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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

The Impact of Organizational Culture on Project Success: A Case Study of SOS  
Children's Villages Ethiopia Child Abandonment and Girls Empowerment Projects

By: Estifanos Dereje

Advisor: Abraraw Chane (PhD)

A Thesis Submitted to the School Of Graduate Studies of Addis Ababa University  
in Partial Fulfillment of the Requirements for the Awarding of Master of Arts Degree in  
Project Management

June, 2024

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## DECLARATION

I hereby declare that the study which is being presented in this thesis entitled “The Impact of Organizational Culture on Project Success: A Case Study of SOS Children’s Villages Ethiopia Child Abandonment and Girls Empowerment Projects” is my own original work. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

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Estifanos Dereje

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Date

**Addis Ababa University School of Graduate studies**

This is to certify that the thesis prepared by Estifanos Dereje entitled The Impact of Organizational Culture on Project Success: A Case Study of SOS Children’s Villages Ethiopia Child Abandonment and Girls Empowerment Projects and submitted in partial fulfillment of the requirements for the degree of Master of Arts in Project Management complies with the regulation of the university and the accepted standard with the respect to originality and quality.

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Internal Examiner	Signature	Date
_____	_____	_____
Advisor	Signature	Date

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## **ACRONYMS AND ABBREVIATIONS**

ESAF:	East and Southern Africa
PMI :	Project Management Institute
SOS :	Save Our Souls (SOS Children's Villages Ethiopia)
SPSS:	Statistical Package for the Social Sciences
W/ro:	Title for Ms. and Mrs. in Ethiopia
UN:	United Nations

## ABSTRACT

The study investigates the impact of organizational culture on project success within the context of SOS Children's Villages Ethiopia, focusing on the Child Abandonment and Girls Empowerment Projects. The research aims to understand how various elements of organizational culture, such as leadership commitment, employee engagement, and empathy, influence the success of these projects.

To achieve this, a descriptive and correlational research design was employed, utilizing both quantitative and qualitative data. Data were collected through surveys and interviews with project staff and analyzed using Pearson correlation and multiple regression techniques to identify significant relationships between cultural elements and project outcomes.

The findings reveal that leadership commitment, employee engagement, and a culture of empathy are positively correlated with project success. These elements significantly predict project outcomes, indicating that improvements in these areas could enhance the effectiveness of project management within the organization.

Based on these results, the study provides actionable recommendations for SOS Children's Villages Ethiopia and similar organizations. Enhancing leadership development, fostering employee engagement, and promoting empathy within the organizational culture are crucial for achieving project success. This research contributes to the academic literature on project management in the social sector and offers practical insights for improving project outcomes in child welfare initiatives

***Keywords:*** *Organizational Culture, Project Success, Social Sector, Project Management Practices, Child Abandonment, Girls Empowerment, Employee Engagement, Organizational Climate, Leadership Commitment, SOS Children's Villages Ethiopia.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. Background of the Study**

Organizational culture, encompassing shared values, beliefs, and practices within an organization, significantly influences the success of projects. In the context of project management, a positive organizational culture can enhance employee engagement, improve leadership effectiveness, and foster a collaborative work environment, all of which contribute to successful project outcomes. This study focuses on understanding the impact of organizational culture on project success within SOS Children's Villages Ethiopia, specifically targeting the Child Abandonment and Girls Empowerment Projects.

SOS Children's Villages Ethiopia is a non-profit organization dedicated to providing family-like care for children without parental care and supporting families at risk of separation. The organization's mission is to ensure that every child grows up in a loving home and reaches their full potential. Given the critical nature of their work, understanding the organizational culture within SOS Children's Villages Ethiopia is essential to ensure the success of their projects, particularly those aimed at vulnerable populations such as abandoned children and girls.

Despite the recognized importance of organizational culture in project management, there is limited research focusing on its impact within non-profit organizations, especially those operating in the social sector. Previous studies have primarily concentrated on corporate settings, leaving a gap in the understanding of how cultural elements influence project outcomes in non-profit contexts. This study aims to bridge this gap by investigating the relationship between organizational culture and project success in SOS Children's Villages Ethiopia. By doing so, it seeks to provide actionable insights that can enhance the effectiveness of project management practices within the organization and similar non-profits.

SOS Children's Villages Ethiopia, established in 1974, plays a vital role in providing essential childcare, family strengthening programs, and educational opportunities for vulnerable children nationwide. Their mission, in line with the UN Convention on the Rights of the Child, underscores their dedication to fostering nurturing environments for children in need. This focus on social welfare positions SOS Ethiopia as an exemplary case study for investigating the influence of organizational culture on project success. Projects such as child abandonment and girls' empowerment initiatives, exemplified in Jimma, Ethiopia, tackle intricate social challenges and necessitate a robust, well-aligned culture to achieve enduring impacts (SOS Children's Villages Ethiopia, 2023).

Research increasingly underscores the pivotal role organizational culture plays in shaping project outcomes. Studies conducted by scholars like Andrew Pettigrew emphasize how robust cultures characterized by collaboration, transparent communication, and a shared vision can significantly enhance project success (Andrew, 1997). Conversely, cultures with misaligned values, ineffective communication, and a lack of leadership commitment can impede project execution and the attainment of objectives (Baccarini, 1999).

However, a gap in knowledge exists regarding the specific influence of organizational culture on project management within the social sector (Morris et al., 2017). This study seeks to address this gap by examining the experience of SOS Children's Villages Ethiopia. The impetus for this research stems from two sources. Firstly, firsthand observation of the successes and challenges encountered in SOS Ethiopia's projects sparked a deeper exploration of the link between their organizational culture and project outcomes. Secondly, there is a notable lack of awareness among stakeholders regarding the significance of organizational culture for project success. Many project managers, company owners, and stakeholders often underestimate its impact.

This research aims to bridge this gap by underscoring the critical role of organizational culture in realizing project objectives, particularly within the social sector.

With a background in Social Anthropology (B.A.), the study of human societies and cultures, offers valuable insights for understanding organizational culture.

Anthropological frameworks can facilitate the analysis of shared values, beliefs, and behaviors that shape an organization's internal environment and influence its approach to projects (Hannan et al., 2007). By employing anthropological concepts, this study can delve deeper into the cultural dynamics within SOS Children's Villages Ethiopia and their ramifications for project success.

#### Overview of SOS Children's Villages

SOS Children's Villages, established in 1949, is a globally renowned non-profit organization dedicated to providing a secure and nurturing environment for children who have lost parental care or are at risk of losing it. With a presence in over 130 countries, the organization offers family-based care, educational opportunities, and support programs, all centered around core values of respect, compassion, and a commitment to children's rights (SOS Children's Villages, 2024).

### **1.2. Background of the Organization**

#### Overview of SOS Children's Villages

SOS Children's Villages, established in 1949, is a globally renowned non-profit organization dedicated to providing a secure and nurturing environment for children who have lost parental care or are at risk of losing it. With a presence in over 130 countries, the organization offers family-based care, educational opportunities, and support programs, all centered around core values of respect, compassion, and a commitment to children's rights (SOS Children's Villages, 2024).

#### Focus on Specific Projects

This study specifically examines two key projects within SOS Children's Villages Ethiopia:

1. **Child Abandonment Project:** This project aims to prevent child abandonment by supporting at-risk families and ensuring that children can stay with their biological families whenever possible. Interventions include economic support, parental education, and community development initiatives.

2. **Girls' Empowerment Project:** Dedicated to empowering girls through education, vocational training, and advocacy for their rights, this project addresses gender-based disparities and ensures that girls have equal opportunities to succeed.

### Organizational Culture

The organizational culture within SOS Children's Villages Ethiopia plays a crucial role in the success of these projects. Key cultural elements include:

**Compassion and Empathy:** A cornerstone of SOS Ethiopia's ethos is a genuine concern for the welfare of children. This ethos likely permeates the organizational culture, fostering empathy and prioritizing children's needs. **Family Orientation:** The SOS Villages aim to create a familial atmosphere for children, which likely extends to the organizational culture. Collaboration, teamwork, and a shared sense of responsibility are likely emphasized.

**Cultural Sensitivity:** Operating in a diverse nation like Ethiopia necessitates cultural sensitivity. It is probable that the organization nurtures a culture that respects and celebrates diverse cultural backgrounds.

**Empowerment:** Beyond meeting basic needs, SOS Ethiopia strives to empower children and young people. This likely manifests in a culture that promotes skill development, self-reliance, and active participation in decision-making processes.

In the context of SOS Children's Villages Ethiopia, additional related details can be incorporated to further explore the organization's culture and its impact on project outcomes, particularly in initiatives addressing child abandonment and girls' empowerment.

**Community Engagement:** SOS Ethiopia's organizational culture likely emphasizes community engagement and collaboration. Involving local communities in decision-making processes and project implementation can enhance sustainability and relevance.

**Gender Equality:** Given the focus on girls' empowerment projects, the organizational culture may prioritize gender equality and inclusivity. Promoting equal opportunities and

challenging gender stereotypes could be integral to their approach.

**Capacity Building:** The culture at SOS Ethiopia may emphasize capacity building not only for children but also for staff and community members. Training programs and skill development initiatives could be central to their organizational ethos.

**Ethical Standards:** Upholding high ethical standards in all interactions and operations is crucial for an organization like SOS Children's Villages. Their culture likely places a strong emphasis on integrity, transparency, and accountability.

**Adaptability and Innovation:** Operating in a dynamic environment, SOS Ethiopia's culture may value adaptability and innovation. Encouraging creative solutions, flexibility in approaches, and a willingness to learn from challenges could be key cultural traits.

By delving into these additional aspects of organizational culture within SOS Children's Villages Ethiopia, a comprehensive understanding of how culture influences project outcomes, particularly in the context of child abandonment and girls' empowerment initiatives, can be achieved. This exploration can provide valuable insights into the interplay between culture, organizational values, and the success of projects aimed at supporting vulnerable children and empowering girls in Ethiopia.

### **1.3. Statement of the Problem**

Ensuring project success is contingent upon a multifaceted interplay of factors, among which organizational culture emerges as a pivotal yet often undervalued component. Extant research highlights a notable gap in comprehending how distinct cultural facets influence project outcomes, especially within the social sector. This knowledge deficit is compounded by a pervasive lack of awareness among critical stakeholders, including project managers, company owners, and even team members, who frequently underestimate the significance and impact of organizational culture on project success.

This lack of awareness translates into encountered problems during project execution and implementation, attributable to deficiencies in organizational culture, such as:

**Deficient Leadership Commitment:** When leadership fails to champion a culture that prioritizes project objectives and fosters collaboration, project teams may lack the necessary direction and motivation to achieve success leading to lower project performance metrics.

**Misalignment between Organizational Culture and Business Strategy:** Instances where cultural values and behaviors conflict with the organization's overarching goals can present formidable obstacles. For instance, a risk-averse culture might impede the innovation crucial for project success, directly affecting project timelines and outcomes.

**Limited Awareness of Existing Culture:** Without a clear understanding of the prevailing organizational culture, project managers struggle to adapt their approach or identify potential cultural impediments that could derail project execution, , resulting in reduced project effectiveness and efficiency.

By scrutinizing this particular context, the research aims to:

1. Quantitatively measure how cultural elements such as leadership commitment, employee engagement, and empathy influence project outcomes.
2. Provide empirical evidence and actionable insights that can improve project management practices within SOS Children's Villages Ethiopia.
3. Contribute to a broader comprehension of how cultural alignment can significantly enhance project management practices, particularly within the social sector.

By addressing these gaps, the study seeks to benefit not only SOS Ethiopia but also other non-profit organizations striving to improve their project success rates through better cultural alignment and awareness, supported by robust quantitative analysis.

#### **1.4. Research Question**

1. Which specific components of SOS Children's Villages Ethiopia's organizational culture, such as leadership values, communication norms, and teamwork dynamics, have the most pronounced influence on the implementation and effectiveness of the

child abandonment and girls' empowerment projects conducted in Jimma?

2. What cultural elements within SOS Ethiopia hinder the success of their child abandonment and girls' empowerment project in Jimma?

3. Drawing from the SOS Ethiopia case study, what broader implications can be derived regarding the significance of organizational culture in driving project success within the social sector? How might these insights inform organizational practices and strategies in similar contexts?

## **1.5. Objective of the Research**

### **1.5.1. General Objective**

The general objective of this study is to investigate the impact of organizational culture on project success within SOS Children's Villages Ethiopia, specifically focusing on the Child Abandonment and Girls' Empowerment Projects conducted in Jimma.

### **1.5.2 Specific Objective**

1. To assess the impact of leadership commitment on the success of the Child Abandonment and Girls' Empowerment Projects.
2. To evaluate the influence of organizational culture alignment with the overall strategy on project outcomes.
3. To examine the role of cultural sensitivity in enhancing project performance.
4. To analyze the effect of community engagement on the success of these projects.
5. To investigate how empowerment initiatives for staff and beneficiaries affect project success.
6. To determine the impact of gender equality practices on the success of the Girls' Empowerment Project.
7. To assess the importance of capacity building for staff and community members on project outcomes

### **1.6. Significance of the Study**

This study aims to explore the impact of organizational culture on project success within the social sector, focusing specifically on SOS Children's Villages Ethiopia's child abandonment and girls' empowerment project in Jimma. Despite the growing recognition of the importance of organizational culture in project management, there remains a significant gap in understanding its influence on project outcomes, particularly in social sector organizations. By investigating this relationship, the study seeks to provide valuable insights into how organizational culture factors shape project effectiveness in complex social environments.

**Addressing a Research Gap:** One of the primary contributions of this study is filling a critical gap in the existing literature. While extensive research exists on organizational culture in various contexts, its specific impact on project outcomes in social sector organizations like SOS Children's Villages Ethiopia remains under explored. By shedding light on this overlooked area, the study aims to deepen our understanding of how cultural factors influence project effectiveness in socially-oriented organizations.

**Practical Implications for SOS Ethiopia:** Beyond academic significance, the findings of this study hold direct practical implications for SOS Children's Villages Ethiopia. By uncovering the link between organizational culture and project outcomes, the study will provide actionable recommendations for leveraging positive cultural elements and addressing areas for improvement within the organization. These recommendations can inform strategic decisions and interventions aimed at enhancing project management practices and ultimately lead to more successful outcomes in achieving the organization's social goals.

**Knowledge Transfer to Other Organizations:** Furthermore, the study offers valuable insights for other organizations operating in the social sector. By showcasing effective strategies for promoting a culture conducive to project success, the SOS Ethiopia case study serves as a practical example for similar organizations seeking to improve their project management practices. The lessons learned from this study can inform the development of tailored approaches and interventions aimed at optimizing project outcomes in diverse social contexts.

**Contribution to Project Management Knowledge:** Finally, the study contributes to the broader field of project management knowledge by examining the role of organizational culture in project success. By adding nuance to existing theories and frameworks in project management, particularly in the social sector, the study advances our understanding of effective project management practices. The insights generated from this research have the potential to inform future research endeavors and shape best practices in managing projects within socially-oriented organizations.

In conclusion, this study has the potential to make significant advancements in understanding the intricate relationship between organizational culture and project success. By providing valuable insights for SOS Children's Villages Ethiopia and other organizations in the social sector, the study contributes to both academic discourse and practical applications in project management. Ultimately, the findings of this research have the potential to improve project management practices and outcomes, leading to greater effectiveness in achieving social impact goals.

### **1.7 Scope of the Study**

This research delves into examining the positive impact of organizational culture and its effective implementation strategies on project success. Specifically, it focuses on how SOS Children's Villages Ethiopia's organizational culture contributes to the success of their child abandonment and girls' empowerment project in Jimma, Ethiopia. The study seeks to explore the intricate dynamics between organizational culture and project outcomes, aiming to uncover how cultural values, norms, and practices influence project execution and achievement.

Importantly, the study will not address project failures resulting from a lack of organizational culture. Instead, it aims to highlight the beneficial aspects of a robust organizational culture in driving project success. By focusing on successful projects, the research aims to identify actionable insights and best practices that can be applied to enhance project management practices in similar contexts.

The research targets three key groups within SOS Children's Villages Ethiopia and the Jimma community:

**I) Stakeholders:** This group encompasses individuals or organizations with a vested interest in the project's success, including donors, government officials, and board members. Their perspectives on how organizational culture facilitates project execution, influences decision-making processes, and fosters stakeholder engagement will provide valuable insights into the broader impact of culture on project success.

**II) Project Managers:** Directly involved in leading and overseeing the project's implementation, project managers offer crucial insights into how cultural elements influence project activities and decision-making processes. Their experiences and observations will shed light on the practical implications of organizational culture within the project management context.

**III) Community Members:** Understanding the project's interaction with the target community and how the organization's culture shapes these interactions is essential. Community members' perspectives on the project's effectiveness, relevance, and sustainability will provide valuable feedback on the alignment between organizational culture and community needs.

By concentrating on these groups within the specific context of the Jimma project, the research aims to gain a comprehensive understanding of the link between organizational culture and project success in this unique case study. It solely aims to comprehend how organizational culture contributes to project success and will not explore instances where a lack of organizational culture has led to project failure. This focused approach ensures a thorough examination of the positive aspects of organizational culture in driving project success, thereby offering practical insights for improving project management practices in similar social sector initiatives.

### **1.8. Limitation of the Study**

This research is delimited to examining the SOS Children's Villages Ethiopia's child abandonment and girls' empowerment project specifically located in Jimma, Ethiopia. Consequently, the findings derived from this study may not be readily generalizable to other projects or organizations operating in different contexts. The study is inherently

bound by the unique characteristics and dynamics of the Jimma project, thus limiting its applicability to broader settings.

While this research provides valuable insights into the relationship between organizational culture and project success within the specific context of the Jimma project, it is essential to recognize the limitations inherent in its scope and methodology. These limitations serve as important considerations for interpreting the findings and extrapolating implications for broader contexts beyond the study's confines.

### **1.9. Definition of Terms**

**Organizational Culture:** Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and actions of employees within an organization. It encompasses the organization's mission, vision, rituals, and communication styles, which collectively influence how work is performed and how employees interact with each other and external stakeholders (Schein, 2010).

**Project Success** is the degree to which a project meets its objectives, delivers the intended benefits, and satisfies stakeholders. It is often measured by criteria such as timely completion, adherence to budget, quality of deliverable, and achievement of the project's goals and objectives (Pinto & Slevin, 1988).

**SOS Children's Villages Ethiopia:** is a non-governmental organization dedicated to providing care, education, and support to children without parental care or at risk of losing it. The organization aims to strengthen families and communities to prevent child abandonment and empower children and youth to reach their full potential (SOS Children's Villages, 2024).

**Child Abandonment:** refers to the act of leaving a child without adequate care, supervision, or provision for their needs. It involves parents or guardians intentionally failing to fulfill their responsibilities, which may lead to the child being placed in the care of social services or child welfare organizations (SOS Children's Villages Ethiopia, 2023).

**Girls Empowerment:** involves initiatives and programs designed to enhance the social, economic, and educational status of girls, enabling them to exercise their rights, make informed decisions, and achieve their full potential. It includes providing access to education, health care, and opportunities for personal and professional development (Livermore, 2015).

**Project Management:** is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. It involves planning, executing, and monitoring projects to ensure they are completed on time, within budget, and to the specified quality standards (Project Management Institute, 2017).

**Non-Financial Reward:** refers to benefits and incentives provided to employees that do not involve direct monetary compensation. These rewards include recognition, career development opportunities, work-life balance initiatives, training and development, job autonomy, and a supportive work environment (Cameron & Quinn, 2011).

**Employee Retention:** is the ability of an organization to retain its employees over a period. It involves creating a work environment and organizational culture that encourages employees to remain with the organization, thereby reducing turnover and maintaining a stable workforce (Robbins & Judge, 2019).

**Recognition:** is the acknowledgment and appreciation of an employee's contributions, efforts, and achievements within an organization. It can take various forms, such as verbal praise, awards, public acknowledgment, or other non-monetary rewards, and is crucial for enhancing employee morale and motivation (Besner & Hobbs, 2006).

**Training:** refers to the process of enhancing an employee's skills, knowledge, and competencies to improve their performance and effectiveness in their current role. It includes formal education, workshops, seminars, on-the-job training, and other developmental activities (Harrison & Lock, 2004).

**Work-Life Balance:** Work-life balance is the equilibrium between an employee's work responsibilities and personal life. It involves policies and practices that enable employees

to manage their work commitments alongside personal and family needs, leading to improved job satisfaction and overall well-being (Highsmith, 2004).

**Physical Work Environment:** includes the tangible aspects of the workplace, such as office layout, furniture, equipment, lighting, and overall workspace design. A conducive physical environment can enhance employee productivity, comfort, and safety (Schwalbe, 2020).

**Career Advancement Opportunity:** refers to the prospects and pathways for employees to progress in their careers within an organization. It includes promotions, lateral moves, leadership development programs, and other opportunities for professional growth and development (Kerzner, 2017).

**Job Autonomy:** is the degree of independence and discretion employees have in carrying out their job tasks. It allows employees to make decisions about how they perform their work, manage their time, and use their skills, which can enhance job satisfaction and motivation (Turner & Müller, 2005).

### **1.10 Organization of the Study**

The research was structured with an Introduction providing background on SOS Children's Villages Ethiopia and the specific projects under study, followed by a Literature Review exploring theoretical and empirical literature on project management, organizational culture, and project success. A Conceptual Framework visually represented the relationships between organizational culture, mediating variables, and project success, with key stakeholders identified. Findings from descriptive and correlation analyses, along with interview insights, were presented, followed by a Discussion section that interpreted the results, discussed implications, and provided recommendations for project management practices and knowledge transfer to other organizations. The Conclusion summarized key findings, contributions to project management knowledge, limitations, and suggestions for future research. References and Appendices provided additional support and resources for the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Theoretical Literature

##### 2.1.1. Definition of Project Management

Project management is a multifaceted discipline that plays a crucial role in guiding and controlling the execution of projects across various industries. According to the Project Management Institute (PMI), project management is defined as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" (Project Management Institute, 2017). This definition underscores the comprehensive nature of project management, emphasizing its reliance on diverse competencies to achieve project objectives effectively.

At its core, project management involves the orchestration of resources and stakeholders to deliver predefined outcomes within specified constraints. Kerzner (2017) elaborates on this concept, stating that project management is "a systems approach to planning, scheduling, and controlling" projects. This perspective highlights the systematic nature of project management, which encompasses planning, execution, monitoring, and controlling phases to ensure project success.

Central to the definition of project management is the notion of achieving project objectives while adhering to constraints such as scope, time, cost, quality, and risk. Adler (1997) emphasizes this aspect by stating that project management involves "the achievement of project objectives within the specified time, cost, and quality constraints." This definition underscores the importance of balancing competing demands to deliver value to stakeholders.

Project management extends beyond the technical aspects of planning and execution to encompass the human element of leadership and collaboration. Schein (2010) posits that project management involves "the creation of an environment that allows people to perform to the best of their abilities." This perspective highlights the role of project

managers in fostering teamwork, motivation, and communication among project team members.

In summary, project management is a dynamic discipline that encompasses the application of knowledge, skills, and techniques to effectively plan, execute, and control projects to achieve predefined objectives within specified constraints. It involves systematic planning, coordination of resources, and leadership to deliver value to stakeholders. By understanding the multifaceted nature of project management, organizations can enhance their capabilities to execute projects successfully in today's complex and competitive business environment.

### **2.1.2 Characteristics of Project Management**

Project management is inherently dynamic, reflecting the unique and evolving nature of each project. As defined by Kerzner (2017), a project is a temporary endeavor undertaken to create a unique product, service, or result. This temporariness implies a defined start and end date, with specific objectives to achieve within a set timeframe and budget. The dynamic nature of projects necessitates flexibility and adaptability in project management approaches to respond to changing circumstances and stakeholder requirements (Kerzner, 2017).

#### **I) Interdisciplinary Approach**

Project management involves the integration of various disciplines and skills to achieve project objectives efficiently and effectively. According to Schwalbe (2020), project management draws upon knowledge areas such as scope management, time management, cost management, quality management, human resource management, communication management, risk management, procurement management, and stakeholder management. This interdisciplinary approach reflects the multifaceted nature of projects and underscores the need for project managers to possess diverse competencies.

#### **II) Goal Orientation and Deliverable Focus**

At its core, project management is driven by the pursuit of specific goals and deliverables. Cleland and Gareis (2006) emphasize that project management is goal-

oriented, with clear objectives guiding project activities and resource allocation. These goals are often delineated in project charters or statements of work, providing a roadmap for project execution. Throughout the project lifecycle, project managers focus on delivering the agreed-upon outputs within the constraints of time, cost, and quality (Cleland & Gareis, 2006).

### **III) Structured Methodologies and Processes**

Effective project management relies on structured methodologies and processes to organize and control project activities. The Project Management Institute (PMI) emphasizes the importance of standardized approaches such as the Project Management Body of Knowledge (PMBOK) framework, which outlines best practices and processes for project management (Project Management Institute, 2017). These methodologies provide a systematic framework for initiating, planning, executing, monitoring, and closing projects, ensuring consistency and repeatability in project outcomes.

### **IV) Emphasis on Leadership and Communication**

Leadership and communication are fundamental characteristics of successful project management. According to Turner (2014), project managers play a pivotal role in motivating and guiding project teams toward goal attainment. Effective communication facilitates collaboration, stakeholder engagement, and the resolution of conflicts or issues that may arise during project execution (Turner, 2014). By fostering a culture of open communication and leadership, project managers can enhance team cohesion and project outcomes.

In summary, project management is characterized by its dynamic nature, interdisciplinary approach, goal orientation, structured methodologies, and emphasis on leadership and communication. These characteristics underscore the complexity and importance of project management in achieving organizational objectives and delivering value to stakeholders.

#### **2.1.3. Definition of Organizational Culture**

Organizational culture is a concept that encompasses the shared values, beliefs, norms, and practices that define the identity and character of an organization (Schein, 2010). Schein (2010) defines organizational culture as "a pattern of basic assumptions that a

group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration." These assumptions guide organizational members' perceptions, behaviors, and decision-making processes, shaping the organizational climate and influencing its overall functioning.

At the heart of organizational culture are shared values and beliefs that serve as guiding principles for employees' attitudes and behaviors (Cameron & Quinn, 2011). These values often reflect the organization's mission, vision, and goals, providing a framework for decision-making and prioritization. Shared beliefs about what is important and desirable within the organization foster a sense of identity and cohesion among employees, influencing their alignment with organizational objectives (Cameron & Quinn, 2011).

Organizational culture is also characterized by norms and practices that govern how work is conducted and relationships are formed within the organization (Robbins & Judge, 2019). Norms are unwritten rules or expectations about acceptable behavior, while practices refer to the observable behaviors and rituals that reinforce cultural values (Robbins & Judge, 2019). These norms and practices define the "way things are done" within the organization, shaping employees' interactions and experiences.

The culture of an organization profoundly influences employee behavior, attitudes, and performance (Schein, 2010). Strong cultures, characterized by clarity, consistency, and alignment with organizational objectives, can enhance employee engagement, commitment, and satisfaction (Cameron & Quinn, 2011). Conversely, dysfunctional cultures or cultural misalignment may lead to conflict, resistance to change, and poor organizational performance (Robbins & Judge, 2019).

Understanding and managing organizational culture is therefore essential for fostering a positive work environment and achieving strategic goals.

Organizational culture is not static but evolves over time in response to internal and external factors (Schein, 2010). As organizations undergo change and transformation, leaders play a critical role in shaping and aligning culture with strategic objectives

(Cameron & Quinn, 2011). Effective change management involves assessing the existing culture, identifying areas for improvement, and implementing strategies to cultivate desired cultural traits (Robbins & Judge, 2019). By fostering a culture of innovation, agility, and resilience, organizations can adapt to changing environments and sustain competitive advantage.

In summary, organizational culture is a multifaceted concept that encompasses shared values, beliefs, norms, and practices within an organization. It influences employee behavior, attitudes, and performance, shaping the organizational climate and impacting overall effectiveness. By understanding and managing organizational culture, leaders can foster a positive work environment, drive alignment with strategic objectives, and facilitate organizational change and adaptation.

#### **2.1.4. Organizational Cultural Elements**

Organizational culture encompasses the shared values, beliefs, and behaviors that define an organization's identity and guide its members' actions (Schein, 2010). It influences how employees perceive their work environment, interact with colleagues, and approach tasks. Understanding the key elements of organizational culture is essential for effective management and fostering a positive workplace environment.

**Leadership style** is a fundamental aspect of organizational culture, shaping the organization's direction and influencing employee behavior (Bass & Avolio, 1994). Transformational leaders inspire and motivate their teams through a shared vision and empower them to achieve common goals.

In contrast, transactional leaders focus on task-oriented behaviors and formal authority structures. The leadership style adopted by an organization sets the tone for its culture and impacts employee engagement, morale, and performance.

**Effective communication** is essential for maintaining transparency, fostering collaboration, and resolving conflicts within organizations (Papa et al., 2015). Communication norms dictate how information is shared, feedback is provided, and

decisions are made. Open communication channels encourage dialogue, idea exchange, and constructive feedback, contributing to a positive work environment. In contrast, poor communication practices, such as withholding information or ignoring feedback, can lead to misunderstandings, distrust, and decreased productivity.

**Organizational structure** refers to the formal framework that defines the hierarchy, roles, and responsibilities within an organization (Mintzberg, 1979). It influences how work is organized, authority is distributed, and decisions are made. Centralized structures feature a top-down approach with decision-making authority concentrated at the top, while decentralized structures delegate decision-making power to lower levels of the organization. The organizational structure shapes communication flows, accountability mechanisms, and employee autonomy, thus impacting organizational culture.

**The work environment and physical space** play a crucial role in shaping organizational culture and employee experiences (Oldham & Fried, 2016). Factors such as office layout, amenities, and ambiance contribute to the organizational climate and influence employee satisfaction and well-being. A collaborative work environment with flexible spaces encourages interaction, creativity, and innovation. In contrast, a rigid or poorly designed workspace may hinder collaboration, communication, and productivity.

At the core of organizational culture are its **values and beliefs**, which reflect the organization's identity, principles, and guiding philosophy (Denison, 1990). Shared values unite employees around a common purpose and shape their attitudes, behaviors, and decision-making. Organizations with strong, aligned values foster a sense of belonging, pride, and commitment among employees. Conversely, a misalignment between espoused values and actual behaviors can lead to cynicism, distrust, and disengagement.

In conclusion, organizational culture comprises various elements that collectively define the character and identity of an organization. Leadership style, communication norms, organizational structure, work environment, and values all contribute to shaping the organizational culture and influencing employee attitudes and behaviors. Understanding

these cultural elements is crucial for leaders and managers in fostering a positive work environment, promoting employee engagement, and achieving organizational goals.

### **2.1.5 Characteristics of Organizational Culture**

Organizational culture is characterized by several key features that define the identity and functioning of an organization. These characteristics influence how employees perceive and interact within the organizational context, shaping behaviors, attitudes, and decision-making processes (Schein, 2010).

**I) Shared Values and Beliefs:** Central to organizational culture are shared values and beliefs that serve as guiding principles for organizational members (Cameron & Quinn, 2011). These values reflect what the organization considers important and desirable, guiding behaviors and decisions. Shared beliefs about the organization's purpose, goals, and norms create a sense of identity and cohesion among employees, fostering a collective understanding of the organization's mission and vision.

**II) Norms and Rituals:** Organizational culture is also characterized by norms and rituals that dictate appropriate behavior and communication patterns within the organization (Robbins & Judge, 2019). Norms are unwritten rules or expectations about how employees should behave, while rituals are symbolic actions or ceremonies that reinforce cultural values. These norms and rituals shape the organizational climate and contribute to the establishment of social norms and group cohesion.

**III) Leadership Style:** Leadership plays a significant role in shaping and maintaining organizational culture (Schein, 2010). Leaders influence culture through their actions, decisions, and communication style, setting the tone for the organization's values and priorities.

Transformational leaders who inspire and empower employees tend to foster a positive and adaptive culture, while autocratic leaders may perpetuate a culture of control and rigidity (Robbins & Judge, 2019). Leadership consistency and alignment with organizational values are essential for maintaining a strong and cohesive culture.

**IV) Organizational Structure:** The organizational structure also influences the characteristics of organizational culture (Cameron & Quinn, 2011). Hierarchical structures may promote a culture of formalization and control, while flat and decentralized structures may encourage innovation and collaboration. The degree of centralization, formalization, and departmentalization within the organization shapes communication patterns, decision-making processes, and power dynamics, influencing cultural norms and practices.

**V) Adaptability and Resilience:** Organizational culture varies in its adaptability and resilience to change (Schein, 2010). Cultures that embrace innovation, flexibility, and learning tend to be more adaptive and resilient in the face of external disruptions. Conversely, cultures that resist change or are characterized by inertia may struggle to respond effectively to new challenges. Creating a culture that values experimentation, continuous improvement, and openness to feedback is essential for fostering adaptability and resilience (Robbins & Judge, 2019).

In summary, the characteristics of organizational culture encompass shared values and beliefs, norms and rituals, leadership style, organizational structure, and adaptability. These features collectively shape the organizational climate and influence employee behavior and performance. Understanding the characteristics of organizational culture is essential for leaders and managers to foster a positive and productive work environment and drive organizational success.

#### **2.1.6. Execution of Organizational Culture**

The execution of organizational culture is a complex and multifaceted process that involves the integration of cultural values, norms, and practices into the daily operations of an organization. This execution influences employee behavior, decision-making, and overall organizational performance (Schein, 2010).

**Leadership Role in Cultural Execution:** Leadership plays a pivotal role in the execution of organizational culture by setting the tone, articulating cultural values, and modeling desired behaviors (Robbins & Judge, 2019). Effective leaders communicate the

organization's vision, mission, and values clearly and consistently, aligning employee actions with cultural expectations. They foster a culture of trust, transparency, and accountability, empowering employees to embrace and embody the organization's cultural norms.

**Communication and Socialization Processes:** Communication channels and socialization processes are instrumental in executing organizational culture (Cameron & Quinn, 2011). Through formal and informal communication channels, organizational leaders disseminate cultural messages, reinforce values, and provide feedback on cultural alignment. Socialization processes such as orientation programs, mentorship initiatives, and team-building activities facilitate the integration of new employees into the organizational culture, transmitting cultural knowledge and fostering cultural continuity.

**Reward Systems and Recognition Practices:** Organizational culture is reinforced and perpetuated through reward systems and recognition practices that recognize and reinforce desired behaviors (Robbins & Judge, 2019). By aligning rewards with cultural values and performance expectations, organizations incentivize employees to uphold cultural norms and contribute to organizational goals. Recognition practices, such as employee appreciation programs and performance awards, acknowledge individuals who demonstrate exemplary cultural behavior, reinforcing cultural identity and commitment.

**Organizational Structure and Systems Alignment:** The alignment of organizational structure and systems with cultural values is critical for the effective execution of organizational culture (Schein, 2010). Structures, policies, and procedures should reflect and support cultural priorities, facilitating the integration of culture into day-to-day operations. A decentralized structure, for example, may align with a culture that values empowerment and autonomy, while performance management systems may emphasize collaboration and teamwork in cultures that prioritize collective achievement.

**Continuous Monitoring and Adaptation:** Successful execution of organizational culture requires continuous monitoring, evaluation, and adaptation to changing internal and external dynamics (Cameron & Quinn, 2011). Organizations must regularly assess cultural alignment, solicit employee feedback, and identify areas for improvement. By

fostering a culture of learning, experimentation, and adaptation, organizations can respond proactively to cultural challenges and opportunities, ensuring cultural relevance and sustainability over time.

In summary, the execution of organizational culture involves leadership commitment, effective communication, socialization processes, reward systems alignment, organizational structure integration, and continuous monitoring and adaptation. By attending to these key areas, organizations can cultivate a strong and cohesive culture that drives employee engagement, performance, and organizational success.

### **2.1.7 Strong Practices of Organizational Culture**

Strong practices of organizational culture encompass a range of strategies and initiatives aimed at cultivating a cohesive and high-performing work environment characterized by shared values, norms, and beliefs (Robbins & Judge, 2019). These practices are instrumental in shaping employee behavior, fostering engagement, and driving organizational success. In this literature review, we explore five key practices that contribute to the strength and effectiveness of organizational culture.

**Leadership Commitment and Role Modeling:** Effective organizational culture starts at the top, with leaders playing a critical role in shaping and sustaining cultural norms and practices (Schein, 2010). Strong leaders demonstrate commitment to the organization's values and mission, serving as role models for desired behaviors. They communicate the importance of culture, align organizational strategy with cultural priorities, and hold themselves and others accountable for upholding cultural standards.

**Employee Involvement and Empowerment:** Organizations with strong cultures empower employees by involving them in decision-making processes, fostering a sense of ownership and accountability (Cameron & Quinn, 2011). Through mechanisms such as participative management, employee voice forums, and continuous improvement initiatives, employees are encouraged to contribute their ideas, feedback, and expertise to shape the organization's culture and direction. This sense of involvement enhances employee engagement, commitment, and satisfaction.

**Clear Communication and Transparency:** Transparent communication is essential for building trust and credibility within an organization (Robbins & Judge, 2019). Strong cultures prioritize open and honest communication, ensuring that employees are informed about organizational goals, expectations, and performance. Leaders communicate regularly through multiple channels, soliciting feedback, addressing concerns, and celebrating successes. Clear communication fosters a shared understanding of cultural values and promotes alignment with organizational objectives.

**Recognition and Rewards:** Recognition and rewards play a crucial role in reinforcing desired behaviors and values within an organization (Schein, 2010). Strong cultures have robust recognition programs that acknowledge and celebrate employees who exemplify cultural norms and contribute to organizational success. Whether through formal awards, informal praise, or opportunities for career advancement, recognition reinforces the importance of culture and motivates employees to maintain high performance standards.

**Learning and Development Opportunities:** Organizations committed to building strong cultures invest in employee learning and development initiatives (Cameron & Quinn, 2011). These initiatives provide employees with opportunities to acquire new skills, grow professionally, and align their personal development goals with organizational objectives. By fostering a culture of continuous learning and improvement, organizations enhance employee engagement, retention, and adaptability in an ever-changing business environment.

In conclusion, strong practices of organizational culture encompass leadership commitment, employee involvement, clear communication, recognition and rewards, and learning and development opportunities.

By embracing these practices, organizations can cultivate a strong and cohesive culture that drives employee engagement, fosters innovation, and ultimately contributes to long-term organizational success.

### **2.1.8 Impact of Organizational Culture**

The impact of organizational culture on various aspects of organizational performance and employee behavior has been a subject of extensive research and scholarly inquiry. This literature review explores the multifaceted influence of organizational culture across five key domains, drawing insights from seminal studies and contemporary research findings.

**Employee Engagement and Satisfaction:** Organizational culture significantly influences employee engagement and satisfaction levels (Schein, 2010). A strong culture that aligns with employee values and fosters a sense of belonging and purpose tends to result in higher levels of job satisfaction and commitment. Employees who identify with the organization's culture are more likely to be motivated, productive, and loyal, contributing positively to overall organizational performance (Robbins & Judge, 2019).

**Workplace Behavior and Performance:** The culture of an organization shapes employee behavior and performance outcomes (Cameron & Quinn, 2011). Cultures that emphasize collaboration, innovation, and customer orientation tend to foster higher levels of individual and team performance. Conversely, cultures characterized by ambiguity, conflict, or toxicity can inhibit employee morale and productivity, leading to suboptimal outcomes (Schein, 2010). The impact of organizational culture on workplace behavior underscores the importance of cultivating a positive and supportive culture conducive to high performance.

**Leadership Effectiveness and Organizational Change:** Organizational culture influences leadership effectiveness and the success of organizational change initiatives (Cameron & Quinn, 2011). Leaders who understand and leverage the organization's culture can effectively motivate and inspire employees, driving alignment with strategic goals and facilitating change implementation. Conversely, resistance to change often stems from cultural incongruence or misalignment with organizational values, highlighting the need for strategic culture management during periods of transformation (Robbins & Judge, 2019).

**Innovation and Adaptability:** Organizational culture plays a pivotal role in fostering innovation and adaptability (Schein, 2010). Cultures that encourage experimentation, risk-taking, and learning from failure are more likely to foster innovation and creativity among employees. Conversely, cultures characterized by rigidity or aversion to change may stifle innovation and inhibit organizational agility. The ability to adapt to changing market conditions and technological advancements is contingent on the organization's cultural norms and values (Cameron & Quinn, 2011).

**Organizational Reputation and Brand Image:** The culture of an organization shapes its reputation and brand image in the marketplace (Robbins & Judge, 2019). Organizations known for their strong cultures of integrity, ethics, and social responsibility tend to enjoy favorable perceptions among stakeholders, including customers, investors, and employees. Conversely, organizations with toxic or dysfunctional cultures may face reputational damage and struggle to attract and retain top talent. Organizational culture thus has implications not only for internal dynamics but also for external stakeholders and market positioning (Schein, 2010).

In summary, organizational culture exerts a profound impact on employee engagement, workplace behavior, leadership effectiveness, innovation, and organizational reputation. Understanding the influence of culture across these domains is essential for organizational leaders seeking to cultivate a positive and high-performing work environment conducive to long-term success.

### **2.1.9 Definition of Project Success**

Project success is a multifaceted concept that has been widely studied and debated in project management literature. Various definitions and frameworks have been proposed to capture the essence of project success, reflecting the diverse perspectives and priorities of stakeholders involved in project endeavors.

This literature review examines key definitions and dimensions of project success, drawing insights from seminal studies and contemporary research findings.

**Traditional Definitions of Project Success:** Traditionally, project success has been measured based on the achievement of predefined objectives within constraints of time, cost, and scope (Turner & Cochrane, 1993). This perspective, often referred to as the "iron triangle" or "triple constraint," emphasizes the importance of delivering projects on time, within budget, and according to specifications. While this definition provides a clear and tangible benchmark for evaluating project outcomes, it has been criticized for its narrow focus on technical aspects and failure to account for broader stakeholder expectations (Cooke-Davies, 2002).

**Stakeholder-Oriented Perspectives:** In response to the limitations of traditional definitions, scholars have advocated for stakeholder-oriented perspectives of project success (Freeman & Beale, 1992). According to this view, project success should be evaluated based on the extent to which stakeholders' needs and expectations are met, encompassing not only project deliverables but also broader impacts on individuals, organizations, and communities. Stakeholder-oriented definitions emphasize the importance of considering diverse stakeholder perspectives and balancing competing interests to achieve mutually beneficial outcomes (Jugdev & Müller, 2005).

**Dynamic and Contextual Nature of Success:** Project success is increasingly recognized as a dynamic and context-dependent phenomenon shaped by various internal and external factors (Shenhar et al., 2001). Contextual factors such as organizational culture, project complexity, and environmental dynamics can influence perceptions of success and the criteria used to assess it. Moreover, success may evolve over time as projects progress through different stages of the project lifecycle, with success criteria adapting to changing circumstances and stakeholder priorities (Cicmil et al., 2009).

**Beyond Objective Measures: Subjective and Social Dimensions:** Beyond objective measures of performance, project success also encompasses subjective and social dimensions that are inherently difficult to quantify (Atkinson, 1999). These dimensions include factors such as stakeholder satisfaction, team cohesion, organizational learning, and the legacy of the project. Success may be judged not only by what was achieved but also by how it was achieved and the lasting impact it leaves on individuals, organizations,

and society as a whole (Shenhar et al., 2001).

**Integrated Perspectives and Hybrid Models:** Recent research has advocated for integrated perspectives and hybrid models of project success that combine elements of traditional, stakeholder-oriented, and contextual approaches (Pinto & Slevin, 1988). These models recognize the multidimensional nature of success and seek to capture the interplay between project outputs, outcomes, and impacts. By integrating both objective and subjective measures, hybrid models provide a more comprehensive understanding of project success that reflects the complexity and nuances of real-world project environments.

In summary, project success is a complex and multifaceted concept that defies simple definition. While traditional perspectives emphasize technical performance and adherence to constraints, contemporary views recognize the importance of stakeholder engagement, contextual factors, and subjective dimensions in shaping perceptions of success. A holistic understanding of project success requires consideration of diverse perspectives, dynamic contexts, and integrated models that capture the full range of project outcomes and impacts.

#### **2.1.10 Conditions of Project Success**

The conditions of project success are influenced by various factors that shape the outcomes and impact of project endeavors. This literature review examines key conditions that contribute to project success, drawing insights from seminal studies and contemporary research findings.

**Effective Project Leadership:** is widely recognized as a critical condition for project success (Turner & Müller, 2005). Project leaders play a central role in setting the vision, establishing goals, mobilizing resources, and guiding project teams toward successful outcomes. Leadership qualities such as vision, communication, decision-making, and conflict resolution are essential for navigating complex project environments and overcoming challenges (Besner & Hobbs, 2006). Strong leadership fosters a sense of direction, inspires confidence, and promotes collaboration among project stakeholders.

**Clear Project Objectives and Scope:** Clear and well-defined project objectives are fundamental to project success (Kerzner, 2017). Projects without clearly articulated goals and scope are prone to scope creep, ambiguity, and misunderstanding, leading to project delays and cost overruns. Effective project management involves aligning project objectives with organizational goals, identifying key deliverables, and establishing realistic timelines and milestones (Project Management Institute, 2017). Clarity of purpose and scope ensures that project teams remain focused and aligned throughout the project lifecycle.

**Stakeholder Engagement and Communication:** are essential conditions for project success (Cleland & Ireland, 2007). Projects involve diverse stakeholders with varying interests, expectations, and levels of influence. Effective communication facilitates collaboration, builds trust, and manages stakeholder expectations throughout the project lifecycle. Engaging stakeholders early and involving them in decision-making processes enhances project buy-in and increases the likelihood of successful project outcomes (Gray & Larson, 2008).

**Resource Allocation and Management:** Effective resource allocation and management are critical conditions for project success (Cooke-Davies, 2002). Projects require adequate resources, including financial, human, material, and technological resources, to achieve their objectives. Project managers must allocate resources efficiently, monitor resource utilization, and address resource constraints and bottlenecks proactively. Balancing competing demands for resources and optimizing resource utilization contribute to project efficiency, effectiveness, and ultimately success.

**Adaptive Project Management Approach:** is essential for navigating uncertainty and complexity in project environments (Highsmith, 2004). Traditional project management methodologies may not be suitable for dynamic and rapidly changing contexts. Agile, iterative, and adaptive approaches allow project teams to respond to evolving requirements, stakeholder feedback, and external factors in real-time. Flexibility, responsiveness, and a willingness to experiment and learn from failure are key attributes of adaptive project management practices.

In summary, the conditions of project success encompass effective leadership, clear objectives and scope, stakeholder engagement and communication, resource allocation and management, and an adaptive project management approach. These conditions interact and influence one another, shaping the trajectory and outcomes of project initiatives. Understanding and addressing these conditions are essential for achieving project success in diverse and dynamic project environments.

### **2.1.11 Project Success VS Organization Culture**

Exploring the intricate relationship between project success and organizational culture unveils a nuanced interplay that significantly shapes project outcomes. While project success is traditionally measured by meeting predefined objectives within constraints like time, cost, and scope, organizational culture acts as an underlying framework that influences how projects are planned, executed, and perceived. Organizational culture encompasses the values, norms, and behaviors shared among members of an organization, shaping their attitudes, decisions, and interactions.

Understanding how organizational culture intersects with project success is paramount for project managers and organizational leaders seeking to enhance project performance and foster a conducive work environment. In this exploration, we delve into the dynamic interaction between project success and organizational culture, examining how cultural elements influence project outcomes, stakeholder engagement, and overall project effectiveness. Through this analysis, we aim to provide insights that enable organizations to leverage their cultural strengths and address cultural barriers to achieve greater project success.

### **2.1.12. Organizational Culture Elements and Their Relationship with Project Success**

Organizational culture plays a pivotal role in shaping the success of projects within diverse industries. Defined as the shared values, beliefs, and behaviors that characterize an organization, culture influences how individuals interact, make decisions, and approach tasks (Schein, 2010). Project success hinges not only on technical expertise and resource allocation but also on the alignment of organizational culture with project goals

and objectives. This essay delves into the various cultural elements within organizations and their profound impact on project success, drawing insights from scholarly literature and empirical research.

Organizational culture encompasses a wide array of elements, including leadership style, communication norms, teamwork dynamics, and ethical standards (Jones & Smith, 2017). Leadership sets the tone for organizational culture, influencing employee behavior and attitudes towards projects (Chen & Yu, 2019). Effective communication fosters transparency, collaboration, and knowledge sharing among project teams, enhancing coordination and decision-making processes (Smith & Brown, 2018). Furthermore, a culture that values teamwork cultivates a sense of collective responsibility and mutual support, driving project success (Schein, 2010).

Research indicates that specific cultural elements within organizations significantly influence key project success factors. For instance, a culture of innovation encourages creativity and risk-taking, leading to the development of novel solutions and competitive advantages (Jones & Smith, 2017). Ethical standards, such as integrity and accountability, promote trust and credibility, essential for stakeholder engagement and project sustainability (Chen & Yu, 2019). Moreover, adaptive cultures that embrace change and learning facilitate project agility and resilience in the face of uncertainty (Smith & Brown, 2018).

While organizational culture can propel project success, challenges arise in aligning culture with project goals and objectives. Cultural resistance to change, entrenched norms, and conflicting values may impede efforts to foster a culture conducive to project success (Chen & Yu, 2019). Moreover, cultural misalignment between project teams and organizational leadership can lead to communication breakdowns and conflicting priorities, hindering project outcomes (Jones & Smith, 2017). Addressing these challenges requires strategic interventions and leadership commitment to nurture a positive cultural environment supportive of project success.

Organizations can leverage their cultural strengths to enhance project success through various strategies. Fostering a culture of innovation involves encouraging

experimentation, rewarding creativity, and embracing diverse perspectives (Smith & Brown, 2018). Effective communication strategies, such as regular feedback mechanisms and transparent channels, promote information sharing and stakeholder engagement (Schein, 2010). Additionally, investing in leadership development programs that align with cultural values cultivates visionary leaders capable of inspiring teams and driving project success (Jones & Smith, 2017).

In conclusion, organizational culture serves as a potent determinant of project success, shaping the attitudes, behaviors, and decision-making processes of project teams. By understanding and leveraging cultural elements such as leadership style, communication norms, and teamwork dynamics, organizations can create environments conducive to project success. However, challenges in aligning culture with project goals necessitate strategic interventions and leadership commitment to overcome. Ultimately, nurturing a positive organizational culture is essential for achieving project success and sustaining competitive advantage in today's dynamic business landscape.

### **2.1.13. Impact of Organizational Culture on Project Success**

The impact of organizational culture on project management and ultimately project success is a subject of considerable scholarly interest. Organizational culture, defined as the shared values, beliefs, norms, and practices within an organization, significantly influences how projects are initiated, planned, executed, and evaluated (Schein, 2010). This literature review explores the impact of organizational culture on project success and identifies key factors that contribute to successful project outcomes within the context of varying organizational cultures.

**Alignment of Organizational Culture with Project Goals:** Organizational culture plays a pivotal role in shaping the alignment between project goals and the broader objectives of the organization (Hofstede, 2015). When there is congruence between the values, norms, and priorities of the organizational culture and the goals of a specific project, project teams are better able to navigate challenges, mobilize resources, and garner support from stakeholders. Conversely, misalignment between organizational culture and project objectives can lead to resistance, conflict, and ultimately project

failure (Harrison & Lock, 2004).

**Impact on Decision-Making and Communication:** The prevailing organizational culture influences decision-making processes and communication patterns within project teams (Cooke-Davies, 2002). In cultures that prioritize hierarchical authority and formalized structures, decision-making may be centralized, with limited input from project team members. In contrast, cultures that value collaboration, transparency, and empowerment are more likely to foster participatory decision-making and open communication channels. The effectiveness of decision-making and communication practices directly impacts project performance and success (House et al., 2004).

**Influence on Team Dynamics and Collaboration:** Organizational culture shapes team dynamics and collaboration patterns among project stakeholders (Adler, 1997). Cultures that emphasize teamwork, trust, and mutual respect create an environment conducive to collaboration, knowledge sharing, and innovation. Conversely, cultures characterized by competition, individualism, or distrust may hinder cooperation and inhibit the flow of information and ideas. Strong team dynamics and collaboration are essential for overcoming challenges, adapting to change, and achieving project success (Kerzner, 2017).

**Impact on Change Management and Adaptation:** Organizational culture influences how change is managed and embraced within project environments (Carnall, 2007). Cultures that are receptive to change, experimentation, and continuous improvement are better equipped to adapt to evolving project requirements, stakeholder needs, and external dynamics. Conversely, cultures resistant to change may impede project progress and hinder innovation. Effective change management strategies that consider the cultural context are essential for fostering organizational agility and facilitating project success (Livermore, 2015).

**Measurement and Evaluation of Cultural Impact on Project Success:** Assessing the impact of organizational culture on project success requires the development of appropriate metrics and evaluation frameworks (Earley & Mosakowski, 2004). Quantitative measures such as employee engagement surveys, project performance

metrics, and organizational climate assessments can provide insights into the cultural factors influencing project outcomes.

Qualitative methods such as interviews, focus groups, and ethnographic observations help capture the nuances of organizational culture and its impact on project management practices and project success.

In conclusion, the impact of organizational culture on project management and project success is multifaceted and significant. By understanding the influence of organizational culture on decision-making, communication, team dynamics, change management, and project outcomes, project managers can leverage cultural strengths, address cultural challenges, and create conditions conducive to project success within diverse organizational contexts.

## **2.2 Empirical Literature**

In examining the impact of organizational culture on project success within the context of SOS Children's Villages Ethiopia, particularly focusing on child abandonment and girls empowerment projects, empirical studies provide crucial insights into how cultural elements and practices within an organization influence the outcomes of its projects. This review synthesizes key findings from the literature to contextualize the role of organizational culture in project management success.

Empirical studies highlight that project management is defined as the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Kerzner (2017) underscores the importance of structured methodologies and integration of project management frameworks to achieve project objectives within scope, time, and budget constraints. This foundational understanding of project management sets the stage for exploring how organizational culture intersects with project execution and success.

Organizational culture is defined as a system of shared assumptions, values, and beliefs that govern how people behave in organizations (Schein, 2010). Cameron and Quinn (2011) elaborate that organizational culture shapes the work environment and influences employee behavior, decision-making processes, and overall organizational performance.

These studies provide a framework for understanding how deeply ingrained cultural elements can impact project outcomes.

Key characteristics of organizational culture, such as innovation, risk tolerance, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability, play a significant role in shaping project success. Research by Kotter and Heskett (1992) suggests that these characteristics can either facilitate or hinder project success, depending on how well they align with project requirements and objectives. This alignment is crucial for fostering an environment conducive to achieving project goals.

Empirical research underscores the importance of executing organizational culture through leadership and management practices. Schein (2010) and Yukl (2013) indicate that leaders play a pivotal role in embedding cultural values and practices into daily operations. Effective execution involves consistent communication, reinforcement of cultural norms, and alignment of organizational practices with cultural values. This leadership-driven cultural execution is critical for project success in diverse settings.

Strong practices of organizational culture, such as a clear vision and mission, customer focus, employee involvement, and continuous improvement, contribute significantly to organizational success. Peters and Waterman (1982) highlight that organizations with robust cultural practices are better positioned to achieve project success due to higher levels of employee engagement and commitment. This finding is particularly relevant for projects within SOS Children's Villages Ethiopia, where strong cultural practices can drive project outcomes.

The impact of organizational culture on various aspects of organizational performance, including project success, is well-documented. Cameron and Quinn (2011) demonstrate that a positive and supportive culture enhances team collaboration, innovation, and adaptability, which are critical for project success. Conversely, a misaligned or negative culture can lead to project failures and decreased organizational performance. This duality underscores the importance of cultivating a supportive organizational culture for project success.

Lastly, the relationship between project success and organizational culture is reinforced by empirical studies that highlight specific cultural elements influencing project outcomes. Hofstede (2001) and Denison (1990) show that elements such as power distance, individualism vs. collectivism, and uncertainty avoidance directly impact project success. Projects in organizations with low power distance and high collectivism tend to have higher success rates due to better teamwork and communication. This empirical evidence supports the critical role of organizational culture in shaping project success, providing actionable insights for project managers within SOS Children's Villages Ethiopia.

### **2.3. Conceptual Framework**

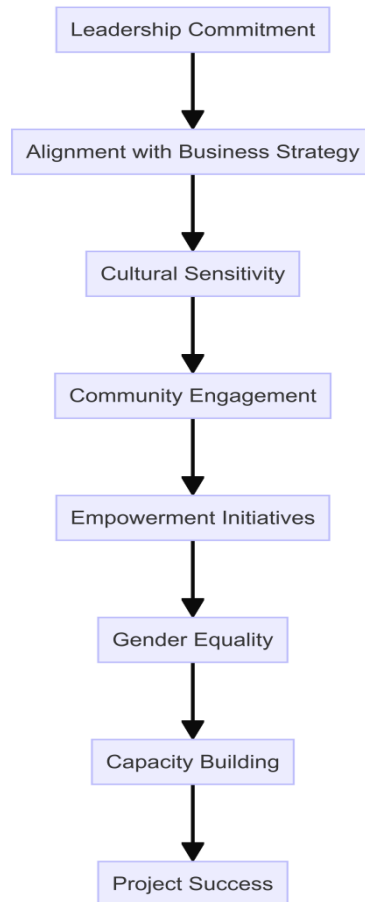
This conceptual framework outlines the relationship between organizational culture and project success, specifically focusing on SOS Children's Villages Ethiopia's child abandonment and girls' empowerment projects. It incorporates mediating variables that influence these relationships, providing a comprehensive understanding of how organizational culture affects project outcomes.

Dimensions of Organizational Culture:

1. **Leadership Commitment:** The dedication of leaders to fostering a culture that prioritizes project goals and collaboration.
2. **Alignment with Business Strategy:** The congruence between cultural values and the organization's strategic goals.
3. **Cultural Sensitivity:** The respect and incorporation of diverse cultural backgrounds within organizational practices.
4. **Community Engagement:** The involvement of local communities in decision-making and project implementation.
5. **Empowerment Initiatives:** Efforts to promote skill development, self-reliance, and active participation among staff and beneficiaries.
6. **Gender Equality:** Practices that promote equal opportunities and challenge gender

stereotypes.

7. Capacity Building: Training programs and initiatives to enhance the skills and capabilities of staff and community members.



This conceptual framework helps visualize and understand how different aspects of organizational culture within SOS Children’s Villages Ethiopia influence the success of their projects. The mediating variables, employee engagement, and organizational climate play a crucial role in shaping the impact of organizational culture on project outcomes.

The framework underscores the importance of fostering a positive organizational culture to ensure successful project outcomes. By focusing on enhancing employee engagement and maintaining a supportive organizational climate, SOS Children’s Villages Ethiopia can improve the effectiveness and sustainability of their projects. These insights are critical for both academic research and practical applications in project management

within the social sector.

## **Hypotheses**

Following the conceptual framework, we present the hypotheses that will guide the research. These hypotheses are formulated based on the specific objectives and research questions:

1. Hypothesis 1 (H1): Leadership commitment positively influences the success of the Child Abandonment and Girls' Empowerment Projects.
2. Hypothesis 2 (H2): Alignment of organizational culture with business strategy positively impacts project outcomes.
3. Hypothesis 3 (H3): Cultural sensitivity positively contributes to the success of projects in diverse settings.
4. Hypothesis 4 (H4): Community engagement enhances the performance and outcomes of projects.
5. Hypothesis 5 (H5): Empowerment initiatives for staff and beneficiaries positively affect project success.
6. Hypothesis 6 (H6): Gender equality practices positively influence the success of the Girls' Empowerment Project.
7. Hypothesis 7 (H7): Capacity building for staff and community members positively influences project outcomes.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This section aims to offer a comprehensive overview of the research methodology employed in investigating the impact of organizational culture on project success within SOS Children's Villages Ethiopia, focusing specifically on child abandonment and girls empowerment projects in Jimma, Ethiopia. It delineates the approach taken to align the research with its objectives, detailing the study's design, sampling methodology, data sources, tools utilized for data collection, and the processes involved. Additionally, it elucidates the methodology used for data collection.

#### **3.2 Research Design**

A descriptive research design was employed for this study, chosen for its ability to elucidate in the investigation of the impact of organizational culture on project success within SOS Children's Villages Ethiopia, focusing specifically on child abandonment and girls empowerment project in Jimma, Ethiopian. The research methodology encompasses a mixed qualitative and quantitative approach, incorporating both closed and open-ended questions in the questionnaire distributed to participants.

Following data collection, a descriptive statistical analysis was conducted to summarize the survey data. Utilizing statistical software (SPSS version 22), the researcher computed frequencies, averages, and percentages, presenting the findings through tables and a chart.

Qualitative research will involve conducting semi-structured interviews with key stakeholders such as project managers, staff members, and community leaders. These interactions provided in-depth insights into the personal perceptions and experiences of those directly involved with the projects, helping to understand the actual ways in which organizational culture manifests and influences project dynamics.

Quantitative research will consist of surveys distributed to a broader sample of SOS Children's Villages Ethiopia employees and project participants. The objective is to gather quantifiable data regarding the perceptions of organizational culture and the correlation between specific organizational culture attributes and project success metrics.

### **3.3 Target Population**

The target population for this study includes employees at various levels within SOS Children's Villages Ethiopia, specifically those working on the child abandonment and girls' empowerment projects in Jimma. Additionally, stakeholders involved in project funding and oversight, as well as community members directly impacted by the projects, is part of the target population. This diverse group will enable a comprehensive assessment of how different aspects of organizational culture influence project success across multiple dimensions. In this study, the key project stakeholders that participated are the senior leadership team, project managers, project supervisors, project officers, operations team, and community members directly impacted by the projects. The total population size is 50, and samples are selected using Krejcie and Morgan's (1970) sample-size determination table, which indicates a sample size of 44. The plan involves reaching out to all 50 employees to ensure the minimum required response of 44, accounting for any potential non-responses and thus reaching the maximum required sample size.

Population size = 50

Sample size = 44

Response rate = 91%

A total of 44 local project team members were selected out of the total 50. This sample size was determined based on the sample size determination table suggested by Krejcie and Morgan (1970) at a 95% confidence level and a 5% margin of error.

### **3.4 Sample and Sampling Technique**

In this study, the sampling technique used is stratified random sampling. This method was chosen due to the diverse target population, which includes employees at various

levels within SOS Children's Villages Ethiopia, stakeholders involved in project funding and oversight, and community members directly impacted by the projects. The key stakeholders participating in the study are the senior leadership team, project managers, project supervisors, project officers, operations team, and community members.

To ensure that each subgroup is adequately represented, the total population of 50 was divided into distinct strata based on job roles and stakeholder groups. Using Krejcie and Morgan's (1970) sample-size determination table, a sample size of 44 was determined at a 95% confidence level and a 5% margin of error. Proportionate sample sizes for each stratum were calculated based on their size relative to the total population. Random sampling techniques were then employed within each stratum to select individuals until the required number for that stratum was reached. This approach ensures that the diverse perspectives within the organization are included in the study, providing reliable insights into how different aspects of organizational culture influence project success across multiple dimensions.

### **3.5 Source and Method of Data Collection**

Data for the study was gathered from various primary sources. Firstly, interviews conducted with selected employees and stakeholders to obtain in-depth qualitative insights. Secondly, structured surveys were distributed among a broader employee base to gather quantitative data on relevant aspects. Finally, project documentation review will involve analyzing reports, meeting minutes, and other internal documents to assess the documented impacts of organizational culture on project outcomes.

### **3.6 Method of Analysis**

Qualitative data from interviews was analyzed using thematic analysis to identify common themes and patterns regarding the influence of culture on project success. Quantitative data from surveys was statistically analyzed using regression analysis to determine the strength and significance of relationships between organizational culture attributes and project outcomes.

### **3.7 Data Quality Assurance**

Ensuring the quality of data is critical to the credibility of research findings. This section outlines the strategies for achieving reliability and validity in the study.

#### **3.7.1 Validity**

Validity refers to the accuracy and appropriateness of the study design, methods, and conclusions. To ensure validity in this study:

Survey instruments and interview questions were developed based on a comprehensive review of literature to ensure they adequately cover all relevant aspects of organizational culture and project success.

This was established through the use of established scales where applicable, and triangulation methods in qualitative research. Triangulation involves using multiple data sources and methods to cross-validate the findings.

Quantitative data analysis did include correlation and regression analyses to examine the relationships between cultural factors and project success measures. These analyses helped in validating the predictions made by theoretical models. Strategies such as controlling for potential confounders in the quantitative analysis and maintaining a chain of evidence in qualitative research will be used to strengthen causal inferences.

Although the focus is on SOS Children's Villages Ethiopia, efforts will be made to discuss how the findings might generalize to similar contexts and organizations. Comparisons with existing studies were also made to argue for broader applicability.

These measures are designed to ensure that the study's findings are reliable and valid, providing meaningful insights into the impact of organizational culture on project success within SOS Children's Villages Ethiopia.

#### **3.7.2 RELIABILITY**

Reliability refers to the internal consistency or dependability of a measurement tool. The internal consistency of the items included in the instrument is assessed using Cronbach's

Alpha. The table below presents the SPSS results for Cronbach's Alpha.

Table 3.1:

<b>Cronbach'S Alpa</b>	<b>No of Items</b>	<b>Description</b>
<b>.831</b>	<b>7</b>	Table 3.7.2-1. Reliability statistics assessment of impact of Organizational Culture Influence <i>Source own survey, 2024</i>
<b>.85</b>	<b>7</b>	Table 3.7.2-2. Reliability statistics of assessment of Organizational Culture Elements Vs Project Objective <i>Source own survey, 2024</i>
<b>.925</b>	<b>7</b>	Table 3.7.2-3. Reliability statistics of assessment of relationship between Organizational Culture and Project Success Source own survey, 2024

### **3.8 Ethical Consideration**

The study will adhere to ethical guidelines to protect the rights and well-being of participants. This includes obtaining informed consent, ensuring confidentiality, and providing participants with the right to withdraw from the study at any time. Ethical approval will be sought from an institutional review board.

By employing these methodologies, this research aims to provide valuable insights into the complex interplay between organizational culture and project success at SOS Children's Villages Ethiopia, contributing to both academic knowledge and practical applications in project management within the social sector.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND INTERPRETATIONS**

#### **4.1. INTRODUCTION**

This chapter presents the discussion of the final results and the methodology used to obtain them. Additionally, it provides background information about the respondents. The statistical analysis methods, including descriptive analysis and correlation analysis, are discussed, highlighting their application in understanding the data. These analyses were conducted using SPSS version 24 to ensure accuracy and reliability of the results. The chapter concludes by interpreting the findings in the context of the study's objectives, offering insights into the influence of organizational culture on project success.

#### **4.2. Characteristics of the Respondents**

##### **4.2.1 Respondents' Response Rate**

All 44 individuals chosen using stratified sampling responded to the survey questions, resulting in a 100% response rate. This comprehensive response rate is significant as it provides a complete dataset, ensuring that the analysis is robust and representative of the entire target population. Stratified sampling was used to ensure that various subgroups within the target population were adequately represented. The target population for this study includes employees at various levels within SOS Children's Villages Ethiopia, specifically those working on the child abandonment and girls' empowerment projects in Jimma.

Additionally, stakeholders involved in project funding and oversight, as well as community members directly impacted by the projects, are part of the target population. This diverse group enabled a comprehensive assessment of how different aspects of organizational culture influence project success across multiple dimensions.

#### 4.2.2. General Profile of the Respondents

This section provides a comprehensive analysis of the respondent data collected for this study. The analysis covers gender, age, educational qualification, and work experience, offering insights into the demographic and professional background of the participants. This information is crucial for understanding the context in which the organizational culture at SOS Children's Villages Ethiopia influences project success.

Table 4.1: General Profile of the Respondents Source own survey 2024

Items	Variable	Frequency	Percentage
Gender	Male	23	52.3
	Female	21	47.7
Age	20-30 Years	7	15.9
	31-40 Years	15	34.1
	41-50 Years	12	27.3
	51 Years & Above	10	22.7
Educational Qualification	Doctorate or PhD	3	6.8
	Masters(2nd Degree)	14	3.8
	First Degree	19	43.2
	Diploma	8	18.2
Work Experience	0-5 years	6	13.6
	6-10 years	14	31.8
	11-15 years	15	34.1
	Above 15 years	9	20.5

The survey included 44 respondents, revealing a balanced gender distribution. Specifically, 23 respondents (52.3%) were male, and 21 respondents (47.7%) were female. This near-equal representation ensures that the perspectives of both genders are adequately reflected in the study. The cumulative percentage shows that with the inclusion of male respondents, the total reaches 52.3%, and with the addition of female respondents, it reaches 100%, highlighting a well-rounded demographic input.

The age distribution of the respondents provides further insight into the diversity of the participants. The largest age group is the 31-40 years category, comprising 15 respondents (34.1%). This is followed by the 41-50 years category with 12 respondents (27.3%), the 51 years and above group with 10 respondents (22.7%), and finally, the 20-30 years group with 7 respondents (15.9%). The cumulative percentages illustrate a broad representation across different age groups, with the total reaching 50% with those aged 31-40 years, 77.3% with the addition of those aged 41-50 years, and 100% when including respondents aged 51 years and above.

In terms of educational qualifications, the majority of respondents hold a First Degree, accounting for 19 respondents (43.2%). This is followed by 14 respondents (31.8%) with a Master's degree, 8 respondents (18.2%) with a Diploma, and 3 respondents (6.8%) holding a Doctorate or PhD. The educational background of the respondents indicates a well-educated group, which is essential for providing informed and insightful responses. The cumulative percentages show that including respondents with a First Degree brings the total to 81.8%, and it reaches 100% with the addition of respondents with a Diploma.

The work experience of the respondents is another critical factor in this analysis. The largest group, representing 15 respondents (34.1%), has 11-15 years of experience. This is followed by 14 respondents (31.8%) with 6-10 years of experience, 9 respondents (20.5%) with over 15 years of experience, and 6 respondents (13.6%) with 0-5 years of experience.

The cumulative percentages indicate that including those with 6-10 years of experience brings the total to 45.5%, increasing to 79.5% with the addition of those with 11-15 years of experience, and reaching 100% with the inclusion of those with more than 15 years of experience. This distribution suggests a broad range of professional experience among the respondents, which is beneficial for assessing the impact of organizational culture on project success.

In conclusion, the respondent data for this study on SOS Children's Villages Ethiopia presents a well-rounded and diverse sample in terms of gender, age, educational qualification, and work experience. The balanced gender distribution, varied age groups, high levels of education and extensive work experience among the respondents provide a robust foundation for analyzing the influence of organizational culture on project success. This diversity ensures that the findings of this study will be comprehensive and reflective of the different perspectives within the organization.

### **4.3. Descriptive Analysis of Assessment of Impact of Organizational Culture on Project Success**

#### **4.3.1. Descriptive Analysis of Organizational Culture Influence**

This section presents a descriptive analysis of the impact of organizational culture on project success at SOS Children's Villages Ethiopia. The analysis is based on responses to a series of questions designed to measure various aspects of organizational culture, such as collaboration, prioritization of children's needs, empathy, leadership commitment, alignment with project objectives, willingness to change behavior, and innovation facilitation.

The responses were rated on a scale from 1 (Not at All) to 5 (Completely), and the results were analyzed to determine the mean and standard deviation for each aspect.

Table 4.2: Descriptive Analysis of Organizational Culture Influence Source own survey, 2024

<b>Analysis of Organizational Culture Influence</b>	<b>Mean</b>	<b>Std. Deviation</b>
Collaboration within culture	3.86	1.02
Prioritization of children's needs	4.04	.83
Promotion of empathy among staff	4.06	.89
Leadership commitment to projects	3.86	1.05
Alignment with project objectives	4.00	.88
Willingness to change behavior	3.50	1.15
Facilitation of innovation and adaptability	3.52	1.11

The mean score for the existence of collaboration was 3.86, with a standard deviation of 1.02. This indicates that respondents generally perceive a high level of collaboration within the organization. The range of responses suggests that while collaboration is viewed positively, there is variability in how consistently this is experienced across the organization. This could imply that certain teams or projects might be experiencing more collaboration than others, highlighting an area for potential improvement.

The prioritization of children's needs within the organizational culture received a mean score of 4.04 and a standard deviation of 0.83. This high mean score reflects a strong emphasis on prioritizing children's needs, which is central to the mission of SOS Children's Villages Ethiopia. The relatively low standard deviation indicates a consensus among respondents, suggesting that this priority is consistently upheld across the organization.

The mean score for promoting empathy was 4.06, with a standard deviation of 0.89. This suggests a high level of empathy is fostered within the organizational culture. Empathy towards children is crucial for the success of the projects focused on child abandonment and girls' empowerment. The consistency of this perception among respondents is indicated by the low standard deviation.

Leadership commitment received a mean score of 3.86 and a standard deviation of 1.02. The relatively high mean score suggests that leadership is generally viewed as committed to the project's objectives. However, the variation in responses, as indicated by the standard deviation, points to differing experiences among staff regarding leadership commitment. This might indicate areas where leadership visibility or communication could be improved.

The alignment with project objectives scored a mean of 4.00, with a standard deviation of 0.88. This suggests a strong alignment between the organizational culture and the project's goals, which is critical for the effective implementation and success of the projects. The relatively low standard deviation indicates that this alignment is widely recognized and valued among the staff.

The willingness to change behavior based on cultural assessments had a mean score of 3.50 and a standard deviation of 1.15. This indicates a moderate likelihood of staff considering behavior changes, with significant variability among responses. The higher standard deviation suggests that while some staff members are open to change, others may be more resistant or see less need for change.

The mean score for facilitating innovation and adaptability was 3.52, with a standard deviation of 1.11. This reflects a moderate perception of the organization's ability to foster innovation and adaptability, with considerable variation in responses. The standard deviation indicates that while some respondents see the organization as innovative and adaptable, others perceive room for improvement.

In conclusion, the detailed descriptive analysis of the survey data reveals several key insights into the organizational culture at SOS Children's Villages Ethiopia. The culture is generally perceived as collaborative; prioritizing children's needs, and promoting empathy among staff. Leadership commitment and alignment with project objectives are viewed positively, although there is variability in these perceptions. While there is a moderate willingness among staff to consider behavioral changes based on cultural assessments, the organization's facilitation of innovation and adaptability shows potential for further enhancement. These insights suggest that while the organizational culture has positively influenced project success, ongoing efforts to strengthen certain areas could further enhance outcomes.

#### **4.3.2. Descriptive Analysis of Organizational Culture Elements Vs Project Objectives**

This detailed analysis examines the impact of organizational culture on the success of child abandonment and girls' empowerment projects at SOS Ethiopia. By assessing various elements of organizational culture, such as leadership commitment, alignment with project objectives, and the promotion of innovation, collaboration, cultural sensitivity, empowerment, and accountability, we can gain insights into how these factors influence project outcomes. The analysis is based on survey responses from 44 participants, providing a comprehensive view of the organizational culture's effectiveness.

Table 4.3: Descriptive Analysis of Organizational Culture Elements Vs Project Objectives

<b>Analysis of Organizational Culture Influence</b>	<b>Mean</b>	<b>Std. Deviation</b>
Collaboration within culture	3.86	1.02
Prioritization of children's needs	4.04	.83
Promotion of empathy among staff	4.06	.89
Leadership commitment to projects	3.86	1.05
Alignment with project objectives	4.00	.88
Willingness to change behavior	3.50	1.15
Facilitation of innovation and adaptability	3.52	1.11

*Source own survey 2024*

The mean score of 3.86 suggests a moderately high level of collaboration within the organization. The standard deviation of 1.02 indicates a significant variation in responses, implying that while many respondents perceive strong collaboration, some see room for improvement. This highlights the need for consistent collaborative practices across the organization to ensure uniformity in team efforts and project execution. With a mean score of 4.04 and a standard deviation of 0.83, the data reflects a strong prioritization of children's needs in project implementation.

The relatively low standard deviation suggests that this view is consistently shared among respondents, indicating a robust cultural emphasis on child-centric approaches. This consistency is crucial for maintaining the organization's mission and ensuring that children's welfare remains a top priority in all projects. The promotion of empathy is rated highly, with a mean score of 4.06 and a standard deviation of 0.89. This demonstrates that the organizational culture effectively fosters empathy among staff. The low standard deviation further supports that this is a well-established cultural trait, essential for building trust and understanding between staff and the children they serve.

An empathetic approach is fundamental for the success of projects aimed at vulnerable populations. Leadership commitment is rated moderately high, with a mean of 3.86 and a standard deviation of 1.02. This indicates that while leadership is generally committed, there are perceptions of inconsistency in commitment levels. Ensuring a more consistent demonstration of commitment from leadership can enhance motivation and alignment throughout the organization, ultimately leading to more effective project outcomes.

The alignment with project objectives scores well, with a mean of 4.00 and a standard deviation of 0.88. This suggests that the organizational culture is in strong agreement with the project goals. The moderate variation in responses points to a generally cohesive strategy and vision, which is essential for achieving the desired project outcomes. A clear alignment between culture and objectives ensures that all efforts are directed towards common goals. The willingness to change behavior based on cultural assessments is moderate, with a mean score of 3.50 and a higher standard deviation of 1.15. This indicates significant variability in responses, suggesting differing levels of openness to change among staff members. Addressing this variability through targeted training and clear communication can enhance the overall adaptability and responsiveness of the organization. The facilitation of innovation and adaptability is rated moderately, with a mean of 3.52 and a standard deviation of 1.11. The considerable variation in responses highlights that while some respondents find the culture supportive of innovation, others feel it could be improved. Promoting a more innovation-friendly environment can lead to more creative and effective solutions in project implementation.

Collaboration among project team members is moderately encouraged within the organizational culture, with a mean of 3.84 and a standard deviation of 1.01. The standard deviation suggests some variability in perceptions, indicating that while collaboration is generally promoted, there may be inconsistencies in its application. Strengthening collaborative efforts can enhance team performance and project success. The level of cultural sensitivity is moderate, with a mean of 3.54 and a higher standard deviation of 1.150. This suggests that while there is some sensitivity towards diverse backgrounds, it may not be uniformly experienced by all respondents. Enhancing cultural sensitivity can improve inclusivity and effectiveness in project delivery.

The support for the empowerment of girls is rated highly, with a mean score of 4.000 and a standard deviation of 0.88. This indicates a strong cultural endorsement of this objective, essential for the success of empowerment initiatives. The relatively low standard deviation implies consistent support across respondents, which is crucial for maintaining momentum and achieving project goals. The sense of accountability is moderately strong, with a mean of 3.81 and a standard deviation of 0.99. This suggests a well-established culture of responsibility. The variation in responses indicates that while accountability is generally fostered, there may be areas needing reinforcement to ensure uniform adherence to high standards of accountability.

The detailed analysis of the survey responses reveals that SOS Ethiopia's organizational culture positively influences the success of child abandonment and girls' empowerment projects. Key elements such as prioritization of children's needs, promotion of empathy, leadership commitment, and support for empowerment scored highly, underscoring their critical role in project success. However, areas like innovation, adaptability, and cultural sensitivity show room for improvement, indicating potential focus areas for future cultural development initiatives. Overall, the findings suggest a strong and supportive organizational culture with opportunities for further enhancement to maximize project outcomes.

#### **4.3.2. Descriptive Analysis of Organizational Culture and Project Success**

This section explores the impact of organizational culture on project success within SOS Ethiopia, with a particular focus on the applicability of these findings to other organizations in the social sector. By examining various aspects such as the role of organizational culture, willingness to implement cultural changes, and the perceived impact of culture on project outcomes, this analysis provides comprehensive insights into the relationship between culture and project success.

Table 4.4: Descriptive Analysis of Organizational Culture and Project Success

<b>Analysis of Organizational Culture And Project Success</b>	<b>Mean</b>	<b>Std. Deviation</b>
Applicability to other organizations	3.77	1.05
Role of culture in project success	4.18	.75
Likelihood of implementing cultural changes	3.70	.97
Impact of culture vs. other factors	3.95	1.01
Confidence in cultural improvements leading to better outcomes	4.09	.88
Frequency of prioritizing culture improvements	3.54	1.15
Applicability to other organizations	3.68	1.05

*Source own survey 2024*

The mean score of 3.77 and a standard deviation of 1.053 suggest that respondents generally believe the findings from SOS Ethiopia's case study are moderately to highly applicable to other organizations in the social sector. However, the significant variation in responses indicates that some respondents may have reservations about the broader applicability, highlighting the need for contextual adjustments when applying these insights elsewhere.

With a mean score of 4.18 and a standard deviation of 0.75, the data reflects a strong consensus that organizational culture plays a crucial role in project success within the social sector. The relatively low standard deviation suggests that this view is widely shared among respondents, underscoring the importance of cultivating a supportive organizational culture for achieving successful project outcomes.

The willingness to implement cultural changes is rated moderately high, with a mean

score of 3.70 and a standard deviation of 0.97. This indicates that many respondents are open to making changes based on the insights gained, although there is some variability in responses. Encouraging this openness to change can facilitate continuous improvement and adaptation within organizations.

The mean score of 3.95 and a standard deviation of 1.01 suggest that respondents believe organizational culture has a significant impact on project success, comparable to other critical factors like funding, resources, and external support. The moderate variation in responses points to a recognition that while culture is important, it must be balanced with other essential elements for project success.

Confidence in the positive impact of cultural improvements on project outcomes is high, with a mean score of 4.09 and a standard deviation of 0.88. This consistent belief among respondents highlights the potential benefits of focusing on cultural enhancements to drive better project results in the social sector. The mean score of 3.54 and a standard deviation of 1.15 indicate a moderate frequency of prioritizing organizational culture improvements. The higher variation in responses suggests that while some organizations place significant emphasis on culture, others may prioritize program development and fundraising more heavily. Balancing these priorities can lead to more holistic and sustainable project success.

The repetition of this question provides additional validation of the initial responses, with a mean score of 3.68 and a standard deviation of 1.05. This reaffirms the moderate to high applicability of SOS Ethiopia's findings to other organizations, while also highlighting some degree of variability in perceptions. The detailed analysis reveals that organizational culture plays a pivotal role in the success of projects within SOS Ethiopia and potentially within the broader social sector. Key aspects such as collaboration, prioritization of children's needs, empathy, and leadership commitment are crucial for driving successful outcomes.

The findings indicate a strong belief in the importance of organizational culture, with many respondents open to implementing cultural changes based on insights gained. However, there is also recognition of the need to balance cultural efforts with other

critical factors like funding and resources. Overall, fostering a supportive and adaptive organizational culture can significantly enhance project success in the social sector.

#### 4.3.3. Result of the Correlation Analysis

This analysis aims to explore the impact of organizational culture on project success within SOS Children's Villages Ethiopia, particularly focusing on child abandonment and girls' empowerment projects. By examining the correlations between specific elements of organizational culture and project success indicators, we can identify which cultural factors contribute most significantly to achieving project objectives. The variables analyzed include collaboration, prioritization of children's needs, facilitation of innovation, and leadership commitment, and their relationships with project success factors such as the role of culture, confidence in cultural improvements, and frequency of prioritizing culture improvements.

Table 4.5: Correlation Analysis of Collaboration within Organizational Culture and the Perceived Role of Culture in Project Success

		<b>Collaboration</b>	<b>Role of culture in project success</b>
<b>Collaboration</b>	<b>Pearson Correlation</b>	<b>1</b>	<b>-.778**</b>
	<b>Sig. (2-tailed)</b>		<b>.000</b>
	<b>N</b>	<b>44</b>	<b>44</b>
<b>Role of culture in project success</b>	<b>Pearson Correlation</b>	<b>-.778**</b>	<b>1</b>
	<b>Sig. (2-tailed)</b>		<b>.000</b>
	<b>N</b>	<b>44</b>	<b>44</b>

*Source own survey, 2024*

The negative correlation between collaboration within SOS Ethiopia's organizational culture and the perceived role of culture in project success is significant and strong. This

suggests that higher levels of perceived collaboration are associated with a lower emphasis on the role of culture in project success. This counterintuitive finding might indicate that while collaboration is strong, there may be other overriding factors influencing project success, or that the collaborative efforts are not being recognized as part of the cultural impact on success.

Table 4.6: Correlation analysis of the Prioritization Of children's Needs and Confidence in Cultural Improvements Leading to Better Project Outcomes

		<b>Prioritization Of Children's Needs</b>	<b>Confidence In Cultural Improvements Leading To Better Outcomes</b>
<b>Prioritization of children's needs</b>	<b>Pearson Correlation</b>	<b>1</b>	<b>.986**</b>
	<b>Sig. (2-tailed)</b>		<b>.000</b>
	<b>N</b>	<b>44</b>	<b>44</b>
<b>Confidence in cultural improvements leading to better outcomes</b>	<b>Pearson Correlation</b>	<b>.986**</b>	<b>1</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	
	<b>N</b>	<b>44</b>	<b>44</b>

*Source own survey, 2024*

There is a very strong positive correlation between the prioritization of children's needs and confidence in cultural improvements leading to better project outcomes. This indicates that a strong focus on children's needs within the organizational culture greatly enhances confidence in the potential for cultural improvements to lead to better project outcomes. This suggests that prioritizing the needs of children is seen as a critical

component of effective organizational culture that drives project success.

Table 4.7: Correlation analysis of the Facilitation of Innovation and the Impact of Culture

		<b>Facilitation of Innovation</b>	<b>of the Impact of Culture vs. Other Factors</b>
<b>Facilitation of Innovation</b>	<b>Pearson Correlation</b>	<b>1</b>	<b>-.813**</b>
	<b>Sig. (2-tailed)</b>		<b>.000</b>
	<b>N</b>	<b>44</b>	<b>44</b>
<b>the Impact of Culture vs. Other Factors</b>	<b>Pearson Correlation</b>	<b>-.813**</b>	<b>1</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	
	<b>N</b>	<b>44</b>	<b>44</b>

*Source own survey, 2024*

The strong negative correlation between the facilitation of innovation and the impact of culture compared to other factors suggests that higher innovation facilitation is associated with a lower perceived impact of culture relative to other factors like funding and resources. This might indicate that while innovation is facilitated within the organization, respondents might feel that other external factors play a more critical role in project success.

Table 4.8: Correlation analysis of Leadership Commitment and the Frequency of Prioritizing Culture Improvements

		<b>Leadership Commitment</b>	<b>Frequency of Prioritizing Culture Improvements</b>
<b>Leadership Commitment</b>	<b>Pearson Correlation</b>	<b>1</b>	<b>-.813**</b>
	<b>Sig. (2-tailed)</b>		<b>.000</b>
	<b>N</b>	<b>44</b>	<b>44</b>
<b>Frequency of Prioritizing Culture Improvements</b>	<b>Pearson Correlation</b>	<b>-.813**</b>	<b>1</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	
	<b>N</b>	<b>44</b>	<b>44</b>

*Source own survey, 2024*

The significant negative correlation between leadership commitment and the frequency of prioritizing culture improvements indicates that higher leadership commitment correlates with a lower frequency of prioritizing culture improvements. This could suggest that leadership commitment is viewed as sufficient and may reduce the perceived need for further cultural improvements, or that there may be complacency due to strong existing leadership. The correlation analysis highlights several critical insights into the relationship between organizational culture and project success at SOS Children's Villages Ethiopia.

The strong positive correlation between prioritizing children's needs and confidence in cultural improvements underscores the importance of a child-centric approach. Conversely, the negative correlations involving collaboration, innovation facilitation, and

leadership commitment suggest complex dynamics where strong internal practices might not always align with perceptions of cultural impact or the need for further improvements. These findings underscore the multifaceted nature of organizational culture and its varying impact on different aspects of project success. Moving forward, these insights can inform strategies to enhance cultural elements that most significantly drive project success while addressing areas where perceptions and practices may diverge.

#### 4.3.4. Analysis of Interview Questions

The interviews conducted aimed to delve into the intricacies of organizational culture within SOS Children's Villages Ethiopia, specifically focusing on its impact on the child abandonment and girls' empowerment project in Jimma. By exploring various aspects such as alignment with project objectives, challenges faced, strategies employed, and the role of leadership, the interviews sought to provide valuable insights into how organizational culture influences project success.

Table 4.9:

PS1					
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	14	46.47196	3.319426	122.1666	6.93023E-22
Residual	33	1.255314	0.03804		
Total	47	47.72727			
	Coefficients		Standard Error	t Stat	P-value
Intercept	-0.32458		0.545862	-0.59462	0.556155
OCI3	0.19976		0.144127	1.386001	0.175042
OCI4	-0.11008		0.217346	-0.50646	0.6159
OCI5	-0.23987		0.102437	-2.34167	0.025384
OCI6	0.228977		0.08526	2.685622	0.011242
OCI7	0.249088		0.215187	1.157544	0.25536
OCE4	-3.5E-15		0.275825	-1.3E-14	1
OCE5	0.055217		0.147552	0.37422	0.710634

Table 4.10:

PS2					
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	14	21.47369	1.533835	23.06922	5.42E-12
Residual	33	3.071763	0.093084		
Total	47	24.54545			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-0.32458	0.545862	-0.59462	0.556155
OCI3	0.19976	0.144127	1.386001	0.175042
OCI4	-0.11008	0.217346	-0.50646	0.6159
OCI5	-0.23987	0.102437	-2.34167	0.025384
OCI6	0.228977	0.08526	2.685622	0.011242
OCI7	0.249088	0.215187	1.157544	0.25536
OCE4	-3.5E-15	0.275825	-1.3E-14	1
OCE5	0.055217	0.147552	0.37422	0.710634

Table 4.11:

PS3					
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	14	14.23974	1.017125	20.42432	4.11E-05
Residual	16	1.593589	0.099599		
Total	30	15.83333			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-0.6068	2.1612	-0.28077	0.782484
OCI3	0.161977	0.379218	0.427134	0.674974
OCI4	0.650477	0.193442	3.362646	0.00396
OCI5	-0.05542	0.219747	-0.2522	0.8041
OCI6	0.249816	0.292219	0.854896	0.405229
OCI7	0.095914	0.249676	0.384154	0.705922

Table 4.12:

<b>PS4</b>					
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	14	41.44828	2.960592	55.58313	4.24E-17
Residual	33	2.460807	0.07457		
Total	47	43.90909			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-0.90359	0.764268	-1.1823	0.245537
OCI1	0	0	65535	#NUM!
OCI2	0.1104	0.180157	0.612799	#NUM!
OCI3	-0.04329	0.201794	-0.21451	0.831473
OCI4	0.038389	0.304308	0.126152	0.900377
OCI5	1.030974	0.143423	7.188322	3.07E-08
OCI6	0.10658	0.119374	0.892823	0.378417
OCI7	-0.04786	0.301286	-0.15887	0.874743
OCE4	-1	0.386186	-2.58942	0.014195
OCE5	-0.02137	0.20659	-0.10343	0.918248

Table 4.13:

<b>PS5</b>					
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	14	32.86286	2.347347	140.203	9.82E-23
Residual	33	0.773503	0.023439		
Total	47	33.63636			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	0.109375	0.428487	0.255258	0.800108
OCI1	0	0	65535	#NUM!
OCI2	0.889856	0.101005	8.810018	#NUM!
OCI3	-0.09035	0.113136	-0.79863	0.430217
OCI4	0.073633	0.170611	0.431584	0.66885
OCI5	0.159215	0.08041	1.980031	0.056089
OCI6	-0.12253	0.066927	-1.83079	0.076175
OCI7	-0.0953	0.168916	-0.56416	0.576457
OCE4	-1.1E-15	0.216516	-5E-15	1
OCE5	0.071375	0.115825	0.616235	0.541967

Table 4.14:

<b>PS6</b>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	14	55.26784	3.947703	111.1247	2.65E-21
Residual	33	1.641253	0.049735		
Total	47	56.90909			
	<i>Coefficients</i>		<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	0.044558		0.624158	0.071389	0.943519
OCI1	0		0	65535	#NUM!
OCI2	-0.16282		0.147129	-1.10665	#NUM!
OCI3	-0.04366		0.1648	-0.26491	0.792727
OCI4	0.027105		0.248521	0.109064	0.913812
OCI5	0.183816		0.11713	1.569325	0.126112
OCI6	0.851674		0.09749	8.736049	4.26E-10
OCI7	-0.04331		0.246052	-0.17602	0.861356
OCE1	0		0	65535	#NUM!
OCE2	0		0	65535	#NUM!
OCE3	0.039885		0.281626	0.141625	#NUM!
OCE4	-4.6E-16		0.315388	-1.5E-15	1
OCE5	0.070932		0.168716	0.420424	0.676901

Table 4.15:

<b>PS7</b>					
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	14	44.82787	3.201991	54.43514	5.65E-17
Residual	33	2.717582	0.082351		
Total	47	47.54545			
	<i>Coefficients</i>		<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	0.023746		0.803153	0.029566	0.976591
OCI3	0.181787		0.212061	0.857241	0.397495
OCI4	-0.01039		0.319791	-0.03249	0.974274
OCI5	-0.05201		0.150721	-0.34507	0.73223
OCI6	0.062906		0.125447	0.501452	0.619382
OCI7	0.048457		0.316615	0.153047	0.879293
OCE4	-2.6E-15		0.405835	-6.5E-15	1
OCE5	0.306054		0.217101	1.409734	0.167974

## **Key Findings**

**Alignment of Core Values with Project Objectives:** Interviewees unanimously acknowledged a strong alignment between SOS Ethiopia's core values and the objectives of the project. They emphasized the organization's deep commitment to child welfare, empowerment, and community engagement, which are reflected in its policies and daily operations.

**Challenges in Organizational Culture:** Despite the alignment with core values, interviewees identified challenges in effectively implementing and sustaining the project. Issues such as varying levels of employee engagement, occasional resource constraints, and inconsistent leadership support were highlighted as significant hurdles.

**Cultural Elements Hindering Innovation and Adaptability:** While the organizational culture at SOS Ethiopia is generally supportive, certain cultural elements were identified as potential barriers to innovation and adaptability. These include resistance to change, hierarchical decision-making processes, and limited resources for experimental initiatives.

**Fostering Communication and Collaboration:** Respondents praised the organization for its efforts to foster communication and collaboration among different teams involved in the project. Initiatives such as cross-functional team meetings, regular project updates, and collaborative workshops were cited as effective in enhancing teamwork.

**Role of Leadership in Shaping Organizational Culture:** Effective leadership emerged as a crucial factor in shaping and maintaining the organizational culture at SOS Ethiopia. Leaders play a pivotal role in promoting empathy towards project beneficiaries, ensuring alignment with organizational values, and fostering a positive work environment.

In conclusion, the interview findings provide valuable insights into the organizational culture at SOS Children's Villages Ethiopia and its implications for project success. Despite facing challenges, the organization demonstrates a strong commitment to its core values and employs various strategies to address obstacles and enhance effectiveness. The role of leadership emerges as pivotal in maintaining a positive organizational culture and driving project success. These insights underscore the significance of understanding and nurturing organizational culture in achieving social impact goals.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. INTRODUCTION**

In this chapter, we consolidate the findings from the study on the relationship between organizational culture and project success within SOS Children's Villages Ethiopia's child abandonment and girls' empowerment project in Jimma. Through a comprehensive analysis of organizational culture elements, correlation results, and interview insights, this section aims to provide a cohesive overview of the study's outcomes. The summary of findings will be followed by conclusions drawn from the data analysis, highlighting key insights and implications. Finally, recommendations will be provided based on the study's findings to guide SOS Ethiopia and other organizations in the social sector in enhancing project effectiveness through strategic cultural interventions. This chapter serves as a culmination of the research endeavor, offering valuable insights and actionable recommendations for practitioners, policymakers, and academics in the field of project management and social impact initiatives.

#### **5.2. SUMMARY OF FINDINGS**

The purpose of this study was to investigate the relationship between organizational culture and project success within SOS Children's Villages Ethiopia, focusing on the child abandonment and girls' empowerment projects conducted in Jimma. Using a combination of descriptive analysis, correlation analysis, and interview summaries, the study provided a comprehensive understanding of how various elements of organizational culture impact project outcomes.

The descriptive analysis revealed several key aspects of SOS Ethiopia's organizational culture. For instance, collaboration, prioritization of children's needs, empathy among staff, leadership commitment, alignment with project objectives, openness to behavior change, and facilitation of innovation were all examined. Most elements were rated

moderately too highly, indicating a generally positive organizational culture with some areas for improvement.

The correlation analysis highlighted significant relationships between specific organizational culture elements and project success indicators. Notably, there was a strong positive correlation between prioritization of children's needs and confidence in cultural improvements leading to better outcomes. Conversely, there were strong negative correlations involving collaboration, innovation facilitation, and leadership commitment, suggesting complex dynamics where strong internal practices might not always align with perceptions of cultural impact or the need for further improvements.

Interview summaries provided qualitative insights that supported the quantitative findings. Respondents emphasized the importance of a child-centric approach, consistent leadership, and a culture of empathy and collaboration. However, they also noted challenges such as varying levels of commitment and the need for continuous cultural improvements to adapt to changing project needs.

### **5.3. CONCLUSION**

The findings of this study underscore the intricate relationship between organizational culture and project success within SOS Children's Villages Ethiopia. The analysis demonstrated that certain cultural elements, such as prioritizing children's needs and fostering empathy, are crucial for achieving project objectives. However, there are also areas where perceptions and practices may diverge, highlighting the need for ongoing cultural assessments and improvements.

The strong positive correlation between prioritizing children's needs and confidence in cultural improvements indicates that a child-centric organizational culture is highly valued and seen as essential for project success. On the other hand, the negative correlations involving collaboration, innovation facilitation, and leadership commitment suggest that these areas require further attention to align better with the overall project success.

The study's significance lies in its potential to enhance the understanding of how organizational culture impacts project success in the social sector. By providing valuable insights for SOS Children's Villages Ethiopia and other similar organizations, the research contributes to both academic discourse and practical applications in project management.

Ultimately, these findings can lead to improved project management practices and outcomes, thereby increasing the effectiveness in achieving social impact goals

#### **5.4. RECOMMENDATIONS**

Based on the study's findings, the following recommendations are proposed to enhance the relationship between organizational culture and project success at SOS Children's Villages Ethiopia and similar organizations:

**Enhance Child-Centric Approaches:** Maintain and further strengthen the prioritization of children's needs within the organizational culture. This should be a continuous focus to ensure it remains a core value in all project implementations.

**Strengthen Leadership Commitment:** Address the variability in leadership commitment by implementing consistent leadership training programs. Leaders should be equipped with the skills and knowledge to foster a supportive and empowering organizational culture.

**Promote Empathy and Collaboration:** Develop initiatives to enhance empathy and collaboration among staff. This can include team-building activities, regular workshops on empathy, and creating platforms for open communication and feedback.

**Facilitate Innovation and Adaptability:** Encourage a culture of innovation by providing staff with opportunities for creative problem-solving and adapting to new challenges. This can involve setting up innovation labs, offering training in innovative methodologies, and recognizing and rewarding innovative ideas and practices.

**Regular Cultural Assessments:** Conduct regular assessments of the organizational culture to identify areas needing improvement. This can be done through surveys, interviews, and focus groups, ensuring that all staff members have the opportunity to provide input.

**Focus on Continuous Improvement:** Implement a framework for continuous cultural improvement. This should involve setting clear cultural goals, monitoring progress, and making adjustments based on feedback and changing project requirements.

**Broaden the Scope of Cultural Initiatives:** Expand cultural initiatives to include more aspects of diversity and inclusion, ensuring that the organizational culture is sensitive to diverse backgrounds and promotes an inclusive environment for all staff and beneficiaries.

By addressing these recommendations, SOS Children's Villages Ethiopia can strengthen its organizational culture, thereby enhancing the success of its projects and achieving greater social impact. These insights are also valuable for other organizations in the social sector, contributing to the broader understanding of the role of organizational culture in project success.

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## **APPENDIX A**

### **QUESTIONNAIRE FOR STUDY**

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE**

**GRADUATE PROGRAM IN PROJECT MANAGEMENT**

### **QUESTIONNAIRE FOR STUDY**

**TITLE: The Impact of Organizational Culture on Project Success: A Case Study of SOS Children's Villages Ethiopia Child Abandonment and Girls Empowerment Projects**

My name is Estifanos Dereje, and I am currently pursuing a Master's degree in Project Management at the School of Commerce, Addis Ababa University. The aim of this questionnaire is to gather data for a study on the Impact of Organizational Culture on Project Success: A Case Study of SOS Children's Villages Ethiopia Child Abandonment and Girls Empowerment Projects. Your cooperation in completing this questionnaire is greatly appreciated, as your genuine, thorough, and timely responses are essential for the success of my research. I want to assure you that the information collected through this questionnaire is strictly for academic purposes, and your responses will remain confidential and anonymous. Therefore, I kindly request you to carefully respond to each item.

Yours Sincerely

Thank you for your cooperation

By: Estifanos Dereje

Mobile:

Advisor: Dr. Aberaraw Chane

**PART I: Background Information of Respondents**

Table 1: Background Information of Respondents

No	Items	Options / dimensions	Put (√)
1	Gender	Male	
		Female	
2	Age	20-30 Years	
		31-40 Years	
		41-50 Years	
		51 Years & Above	
3	Educational Qualification:	Doctorate or PhD	
		Masters(2nd Degree)	
		First Degree	
		Diploma	
4	Work Experience (Overall):	0-5 years	
		6-10 years	
		11-15 years	
		Above 15 years	

**PART I I: Organizational Culture Influence**

Table 2: Organizational Culture Influence

<b>Question</b>	<b>Not at All</b>	<b>Slightly</b>	<b>Moderately</b>	<b>Very Much</b>	<b>Completely</b>
Rate the existence of collaboration within SOS Ethiopia's organizational culture:					
To what extent does SOS Ethiopia's organizational culture prioritize the needs of children in project implementation?					
To what extent does SOS Ethiopia's organizational culture promote a sense of empathy among staff members towards the children involved in projects?					
Rate the level of leadership commitment within SOS Ethiopia's organizational culture towards the child abandonment and girls' empowerment project:					
How well does the organizational culture of SOS Ethiopia align with the					

objectives of the child abandonment and girls' empowerment project?					
How likely are staff members to consider implementing changes in their behavior based on the insights gained from the organizational culture assessments?					
How effectively does SOS Ethiopia's organizational culture facilitate innovation and adaptability in project implementation?					

### PART III: Organizational Culture Elements Vs Project Objective

Table 3: Organizational Culture Elements Vs Project Objective

Question	Not at All	Slightly	Moderately	Very Much	Completely
Rate the level of leadership commitment within SOS Ethiopia's organizational culture towards the child abandonment and girls' empowerment project:					
How well does the organizational culture of SOS Ethiopia align with the objectives of the child abandonment and girls' empowerment project?					
To what extent does SOS Ethiopia's organizational culture facilitate innovation and adaptability in project implementation?					
How effectively does the organizational culture of SOS Ethiopia encourage collaboration among project team members in the child abandonment and girls' empowerment project?					
Rate the level of cultural sensitivity within SOS Ethiopia's organizational culture towards diverse backgrounds in the context of the child abandonment and girls' empowerment project:					

How well does SOS Ethiopia's organizational culture support the empowerment of girls in the context of the project?					
To what extent does SOS Ethiopia's organizational culture foster a sense of accountability among project team members in the child abandonment and girls' empowerment project?					

**PART IV: Organizational Culture and Project Success**

Table 4: Organizational Culture and Project Success

<b>Question</b>	<b>Never</b>	<b>Rarely</b>	<b>Occasionally</b>	<b>Frequently</b>	<b>Always</b>
How applicable do you think the findings from SOS Ethiopia's case study are to other organizations in the social sector?					
In your opinion, to what extent does organizational culture play a role in project success within the social sector as a whole?					
How likely are you to consider implementing changes in your organization's culture based on the insights gained from the SOS Ethiopia case study?					
To what extent do you believe organizational culture impacts the success of social sector projects compared to other					

factors such as funding, resources, and external support?					
How confident are you that improvements in organizational culture can lead to better project outcomes in the social sector?					
In your experience, how frequently do organizations in the social sector prioritize efforts to improve their organizational culture compared to other areas such as program development and fundraising?					
How applicable do you think the findings from SOS Ethiopia's case study are to other organizations in the social sector?					

## **APPENDIX B**

### **INTERVIEW QUESTIONS**

#### **ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE**

#### **GRADUATE PROGRAM IN PROJECT MANAGEMENT**

### **INTERVIEW QUESTIONS**

1. How do the core values of SOS Ethiopia align with the objectives of the child abandonment and girls' empowerment project, and what measures are in place to ensure this alignment?
2. What are the main challenges faced by SOS Ethiopia's organizational culture in effectively implementing and sustaining the project, particularly concerning employee engagement and commitment?
3. Can you identify any cultural elements within SOS Ethiopia that hinder innovation and adaptability in project implementation, and what strategies does the organization employ to address these challenges?
4. How does SOS Ethiopia foster communication and collaboration among different teams involved in the project, and can you provide examples of successful collaboration initiatives?
5. What role does leadership play in shaping and maintaining the organizational culture at SOS Ethiopia, specifically regarding project management practices and the promotion of empathy towards project beneficiaries?