the business dictionary, encompasses an organization's expectations, experiences, philosophy, as well as the values that guide members' behavior, and is reflected in member self-image, internal

workings, interactions with the outside world, and future expectations. According to Ravasi and Schultz (2006), organizational culture is a set of shared ideas that drive what happens in organizations by defining proper conduct for different situations. Their findings suggested that organizational culture is a key construct in understanding the evolution of organizational identities in the face of environmental change, implying that collective history, organizational symbols, and consolidated practices provide cues that help members make new sense of what their organization is really about and pass that sense on to others.

Assumptions, beliefs, values, standards, and tangible evidence of organization members and their behavior make up organizational culture. Employees and other stakeholders are given messages about the organization's values through culture (Suda, 2007). External pressures also shape organizational culture, according to Koskinen and Ajmal (2008), because companies must represent the national, regional, industrial, and occupational cultures in which they operate. These can take the form of religious doctrine and political ideology in some situations. As a result, a business's culture might represent a wide range of values that do not originate within the firm (Koskinen and Ajmal, 2008).

Organizational culture, according to Schein (1992), is a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration, and that has proven to be valid enough to be taught to new members as the correct way to perceive, think, and feel about those problems. The set of values, attitudes, and behavioral conventions that determine how people of a company get work done is known as organizational culture (Yazici, 2007).

According to Pinto (2010), organizational culture has four different effects on project success rates. The first is its impact on departments' levels of assistance and interaction in the achievement of stated objectives. Secondly it has an impact on a project in terms of how it affects employee commitment to project goals and how to balance competing objectives. Third, it has an impact on the process of assigning resources to projects; fourth, it has also an impact on team performance evaluations and managers' project outcomes. According to Nagesh and Thomas (2015), organizational culture has impact on the success of projects. They further argued that organization with a clear vision, a lab and staff with a history of

producing excellent and relevant research, a climate of high morale, the presence of an innovative spirit, commitment to hard work, the availability of a high level of openness to new ideas, high encouragement given for doing projects, the freedom to choose the best course of action among alternatives, high risk tolerance and acceptance of failures, organization supports on the effective use of project outcome and decentralization lead to higher success.

2.4. Project Human Resource Management and Project Success

Human resource management is critical to the success of any business, including project oriented organizations, and is of strategic importance (Huemann et al., 2006). The term “human resource management” refers to a collection of regulations used to set up employment relationships and organize work. It focuses on managing both the people who perform the work and the work itself. Recruitment, selection, learning and development, reward, communication, teamwork and performance management are therefore all aspects of human resource management (Beardwell and Claydon, 2010). Human resource management is particularly difficult in project oriented organizations because of the dynamic nature of the work environment, transitory nature, complex process, etc. (Huemann et al., 2006). Assignment and engagement to projects, as well as dispersion after projects are over are supplementary human resource management activities that are used in project oriented organizations in addition to traditional organizational structures (Huemann et al., 2006).

Human resources are assigned from one project to another in project management, either sequentially or simultaneously, which makes balancing manpower supply and demand, as well as putting available abilities to the best possible use, even more difficult (Fabi and Pettersen, 1992). In today's highly competitive environment, effectively managing people can have a significant impact on project outcomes, because, as Hubbard (1990) pointed out, the majority of major project failures are due to social issues such as unqualified staff, inadequate training, inexperienced management, and so on. For human resource development, Nolan & Garavan (2016) noted that training programs can build relevant skills in areas such as strategic management, financial management, business development, and marketing. Planning for human resources has become a crucial and difficult task for growth and success of projects

due to the quick change in technology, worker needs, the present market trend, and competitive environment (Tabassi and Abu Bakar, 2008).

2.5. Project Communication and Project Success

Because projects are complicated and involve a large number of people, such as a project manager, project team members, suppliers, process consultants, and others, it is critical to properly convey information in order for everyone to understand each other and achieve project goals. As a result, communication can be regarded as the most important aspect in project success.

The project team is defined as consisting of a project manager, project team members, and project stakeholders internally in the organization or externally such as suppliers and/or consultants who are directly related to a given project, and project communication is the umbrella term for all aspects of communication in a project (Ramsing, 2009). Internal project communication covers all aspects of written and interpersonal communication in a project; while external project communication deals with project stakeholders and communication related to project marketing (Ramsing, 2009).

Effective communication is usually a good component in management processes, because the more open communication there is the shorter the social distance and the more cooperation there is in organizational interactions (He et al., 2016; Patterson et al., 2005). One of the main sources of conflict in projects, according to Musah et al. (2017), is a breakdown in communication. Good communication and high-quality information sharing and exchange are hallmarks of successful projects.

2.6. Top Management Support and Project Success

Ahmed & Mohamad, (2016), the term "top management assistance" refers to the financial, material, and human resources offered to a team in order to complete a project successfully. Top management support is defined as top-level management involvement or engagement in project or organizational activity (Tan & Noor, 2013). One of the most commonly reported hurdles to project success is top management support, which is also regarded a root factor for other barriers (Ali & Kidd, 2013). According to Li et al., (2013), for projects to be completed successfully, top management support is essential and to assure the project's success, top management allocates sufficient financial, material, and human resources for this reason the primary cause of project failure is a lack of top-level support (Anantatmula, 2010; Dwivedi et al., 2013).

The role of top management in promoting project implementation and accomplishing project goals is critical (Kuratko, Hornsby, & Covin, 2014). For successful project completion, top management serves as a key link between the strategic or executive levels of the organization and project managers (Too & Weaver, 2013). To increase the chances of a project's success, businesses should select senior executives who have a stake in the outcome to serve as project sponsors (Tesch & Kloppenborg, 2015).

For project success top management must have significant project management knowledge and experience. The project's content, context, and repercussions should be sufficiently understood by top management and top management should be aware of the project stakeholders' interests and influence in order to ensure project success. While managing conflicts and dealing with project stakeholders, top management must improve their role theory abilities and comprehension (Ehsani et al., 2013). When top management backs a project, a favorable signal is sent to individuals participating in its development, which has a positive impact on their performance (Brem & Wolfram, 2017; Law & Ngai, 2007). Furthermore, project managers' job satisfaction is influenced by their perception of organizational support (Ekrot et al., 2016). Boonstra (2013), have identified the following five dimensions of top management support:

Provision of resources: to guarantee projects are successfully completed, top management provides sufficient financial, material, and human resources (Boonstra, 2013).

Structural Arrangements: To implement organizational change, senior management sets and makes sure that the proper procedures, processes, and project structures are adapted (Boonstra, 2013).

Communication: Top management supports the project team through open communication that shows evident enthusiasm and acknowledges the potential for system, organizational, and stakeholder relationships adaptation (Boonstra, 2013).

Expertise: The project's implications, setting, and content are sufficiently understood by top management. Top management should be aware of the influence and interests of the project stakeholders in order to achieve project success. To ensure project success, top management should be aware of the interest and influence of the project stakeholders (Boonstra, 2013).

Power: Top management should use their authority to assist the project team in times of need (Boonstra, 2013).

2.7. Empirical review

Pinto and Slevin (1989) studied 159 R&D projects and discovered that the following ten elements influence project success: project mission, top management support, project timeline, client consultation, personnel, technical duties, client acceptance, monitoring and feedback, communication, and troubleshooting. They also found in their study that the impact of these elements varies based on the project's life cycle stage. According to their conclusion personnel or human resource aspect had a greater impact on the success of projects at the conceptual and termination stages, while top management support was found to have an impact on the success of projects at the execution phase. One study done on the Brazilian automotive industry to assess the organizational factors influencing project success found out that project success is positively related with top management support, communication, change management, and training. According to Beleiu et al. (2015), project success is influenced by elements such as competent project team members (53.2%), communication

and consultation with stakeholders (40.4%), and top management support (14.9%), in that order.

A study conducted in Kenya on one PLC found out that there is a significant relationship between organizational culture and project success and concluded that understanding of the organizational culture that prevails in certain organization is vital in successful completion of projects (Daniel and Victor, 2019). Santos et al. (2019) also found the presence of strong relationship between project success and innovative organizational culture.

Another study done in Pakistan found that there was a significant relationship between human resource factors which were employee selection and development, employee recruitment and selection, employee performance appraisal, employee compensation system and project success (Khan and Rashed, 2014). According to Yang et al. (2014), project success is correlated with human resource management practices in terms of member empowerment, development, and member expertise and training. Belout and Gauvreau (2004) found a correlation between personnel (human resource) factor and project success with correlation coefficient of 0.377 with p value of < 0.01 but when they have performed further multiple regression they have come to a conclusion that human resource factors did not have impact on the success of project.

Ahmed and Mohamed (2016) found out in their study that top management is a five-dimensional multi-dimensional construct. That is, making available resources, communication, expertise, structural arrangements, and power significantly contribute to the success of the project. According to a research conducted to evaluate the performance of IT project success, top management support must be strong, consistent, and committed for initiatives to succeed (Almajed and Mayhew, 2014). Young and Poon (2012), argued in their study that when compared to other critical success factors top management support is the most significant one. They also assert that the support of top management appears to be more robust in terms of requirement than sufficient. According to Belout and Gauvreau (2004), support from top management was a significant predictor of project success.

2.8. Conceptual Framework

This part consists of dependent and dependent variables. The dependent variable is the success of research projects in Armauer Hansen Research Institute. The independent variables are organizational culture, Human resource factors, communication and top management support.

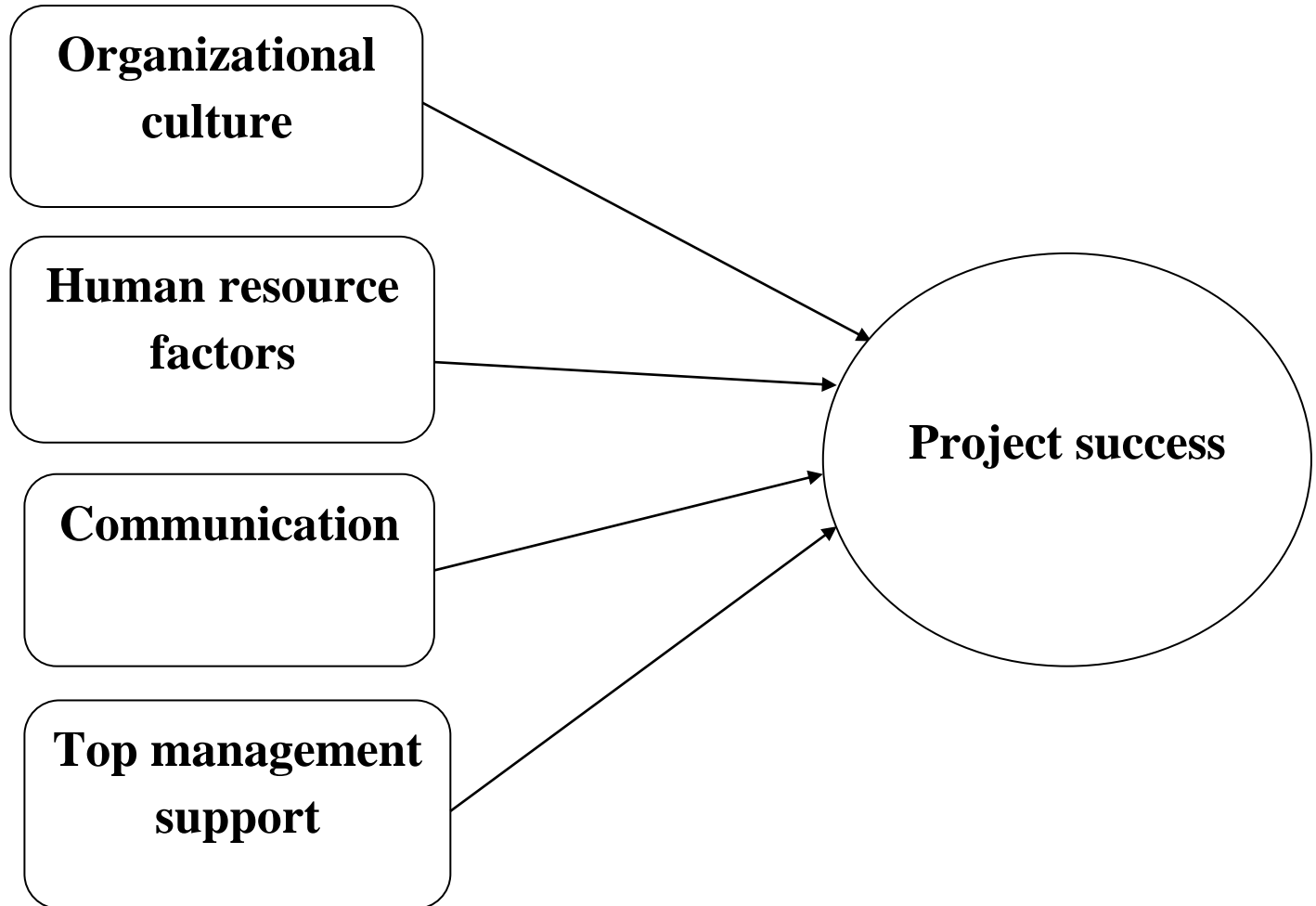
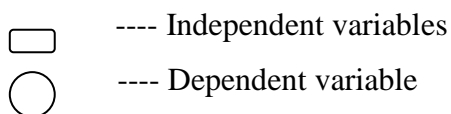


Figure 1. Conceptual framework



Source: Developed by researcher from literature review

CHAPTER THREE

3. RESEARCH METHODOLOGY

Research methodology is a method for solving a research problem in a systematic manner. It provides detail about how scientific research is carried out (Kothari, 2004). It discusses how to conduct research and how to go about doing so. It refers to the methods that researchers use to describe, explain, and forecast occurrences. It is a method of answering the research problem in a systematic manner. It establishes the internal environment by determining the appropriate research, strategy, philosophy, time horizon, and methodologies, as well as the appropriate procedures and techniques based on the study findings (Goundar, 2012).

3.1. Research design and Approach

A research design, according to Alsh- abay and Ahmed (2018), is essentially the framework or strategy for a study that is utilized as a guide in gathering and interpreting data. It is a set of instructions for gathering data, measuring it, and analyzing it in order to complete a study. It is, in fact, a map that is typically created to guide the investigation.

The research was conducted using a descriptive/explanatory research design. Descriptive research is when a specific situation is investigated to see whether it leads to any general theories or if current broad theories are supported by the specific circumstance (Goddard and Melville, 2004). Its purpose is to provide a description of the current situation. It includes a variety of questionnaires and fact-gathering inquiries (Mukul, 2011). Explanatory study design describes a scenario in the form of a causal link and aids in the discovery of the cause of a certain phenomena (Rahi, 2017). Using this methodology, the researcher was able to analyze and characterize the importance of top management support, organizational culture, communication, and human resource aspects in the Armauer Hansen Research Institute project's success. For employees working on the sites, questionnaires were produced and given face to face and by email. Mixed techniques were employed to gain a better understanding of the examined region because the study's purpose is to determine the organizational elements that influence the organization's project success. The study's overall

strength was improved by combining the qualitative and quantitative methodologies. Mixed method research is defined as a study in which the investigator uses both qualitative and quantitative methodologies to collect and evaluate data, integrate findings, and draw conclusions (Tashakkori and Creswell, 2007).

3.2. Target population

The intervention's target population is the group of people with whom it plans to conduct research and develop conclusions (Barnsbee et al., 2018). The target population for a survey, according to Lavrakas (2008), is the full set of units for which the survey results will be utilized to form inferences. As a result, the target population identifies the units for whom the survey's findings are intended to be generalized. The Armauer Hansen Research Institute is the largest federal biomedical research institute, with around 61 major active research projects and 180 employees assigned to the projects under its umbrella

3.3. Sample Size and Sampling Method

Four projects were selected using the following inclusion and exclusion criteria.

Inclusion Criteria

Since they are approaching to end and easy to assess their success, projects that have been active for four and more years were included. Also those projects with six and more team members were included because majority of AHRI's projects have less than five team members.

Exclusion criteria

Those projects which were on planning, pilot study phase, initiation were excluded since it was too early to determine the success and factors that affect the success of these projects. Those projects that were on closing phase were also excluded because the team members are already dispersed and assigned to another projects it was difficult to find them.

All members of the team working on these four projects which was 51 in number were the study unit. Using the census method the whole 51 project team members were included in the study.

3.4. Data collection methods

3.4.1. Source of Data

Primary data was collected from the respondents' directly using structured questionnaire. According to Salkind (2010), a primary data source is one in which the researcher collects the data personally for a specific study objective or project. Primary data is gathered for the specific study subject at hand, utilizing approaches that are most suited to the problem (Hox and Boeije , 2005).

3.4.2. Data collection

The needed data was gathered from the primary source using valid questionnaire. Since the constructs were previously applied it was assumed to have content validity. Project success assessment survey questionnaire (Shenhar and Dvir, 2007) with some modification were used for the dependent measure. For the Top Management Support Questionnaire Boonsta (2013), for human resources factor questionnaire (Mutula 2013), for communication questionnaire (Patterson et al, 2005) and for organizational culture questionnaire (Daniel and Victor, 2019) were used with certain amount of modification.

3.5. Data analysis techniques

Data from questionnaire was coded and entered to computer using Statistical Package for Social Science version (SPSS) 21. Descriptive data analysis techniques which are Frequencies, Percentages, Mean, and Standard deviations were used to analyze the data. To evaluate whether or not there was a significant relationship between the dependent and independent variables Pearson correlation analysis was used. The significance level (p- value) of 0.05 was used in the study. To say the independent variable have significant impact on the

dependent variable, the p-value should be less than 0.05. To further clarify the correlation linear regression analysis was conducted.

3.6. Ethical considerations

The term "research ethics" encompasses a wide range of beliefs, norms, and institutional arrangements that help to define and control scientific operations. It is the practical codification of scientific morality (Hvinden et al., 2016). Research ethics, according to Kalichman (2010), is the ethics of research planning, conduct, and reporting. It focuses on encouraging research that safeguards the interests of the general public, research subjects, and researchers.

Letter was written from Addis Ababa University School of commerce and it was given to deputy director of Armauer Hansen Research Institute and also respondents. Purpose of the study was explained to the respondents very well and oral consent was taken for their willingness to participate in the data collection by filling the questionnaire.

3.7. Reliability and Validity

The separate subcontracts' reliability was assessed using the cronbach's alpha. According to Priest et al., (2006), a cormbach's alpha of 0.8 to 0.9 is recommended for most studies, but Greener (2008) suggested that cornbach's alpha over 0.7 is properly evaluated. Cornbach's alpha of better than 0.7 was sufficient for this study. Since the constructs are previously applied, content validity was assumed.

Table 3.1 Reliability test

Measurement items	Number of items	Cronbach's Alpha
Organizational culture	5	0.749
Human resource related factors	6	0.831
Communication factors	5	0.839
Top management support	5	0.908
Project success	6	0.856
For all variables	27	0.947

CHAPTER FOUR

4. DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1. Introduction

This study paper evaluates the elements that influence the effectiveness of selected Armauer Hansen Research Institute initiatives (AHRI). The data analysis, study findings, and interpretation of the analyzed data are all covered in this chapter. The information was gathered by a questionnaire, evaluated with SPSS, and given in the tables and figures below.

4.2. Response rate

A total of 51 questionnaires were distributed out that 42 of them were completely filled and returned back which makes the response rate 82.35%. 9 questionnaires were not returned.

4.3. General information of the respondents

This part encompasses the gender, age, highest level of education, work status, duration in the organization and duration on the project.

Table 4.1 Gender and Age of respondents

Section	Category	Frequency	%
Gender	Male	22	52.4
	Female	20	47.6
	Total	42	100
Age	< 25	0	0
	25-35	30	71.4
	36-45	11	26.2
	>_ 46	1	2.4
	Total	42	100

Source: own survey (2022)

From the result female comprise 47.6 %, while 52.4% were males. This indicates that even though the number of female workers is not too small, there is still male predominance in the staff working at the selected projects. Age distributions of the workers showed that majority of the staff are aged 25-35 with 71.4%, followed by 36-45 years of age with 26.2%. This shows that the majority of AHRI staffs especially those involved in projects are young and mature enough with great energy to contribute to the accomplishment of the project's and as a whole for the organization's objective.

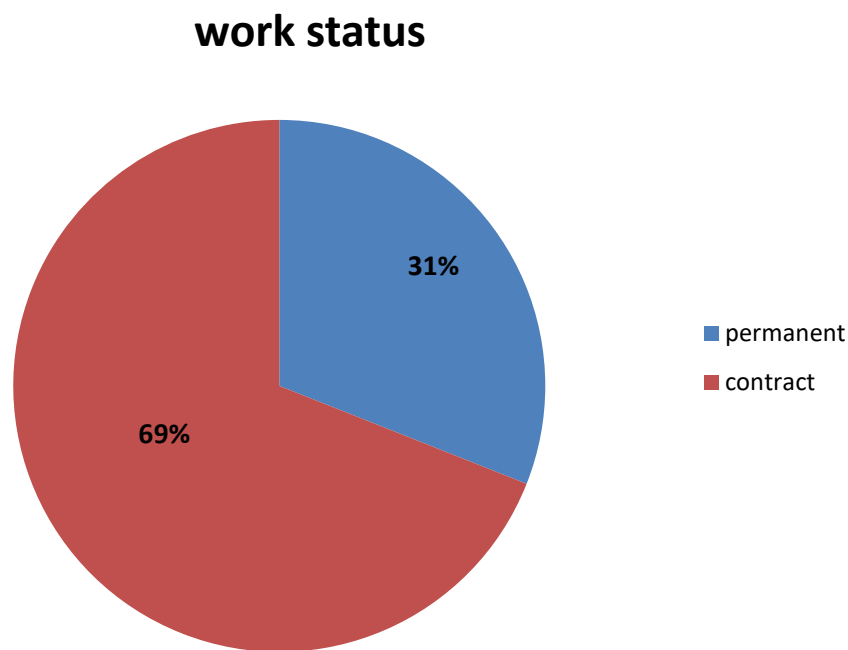


Figure 2: Work status of the respondents.

Source: own survey

The result showed that 69% of the respondents working on the selected projects were on a contract base while the rest 31% were of permanent. This shows most of the organizations staffs are hired on contract base.

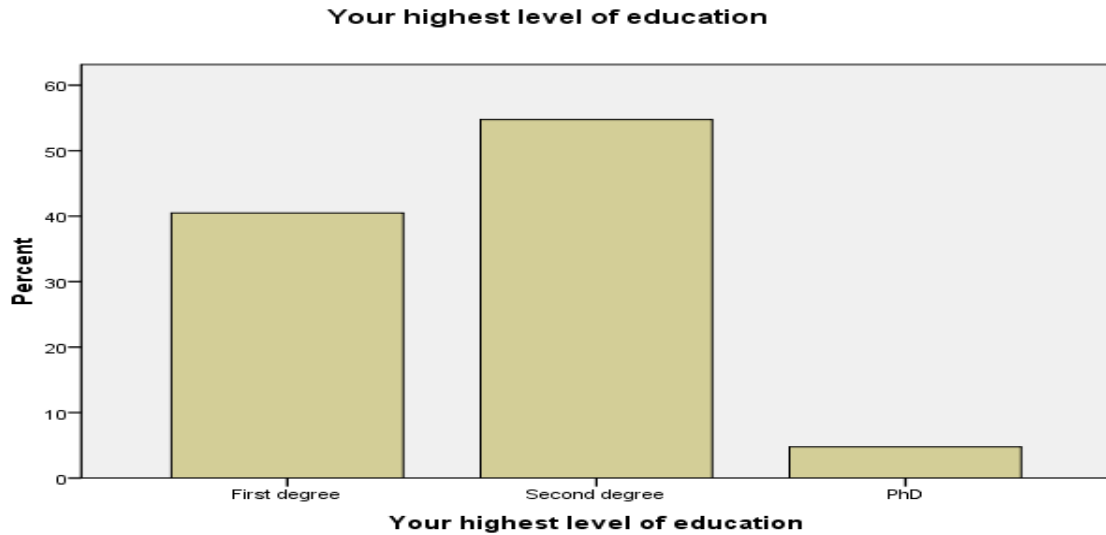


Figure 3: Highest level of education. Source: own survey

As indicated in figure 3 54.8% of the respondents had second degree, 40.5 % of the respondent had first degree, the rest 4.8% had PhD and none of them indicated that they had diploma. This shows that the majority of the employees educational level lies between first and second degree which together accounts for about 95.2 %. For this reason the respondents are qualified and can give reliable response.

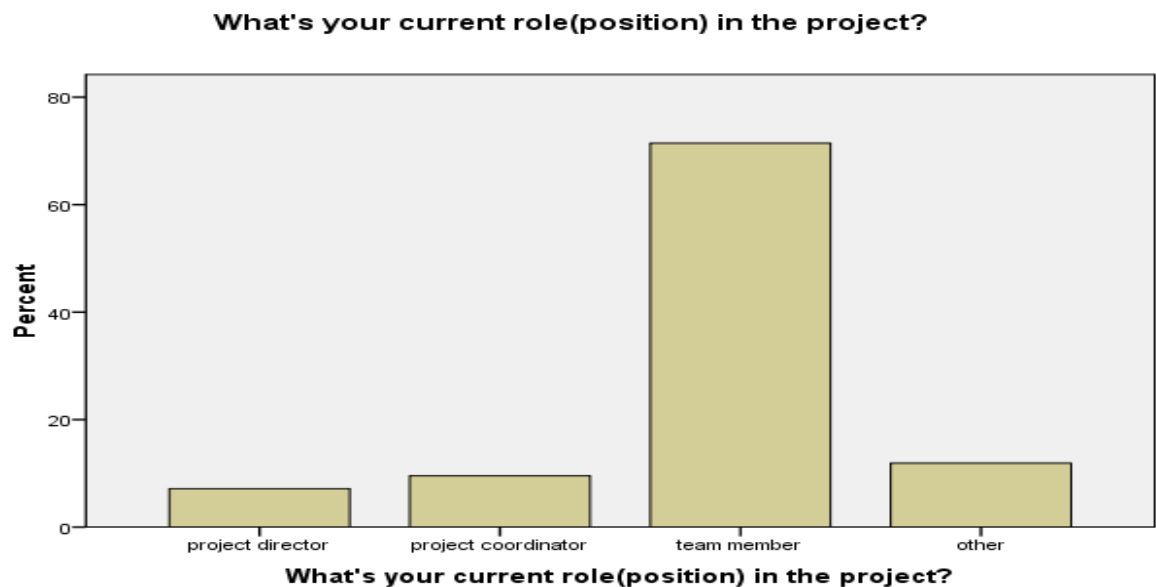


Figure 4: Current position of the respondents in the project. Source: own survey

This shows that 71.4% of the respondents are the team members of the project, 7.1 % are project director and the rest are project coordinators.

Table 4.2 Age, Level of education and Position in the project

Current position in the project	Level of education	Age			Total
		25-35	36-45	>/= 46	
Project director	First degree	0	0	0	0
	Second degree	0	1	0	1
	PHD	0	2	0	2
	Total	0	3	0	3
Project coordinator	First degree	0	0	0	0
	Second degree	2	2	0	4
	PHD	0	0	0	0
	Total	2	2	0	4
Team member	First degree	14	1	0	15
	Second degree	10	4	1	15
	PHD	0	0	0	0
	Total	24	5	1	30
Other	First degree	2	0	0	2
	Second degree	2	1	0	3
	PHD	0	0	0	0
	Total	4	1	0	5

Source: own survey

As indicated by the above table the project directors age range between 36 and 45 and their level of education is second degree and above. This shows that the projects found at AHRI are led by mature, well educated project directors. The project coordinators at AHRI hold second degree and their age ranges from 25 to 45, while the team members minimum level of education is first degree their age mainly lies between 25 and 45.

Table 4.3 Duration in the organization

Duration	Frequency	%
1-5 Years	35	83.3%
>5 years	7	16.7%
Total	42	100%

Source: own survey

The above table showed that 83.3% of the respondents have worked in the institution between 1-5 years, while only 16.7% have worked above 5 years.

4.4. Success of projects according to Project Success Criteria

The staffs were asked to indicate their level of agreement on different statements on the success of projects in their organization. Their response is organized as follows:

Table 4.4 Measures of success of projects

	Frequency and %			Mean	Standard deviation
	Agree	Neutral	Disagree		
The projects in our organization are completed within budget.	29 (69.1%)	10 (23.8%)	3 (7.1%)	3.79	0.813
The projects in our organization are completed within set time frame.	16 (38.1%)	9 (21.4%)	17 (40.5%)	3.02	1.115
The projects in our organization are completed within scope.	32 (76.2)	6 (14.3%)	4 (9.5)	3.86	1.002
The projects in our organization always achieve the set objectives.	30 (71.4%)	7 (16.7%)	5 (11.9%)	3.76	1.031
The project positively affected team members providing learning, growth, development of their skills and expertise during project execution.	32 (76.2%)	6 (14.3%)	4 (9.5%)	4.00	0.937
The project provides long term benefits for the organization, as creation of new opportunities.	34 (81%)	5 (11.9%)	3 (7.1%)	3.9	0.759
Grand score				3.72	0.943

Source: own survey

As stated in the findings in the table 4.4, the staff agreed that the projects in their organization are completed within budget and scope as indicated by a mean of 3.79 and 3.86 respectively. They choose to be neutral on the fact that their organization completed projects within set of time by a mean of 3.02. Regarding the statements that states the projects in their organization always achieve the set objectives the respondents agreed with a mean of 3.76. The respondents revealed that the projects in their organization positively affected team members providing learning, growth, development of their skills and expertise during project execution by mean of 4.0. At last they have agreed that the project provides long term benefits for the organization as a creation of new opportunities by a mean of 3.9.

Generally project success has an average mean score of 3.72 and SD of 0.943 with the average mean value lies in Agree and SD below 1.

4.5. Organizational cultures

The respondents were asked to indicate their level of understanding with the different statements on the organizational culture on the influence on the success of the selected projects in Armauer Hansen Research Institute by stating the extent 1 represents strongly disagree, while 2 indicates disagree, 3 indicates neutral, 4 indicates agree and 5 indicates strongly agree.

Table 4.5 Organizational culture

	Frequency and %			Mean	Standard deviation
	Agree	Neutral	Disagree		
There are norms and traditions that influence employee productivity and commitment.	27 (64.3%)	11 (26.2%)	4 (9.5%)	3.81	1.018
The way of doing things is normally flexible and easy to change.	28 (66.7%)	8 (19%)	6 (14.3%)	3.67	0.902
Work groups and units are inadequate for project implementation.	10 (23.8%)	2 (4.8%)	30 (71.4%)	2.48	1.065
The organization's vision, strategy and policy are openly discussed.	30	7	5	3.76	0.958

	(71.4%)	(16.7%)	(11.9%)		
There's management practice that ensures employees involvement in all phases of a project.	28 (66.6%)	7 (16.7%)	7 (16.7%)	3.67	1.097
Grand score				3.48	1.008

Source: own survey

As stated in the result the respondents agreed upon that the norms and traditions of the organization influence employee productivity and commitment by a mean of 3.81. They also agreed that the way of doing things is flexible and easy to change by a mean of 3.67. But the respondents disagree to the fact that states the work groups and units are inadequate for project implementation by a mean of 2.48. They also agreed on the statements that there is management practice that ensures employees involvement in all phases of a project and the organization's vision, strategy, and policy are openly discussed by a mean of 3.67 and 3.76 respectively.

Generally organizational culture has mean value of 3.48 and SD of 1.008 with the mean lies in agree and SD above +1 but less than +2.

4.5.1. Effect of organizational culture on project success

Pearson correlation was computed to determine if there were significant relationship between the dependent and independent variable. Correlations are a measure of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1: values closer to the absolute value of 1 indicating that there is a strong relationship between the variables being correlated whereas values closer to 0 indicate that there is little or no linear relationship. The sign of a correlation coefficient describes the type of relationship between the variables being correlated. A positive correlation coefficient indicates that there is a positive linear relationship between the variables (Field, 2009).

Table 4.6 Correlation between organizational culture and project success

	Project success	Organizational culture
Project success Pearson Correlation	1	.527**
Sig. (2-tailed)		.000
N	42	42
Organizational culture Pearson Correlation	.527**	1
Sig. (2-tailed)	.000	
N	42	42

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

According to this finding correlation coefficient is 0.527 which is closer to 1 this indicates that there is a relationship between organizational culture and project success, this is strengthened by the p value of 0.000 which is < 0.05 which states the organizational culture has influence on the success of the selected projects in Armauer Hansen Research Institute.

Prior to conducting regression analysis, assumptions of regression were checked for all the variables and the findings were presented by the table and figures below:

Table 4.7 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	7.729	2.765		2.795	.008		
org_culture_1	.172	.207	.159	.830	.412	.388	2.576
communication_	-.009	.246	-.009	-.038	.970	.254	3.944
Human resource	.179	.170	.218	1.057	.297	.333	3.003
top management_	.425	.212	.420	2.001	.053	.322	3.107

a. Dependent Variable: project success

Normal P-P Plot of Regression Standardized Residual

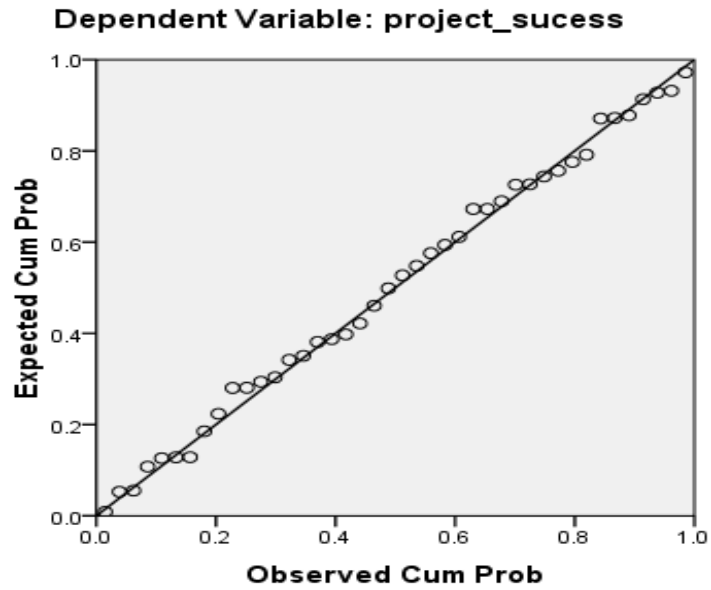


Figure 5: normal probability plot

Histogram

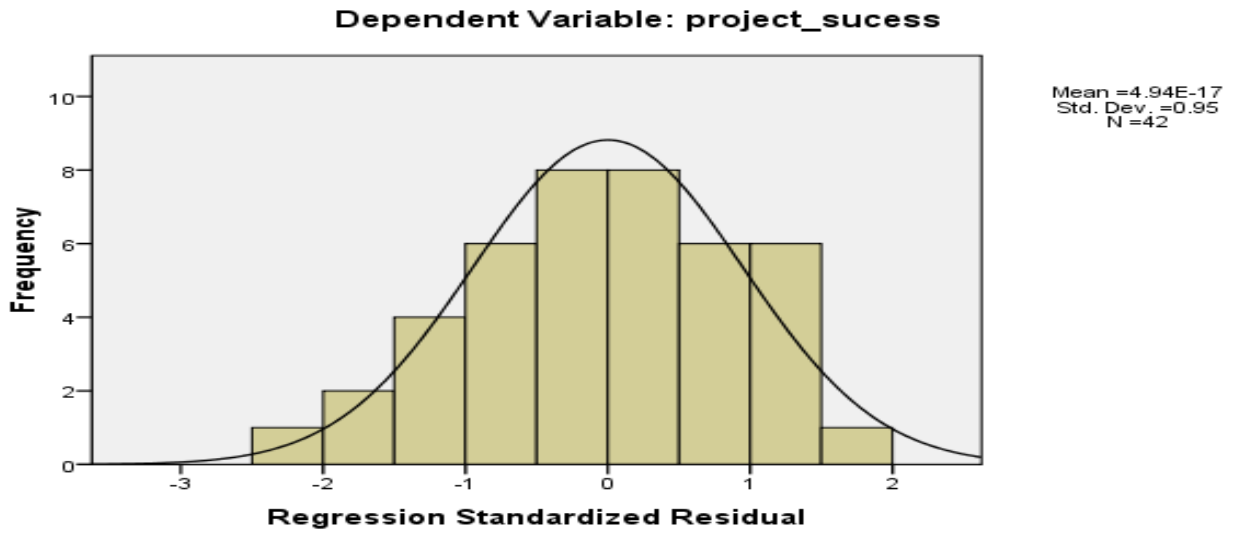


Figure 5: Histogram

As presented by the table and figures above VIF factors were all less than 4, Durbin Watson score was 1.5 and normality plot displays on the diagonal line, and these results indicate that regression assumptions are met and the researcher is able to conduct regression analysis.

Regression

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 ^a	.277	.259	3.74246

a. Predictors: (Constant), organizational culture

Table 4.9 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	215.094	1	215.094	15.357	.000 ^a
	Residual	560.239	40	14.006		
	Total	775.333	41			

a. Predictors: (Constant), organizational culture

b. Dependent Variable: project success

As indicated in the finding by the R square the organizational culture alone can account for 27.7% of variation in project success with p value of 0.000 which is < 0.01 the significant value. So this shows that the organizational culture has significant effect on project success.

The respondents were further asked to elaborate how organizational factor influence project success in their institution. 7.1 % of them claimed that the organization's tremendous prior experience on research projects has a positive impact on the project success. It was stated that the organizational culture of Armauer Hansen Research Institute has impact on shaping the behavior of staff , creating sense of belongingness help improve performance by 7.1%, 7.7% and 9.5% respectively which in turn has impact on the success of the projects. 10.3% also claimed that the organizational culture encourages team work and knowledge sharing. 17.9 % of the respondents also shed a light on the fact that the delayed purchasing process of the organization has impact on the project success. The rest of the points that were mentioned by

the respondents were senior staff having good contact with external funders and employee involvement has impact on the project success.

This study reaches on a point that organizational culture has significant effect on project success. This finding agree with (Daniel and Victor, 2019), that studied nestle Nigeria plc and found significant relationship between the organizational culture and project success. This result also go in line with the findings of study conducted in the automotive industries in Brazil by Santos et al., (2019), that found out strong relationship between organizational culture and project success.

4.6. Human resource aspects

Table 4.10 Human resource aspects

	Frequency and %			Mean	Standard deviation
	Agree	Neutral	Disagree		
The work environment is conducive for maximum productivity and creativity.	26 (61.9%)	5 (11.9%)	11 (26.2%)	3.60	1.251
The salary I get matches my work.	12 (28.6%)	9 (21.4%)	21 (50%)	2.69	1.199
There is frequent training to improve staff skills and competences.	17 (40.5%)	8 (19%)	17 (40.5%)	3.02	1.278
The right number and quality of employees are available to the project.	22 (52.4)	9 (21.4%)	11 (26.2%)	3.45	1.214
Project team members have commitment to achieve the project goal.	34 (80.9%)	6 (14.3%)	2 (4.8%)	4.21	0.871
Incentives and compensations are offered to the project team members for motivation and encouragement.	17 (40.5%)	9 (21.4%)	16 (38.1%)	3.05	1.324
Grand score				3.34	1.19

Source: own survey

As indicted in the result the respondents agreed on the fact that the work environment is conducive for maximum productivity and creativity by a mean of 3.60. In contrary to this the respondents choose to be neutral on the fact that the presence of training to improve staff skills, and competences and the provision of incentives, and compensations to the project team members for motivation and encouragement by a mean of 3.02 and 3.05 respectively. They agreed on the statement that project team members have commitment to achieve project goal by a mean of 4.21. At last the staff disagreed to the fact that the salary they get matches their work by a mean of 2.69. Generally the mean value for human resource aspect was 3.34 which lies in agree and the SD was 1.19.

4.6.1. Influence of human resource factors on project success

Table 4.11 Correlation between human resource and project success

		Human resource	Project success
Human resource	Pearson Correlation	1	.599**
	Sig. (2-tailed)		.000
	N	42	42
Project success	Pearson Correlation	.599**	1
	Sig. (2-tailed)	.000	
	N	42	42

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

This shows that human resource factors have positive and significant influence on the success of selected projects in Armauer Hansen Research Institute. This is indicated by correlation coefficient value of 0.599 which is closer to one showing there is strong correlation between this two variables and p value of 0.000 that is < 0.01 .

So in this it was observed that there is a correlation between one independent variable that is human resource and the dependent variable that is project success. So using regression analysis the researcher wants to find out the actual impact or effect on the dependent variable.

Regression

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.359	.343	3.52435

a. Predictors: (Constant), human resource

Table 4.13 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	278.490	1	278.490	22.421	.000 ^a
	Residual	496.843	40	12.421		
	Total	775.333	41			

a. Predictors: (Constant), human resource

b. Dependent Variable: project success

As indicated in the finding by the R square the human resource factors alone can account for 35.9% of variation in project success with p value of 0.000 which is < 0.01 the significant value. So this shows that the human resource factor has significant effect on project success.

The respondents were further asked to elaborate how human resource factor influence project success in their institution. From the results 42.8% of them claimed that recognition for the work they have done and staff motivation has positive impact on the success of the projects. 26.2% of the respondents further explain that training and seminars conducted for knowledge sharing affect the success of the project positively. In contrary to that 23.8% of them claimed that increasing workload which leads to staff burnout affects the success of the project negatively. 19% of the respondents pointed out that high turnover rate of staffs resulting from poor staff retention strategy affect project success negatively.

This study established that human resource factors have positive effect on the success of the selected projects in Armauer Hansen Research Institute. This result goes in line with Cania

(2014) that stated human resource factors affect organizational performance. This result also goes in line with the results of (Ling et al., 2009 and Yang et al., 2014) that come to conclusion that human resource management practices have an impact on project success. The result of this study also supports the findings of Khan and Rashed (2014) that found a significant relationship between human resource factors and project success. This finding also agrees with the work of Yang et al. (2014) that found out that human resource management practice in terms of empowering members, development and member expertise and training are associated with project success.

Unfortunately this result doesn't agree with Belout and Gauvreau (2004), that argued that there was a link between the two variables based on correlation analysis but human resource factors did not have a significant impact on project success after performing regression analysis. They further argued that the relationship between the human resource factor and the project success varies according to the life cycle of the project.

4.7. Top management support

Table 4.14 Top management support

	Frequency and %			Mean	Standard deviation
	Agree	Neutral	Disagree		
Top management provides sufficient resources to complete the projects successfully	28 (66.7%)	4 (9.5%)	10 (23.8%)	3.55	1.131
Top management regularly communicates with the project team members to ensure successful project completion.	33 (78.6%)	1 (2.4%)	8 (19%)	3.83	1.010
Top management encourages the project team to enhance project efficiency and organizational performance	31 (73.8%)	2 (4.8%)	9 (21.4%)	3.76	1.055
Top management exercises their authority to support team members	30 (71.43%)	3 (7.14%)	9 (21.43%)	3.60	1.014

during implementation of project activities)				
Top management believes in project's importance	34 (80.95%))	7 (16.67%)	1 (2.38%)	4.17	0.794
Grand score				3.782	1.0008

Source: own survey

As per the result the staffs have come to an agreement that the top management provides sufficient resources to complete the projects successfully and communicates regularly with the project team members to ensure successful project completion by a mean of 3.55 and 3.83 respectively. They also agreed on the statement that top management exercise their authority to support team members during implementation of the project and encourages the team to enhance project efficiency and organizational performance by a mean of 3.80 and 3.76 respectively. With a mean of 4.17 the respondents agreed upon the fact that top management believes in project's importance. Generally the mean value of top management support is 3.782 which lies in agree and SD is 1.0008.

4.7.1. Effect of top management support on project success

Table 4.15 Correlation between top management support and project success

		Correlations	
		Top management	Project success
Top management	Pearson Correlation	1	.631**
	Sig. (2-tailed)		.000
	N	42	42
Project success	Pearson Correlation	.631**	1
	Sig. (2-tailed)	.000	
	N	42	42

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

This finding shows that with correlation coefficient of 0.631 and p value of 0.000 top management supports has significant and positive influence on the success of projects in Armauer Hansen Research Institute. To further clarify this correlation regression analysis will be done.

Regression

Table 4.16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.398	.383	3.41512

a. Predictors: (Constant), top management

Table 4.17 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	308.811	1	308.811	26.478	.000 ^a
	Residual	466.522	40	11.663		
	Total	775.333	41			

a. Predictors: (Constant), top management

b. Dependent Variable: project success

This result indicates that with the R square value of 0.398, top management support has significant effect on the success of the projects by 39.8%, with p value of 0.000.

The staff have elaborated further the how top management support affect the success of projects in AHRI. 31% and 14.3% of respondents claimed that regular follow up and communication from top management affect the project success positively respectively. From the result 11.9% of them claimed that top managers delegate most tasks and this positively influence the success of the project by motivating the staff, while 14.3% of them agreed that involving the staff in decision making by the top management has a positive impact on the

project success. Allocation of needed resources and taking immediate action was also another factors contributing to the success of the projects as it was stated by 16.7% and 11.9% of the respondents.

This study find out that top management support has positive effect on the success of projects in Armauer Hansen Research Institute. This finding goes with the finding of Santos et al., (2019), that found the presence of positive relationship between project success and top management. It also goes in line with the findings of (Young and Poon, 2013), that came to a conclusion that top management support is significantly important success factor. This finding also goes in line with the findings of Pinto and Slevin (1989) that found a significant and positive relationship between top management support and project success. Also the finding of this research goes in line with the finding of Beleiu (2015) that concluded that project success is positively influenced by top management support by 14.9%. This finding also goes in line with the work of Ahmed and Mohamed (2016) that concluded in their study that support from top management as a multi-dimensional construct with its five dimensions, i.e. resource provision, communication, expertise, structural arrangements, and power had significant and positive relationships with project success. This result also agrees with findings of Almajed and Mayhew (2014) that argued that success of projects depends on the strong, sustained commitment of top management support.

4.8. Communications

Table 4.18 Communication

	Frequency and %			Mean	Standard deviation
	Agree	Neutral	Disagree		
Our organization keeps us fully informed	29 (69%)	2 (4.8%)	11 (26.2%)	3.67	1.243
The project team has regular face to face meeting	34 (81%)	3 (7.1%)	5 (11.9%)	4.12	1.064
Information distributed by management is believable	31 (73.8%)	7 (16.7%)	4 (9.5%)	3.88	0.889

Upper management has interest in employee's opinion	24 (57.1%)	11 (26.2%)	7 (16.7%)	3.55	1.017
The atmosphere in the organization for open and free exchange of information is good	25 (59.52%)	8 (19.05%)	9 (21.43%)	3.52	1.132
Grand score				3.75	1.069

Source: own survey

As stated in the finding with a mean of 4.12 the respondents agreed that the project team has regular face to face meeting. The staffs also come into an agreement up on the fact that their organization keeps them fully informed and distributed information by the management is believable by a mean of 3.67 and 3.88 respectively. The respondents agreed upon the statement that upper management has interest in employee's opinion and the atmosphere in the organization for open and, free exchange information is good by a mean of 3.55 and 3.52 respectively. Generally the mean value for communication is 3.75 that lies in agree and SD is 1.069.

4.8.1. Effect of communication on project success

Table 4.19 Correlation of communication and project success

	Communication	Project success
Communication		
Pearson Correlation	1	.590**
Sig. (2-tailed)		.000
N	42	42
Project success		
Pearson Correlation	.590**	1
Sig. (2-tailed)	.000	
N	42	42

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

As indicated by the finding communication and project success has significant correlation with correlation coefficient value of 0.590 and p value of 0.000.

Regression

Table 4.20 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590 ^a	.348	.331	3.55554

a. Predictors: (Constant), communication

Table 4.21 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	269.660	1	269.660	21.331	.000 ^a
	Residual	505.674	40	12.642		
	Total	775.333	41			

a. Predictors: (Constant), communication

b. Dependent Variable: project success

Communication has significant effect by 34.8% on the success of projects in Armauer Hansen Research Institute as it is shown in the finding by R square 0.348 and p value of 0.000.

As the respondents were further asked to elaborate how communication affects the success of projects in AHRI they mentioned the following points. 40.4% of them claimed that effective communication improve relationship between team members which in turn affect the working process and impact project success positively. As per the result 16.7 % of the respondents claimed that effective communication helps to identify risks early and solve it timely. The remaining respondents stated that transparency between the staffs and exchanging new international updates impact project success positively.

This study also establishes the fact that there is a positive impact of communication on the success of projects found in Armauer Hansen Research Institute. This result goes with the finding of Santos et al.,(2019), which stated that communication positively affect the project success of automotive projects in Brazil. This result also goes in line with the findings of Beleiu (2015) that argued that communication and consultation with stakeholders affect project success by 40.4%. Also this finding agrees with the conclusion of Pinto and Slevin (1989) that studied 159 R&D projects to assess the elements of an organization that affect project success, found a significant and positive relationship between communication and project success. Unfortunately this result doesn't agree with the findings of Almajed and Mayhew (2014) that found that there is a negative relationship between communication management and project success.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study has come to a conclusion that organizational culture of Armauer Hansen Research Institute has significant impact on the success of its projects with correlation coefficient of 0.527 and R square of 0.277. Organizational culture alone can account for 27.7% of variation in project success with p value of 0.000. This study also found out that the organizational culture of the institution shape the behavior of staff and helps improve performance. It was also found that the culture of delayed purchasing in the organization affects the success of projects. The findings of this research also suggested that the culture in the AHRI create sense of belongingness for the workers, and encourages team working and knowledge sharing.

This study concludes that human resource factors have a significant and positive effect on the success of projects in Armauer Hansen Research Institution with correlation coefficient of 0.599 and R square of 0.359. Human resource factor alone can account for 35.9% of variation in project success with p value of 0.000. This study also find out that the work environment of Armauer Hansen research institute is conducive for maximum productivity and creativity, the project team members have a great commitment to achieve the project goal, the number and quality of employees available for projects is adequate even though it is not uniform for every project. This study also finds out that there is no frequent training to improve staff skills and incentives given to encourage the team members are not adequate. There is also an issue of salary which most respondents agree that the salary they get doesn't match their work. As it was stated by the respondents there is also an issue of high employee turnover rate.

The study also comes to a conclusion that top management support has a significant and positive impact on the success of projects in Armauer Hansen Research Institution with correlation coefficient of 0.631 and R square of 0.398. Top management support alone can account for 39.8% of variation in project success with p value of 0.000. It was found out that top management believes in project's importance and regularly communicates with, and

encourages the project team. The top management provides sufficient resource and takes immediate action when there is a problem which is crucial for the successful completion of the project. The respondents also stated that the Top management delegates most of the tasks.

Communication is also concluded to be positively affecting the success of projects in Armauer Hansen Research Institute with correlation coefficient of 0.590 and R square of 0.348. Communication alone can account for 34.8% of variation in project success with p value of 0.000. The study found out that the organization keeps fully informed the staffs, there is regular face to face and virtual meeting and there is a good atmosphere in the organization which encourages open and free exchange of information.

In general this research finds that AHRI's project success is influenced by top management support (39.8%), human resource factors (35.9%), communication (34.8%), and organizational culture (27.7%) in that order. As per the result cumulatively organizational culture, top management support, communication and human resource factors were found to have impact on the success of projects in Armauer Hansen Research Institute by adjusted R square value 0.418 that means the above four factors can account for 41.8% of variation in project success with p value of 0.000.

5.2 Recommendations

In line with discussed findings and drawn conclusion the researcher proposes the following recommendations:

Even though there is training given by the organization to improve the skills of the staff, this study find out that training is not frequent. For this reason there should be frequent training to improve staff skills and enhancing their performance to ensure the success of projects. The staff also should be encouraged by offering more incentives frequently. It was also found that the salary most of the staff gets doesn't match their work so the organization should work on this to decrease staff burnout, to attract and retain highly qualified personnel that take the institution and projects to the next level. In order to decrease the claimed high turnover rate of the workers the organization has to create a mechanism for retention of the staff.

Although the study discovered that top management assistance is present, it should be enhanced by assigning more work to middle and lower level management and involving employees in decision making rather than informing already made decisions.

The research focused solely on the four internal factors which were: organizational culture, human resource factors, top management support, and communication. Other considerations such as risk analysis, resource allocation, and other internal organizational aspects were not considered. The study also concentrated solely on internal elements, ignoring external mediating factors that could have influenced the initiatives' performance. As a result, additional research involving a wide range of internal and external elements is required since Armauer Hansen Research Institute's projects are mainly done in collaboration with universities, Nongovernmental and governmental organizations.

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Annex 1

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

REF: Request for participation in a research study on ‘Assessment of the organizational factors influencing the success of selected projects under Armauer Hansen Research Institute

I Dureti Dereje am a student at Addis Ababa University conducting a research project which is part of course fulfillment for Master of Arts in Project Management. The purpose of this study is to assess the factors influencing the organizational success in projects under Armauer Hansen Research Institute. The findings of the study will be treated with high confidentiality and will be used in academia only and there will be no mentioning of your name anywhere in this report. Honest participation in the study will be appreciated highly.

Yours truly,

Dureti Dereje

Annex 2

Questionnaire

The purpose of this study is to assess the organizational factors influencing success of selected projects under Armauer Hansen Research Institute. The findings of the study will be treated with high confidentiality and will be used in academia only and there will be no mentioning of your name anywhere in this report. Honest participation in the study will be appreciated highly.

Contact: duretidereje@yahoo.com

Section one: General information

1. Gender

Male []

Female []

2. Age

Below 25 []

25- 35 []

36-45 []

Above 46[]

3. Work status

Permanent []

Contract []

4. For how long have you been working in your organization

Below 1 year []

1-5 years []

Above 5 years []

5. Your highest level of education

Diploma []

First degree []

Second degree []

PhD []

6. What is your present position (current role) in the project

Project director []

Project coordinator []

Project team member []

Other []

7. How long have been assigned on this project

Less than one year []

One to 2 years []

Above 2 years []

Section two: Organizational culture and project success.

Instruction: Using the given Likert scale, choose one of the following scale on which you agree with the following statements on the influence of organizational culture on the success of projects in your organization.

8.

Organizational culture related statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
There are norms and traditions that influence employee productivity and commitment.					
The way of doing things is normally flexible and easy to change.					
Work groups and units are inadequate for project implementation.					
There is a management practice that ensures employee involvement in all phases of a project					
The organization’s vision, strategy and policy are openly discussed					
Human resource related facts					
The work environment is conducive for maximum productivity and creativity					
The salary I get matches my work					
There is frequent training to improve staff skills and competences.					
The right number and quality of employees are available to the project.					
Project team members have commitment to achieve the project goal.					
Incentives and compensations are offered to the project team members for motivation and encouragement.					
Project communication facts					
Our organization keeps us fully informed					
The project team has regular face to face meeting					
Information distributed by management is believable					
Upper management has interest in employee’s opinion.					

The atmosphere in the organization for open and free exchange of information is good.					
Top management statements					
Top management provides sufficient resources to complete the projects successfully.					
Top management regularly communicates with the project team members to ensure successful project completion.					
Top management encourages the project team to enhance project efficiency and organizational performance					
Top management exercises their authority to support team members during implementation of project activities.					
Top management believe in the project's importance					
Project success statements					
The projects in our organization are completed within budget					
The projects in our organization are completed within set time frame.					
Projects in our organization are completed within scope.					
Projects in our organization always achieve the set objectives.					
The project positively affected team members, providing learning, and growth, and development of their skills and expertise during project execution.					
The project provides long-term benefits for the company, as creation of new opportunities					

9. How does organizational culture influence the success of projects in your organization?

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10. How does a human resource factor influence the success of projects in your organization?

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11. How does top management support influence the success of projects in your organization?

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12. How does communication influence the success of projects in your organization?

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Feedback

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Thank you for your time