

ADDIS ABABA UNIVERSITY

**COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PROJECT MANAGEMENT**



**The Effect of Organizational Culture on Project
Performance: In the Case of Safaricom Telecommunications
Ethiopia PLC**

By

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A Project Work Submitted to Addis Ababa University College of
Business and Economics School of Commerce in Partial Fulfillment
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Management

Advisor: Tenkir S. (PHD)

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Statement of Declaration

I hereby, declare that this research work entitled “**The Effect of Organizational Culture on Project Performance: In the Case of Safaricom Telecommunications Ethiopia PLC**” is original work of my own, and has not been presented by anyone for any degree in any other university. And all the sources of materials used for the thesis have been duly acknowledged.

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This is to certify that the above declaration made by the candidate is correct to the best of my knowledge.

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Acronyms

2G : Second Generation wireless telephone technology

3G : Third Generation mobile communications

4G : Fourth Generation mobile communications

ANOVA: Analysis of variance

HQ: Head Quarter

HR: Human Resource

IT: Information Technology

KPI: Key Performance Indicator

SD: Standard Deviation

SPSS: Statistical Package for the Social Sciences

STEP: Safaricom Telecommunications Ethiopia PLC

Abstract

In organization like Safaricom Ethiopia, where huge investments take place for expansion, projects may face several challenges. Organizational culture is one factor that affect project performance. The main objective of the study was to examine the effect of organization culture on the performance of project in Safaricom Ethiopia. This paper studied four main types of organizational cultures which are clan, adhocracy, hierarchy, and market. It also examined the impact of organizational cultures in project performance. This paper used explanatory research design to identify patterns and trends within a population or phenomenon. To gather primary data for the study, the researchers employed questionnaires that describe organizational culture and project performance. 168 questionnaires were distributed by using google form link. Out of those 156 responses were returned, resulting in a success rate of 92%. The study discovered that in Safaricom Ethiopia Project Performance has a weak positive correlation with clan culture, strong positive correlation with Hierarchy culture, a moderate positive correlation with adhocracy culture and weak negative correlation with market culture. The finding from regression analysis indicates Hierarchy culture and Adhocracy culture have a positive relationship with Project Performance, while Market culture has a negative relationship and Clan culture is not statistically significant. This paper concluded that hierarchy and adhocracy cultures positively Affect project management performance in Safaricom Ethiopia, while market culture has a negative effect. The finding of the study determines the current dominant culture in Safaricom Ethiopia is market culture and help to put direction and manage effective project success for the further expansion projects in organization as well as other African countries telecom service providers.

Key words: Safaricom Ethiopia, Organizational Culture, Project Performance, Addis Ababa, Ethiopia

CHAPTER ONE

1.1 Background

1.1.1 Background of the study

Information and communication industry is an important factor in driving economic growth in many countries. To encourage the growth of this industry, many countries have implemented policies that support and regulate competition. These policies aim to create a level playing field for businesses, promote investment, and encourage innovation. Telecommunications is defined as any transmission, emission, or reception of signs, signals, writings, images, and sounds; or intelligence of any nature by wire, radio, visual, or other electromagnetic systems, according to international telecommunication union press referred by (Lin. C, 2008).

According to Kilmann, Saxton, & Serpa, 1986, Culture is defined as the shared values, ideas, standards, traditions, beliefs, that attach a community together. A cultural is common understanding held by a group of people which means culture is expressed by group of people not individuals. It's a community guide that indicate what acceptable behaviors are, believes and emotions that describe values and norms under the specific group. The cultural knowledge base is tacit, acquired, and passed on to new members of the group (Sackmann, 2001).

Organizational culture consists the beliefs, practices, and values that shape the behavior of its members. It is reflected on how members of the organization see themselves, how they interact with each other and externally, and how they expect the future to be. Gibson, K. (2009) express his reflection on culture by stating "Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid". Organizational culture is culture that experience by corporates, it can be practiced between organizations, corporates with clients or with stakeholders.

Project management is a field that study about skills to strategize, oversee, monitor, and control the human resources, schedule, cost, quality involved in a project. A book about project management published in 1991, written by Joan and Ira states that Project management combines the procedures of creating the final product with the procedures of preparation, managing changes, monitoring, and initiating strategies to prevent and address issues.

Sunil Raikhanghar (2010) describes that in the absence of an efficient Project Management Office (PMO) and unified procedures, guidelines, metrics, and organizational culture across projects,

there will be inconsistency in how projects are managed across different departments and from one project to another. In the same literature he also argues that the success of projects take on by

Safaricom Telecommunication Ethiopia PLC is a relatively new company with only a few years of experience, and it can be said that it is still in the early stages of its foundation. Expansion projects are currently underway throughout the country, and the performance of these projects could be affected by the dominant organizational culture within the company. As organizations gain more experience, they tend to develop their own distinct cultures, which can greatly influence the performance of their Project Management. The performance of the Project Management is greatly influenced by the existing organizational culture so identifying any dominant cultural issues in the early stages can help the organization respond to problems and improve project performance.

1.1.2 Background of the industry

Until July 2021, the Ethiopian telecommunication industry was monopolized. Developing countries are increasingly diversifying their telecom markets to achieve economic growth. This growth has led to a significant demand for information technology. However, diversifying the telecommunication sector is a sensitive matter. According to Chun Hung Lin (2008), telecommunication is crucial for national security, social stability, economic development, and various industrial sectors.

According to the ITU Information and Communication Technology Development Index (IDI) of 2017, Ethiopia is ranked 170th. Despite being the second most populous country, this ranking is much lower than neighboring countries like Rwanda, ranked 153, and Kenya, ranked 138. This indicates that the telecommunication sector's growth in Ethiopia has been affected by the telecommunication monopoly. Due to the economic and security of sensitivity of telecommunication sector, Ethiopian government was not able to privatize the sector before July 2021.

Foreign direct investment is important for macroeconomic growth, but it places significant risks to a country's sovereignty, safety, and security. To mitigate these risks, many countries have established policies and legal requirements. In 2019 The Ethiopian government announced a tender for private telecom operator licenses as part of its efforts to liberalize the telecom industry to build a world class telecoms industry in Ethiopia.

STEP is first private telecom operator in Ethiopia. Before it's named as Safaricom Telecommunications Ethiopia, Global partnership for Ethiopia is formed by incorporation of five companies named Safaricom PLC, Vodafone Group, Vodacom Group, Sumitomo Corporation and British International Investment (formerly known as CDC Group).

Press release of Safaricom PLC website in October 2022 published a statement about Member Company of international consortium as below.

Safaricom PLC - a prominent telecommunications company in East Africa with 20 years of experience, Safaricom have over 31 million customers. The company provide Voice, Data, MPESA, Postpaid & Prepaid services with the best quality in east Africa. It is also called the home of MPESA, SIM card based mobile money service.

Vodafone – is British based international telecom company with over 300 million customers. It is a leading company in terms of internet of things (IOT). With 31 years of experience Vodafone group provide all kinds of telecommunication services including mobile money. Currently the company is operating in more than 21 countries.

Vodacom – is company first formed South Africa. More than 45 million customers in South Africa 103 million in total are connected through Vodacom. Fixed voice, data, mobile and digital finance services are provided in the company.

Sumitomo Corporation (“SC”) – SC was formed in 1919 G.C. which make it the oldest one from the members of Global partnership for Ethiopia. The company is involved in 500 global trading in 111 locations. The company has huge amount of personnel on around 900 companies,

British International Investment - The UK's development finance institution has recently rebranded itself as a new name, distinct from its previous name, CDC Group. The company mainly supports markets that are related to sustainability and creativity.

Global Partnership for Ethiopia granted telecommunications service license on 9 July 2021. Since then, Safaricom Telecommunications Ethiopia PLC becomes its official name. The company provides GSM related mobile products and services such as 2G, 3G, 4G, 4G business internet,

mobile money, roaming with Safaricom and international calling service. Currently the company has 66 distributor shops, 2,000 sim selling outlets and more than 900 workforces from 25 countries.

1.2 Statement of the problem

During the 2020/2021 fiscal year operators in Kenya had 64.2 million subscribers with aggregate revenue of \$3.5 billion USD (Communication Authority of Kenya, 2022). African largest market Nigeria had 227.17 million cellular subscribers with total revenue of 9.1 billion USD (National Communication Commission, 2022). Whereas budget year of 2021/2022, the sole telecom provider had 66.59 million subscribers with total revenue 1.1 billion USD. Which is much less than compared to landlocked countries with alike GDP.

Safaricom Ethiopia have around 4 million subscribers in 21 cities. However, there was planning to launch phased rollout starting in August 2022, aiming to cover 25 cities across Ethiopia in April 2023. The company has 900 workforces from 25 countries.

Disregarding the impact of cultural differences on communication, decision-making, task execution and trust can all have a negative effect on the project's success, as noted by L.L. Meyer, J.H.C. Pretorius, and L. Pretorius. Safaricom workforces are linked from 25 countries worldwide which leads projects to become international projects. In global projects, team members are widely dispersed across different nations, technical disciplines, and beliefs. Moreover, these team members may belong to competing companies. Christenson and Walker (2004) suggest that organizations can improve their project outcomes by developing a culture that prioritizes projects. According to Cameron and Quinn (1999), effective organizational management requires managers to prioritize the company's values, the confidence of the staff, and the organization's vision over market forces, competitive positioning, and resource advantages.

Organizational culture builds through long time, knowing organizations culture in early stage of formation can help to detect challenges and opportunities in the organization. Martins and Martins (2003) assert that while changing an organization's culture can be a hardtask, it is still within the realm of possibility to bring about such change. However, Arnold (2005) argues that if the existing culture doesn't meet company's competitive desire, it can be managed, even it can be reformed.

The company awarded operating license with fee of US\$ 850 million which made it the single largest foreign direct investment into Ethiopia. Considering this huge investment, the accessibility, quality and reliability of the products and services are in question. The company get license in July 2021, but the first launch of the service was in August 2022. M-PESA, mobile money service provided by Safaricom Ethiopia was planned early stage of company formation but still not launched. Project delays are becoming common in the company. Besides external factors related to license permission, this paper will investigate the organizational culture and relationship between organization cultures to project performance. The research also will assess if organization culture affects the project performance positively or negatively.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study is to examine the effect of organization culture on project performance in Safaricom Ethiopia.

1.3.2 Specific Objective

- Determine the current dominant organizational culture in Safaricom Telecommunications Ethiopia.
- Outline the relationship between organizational culture and project performance in the company.
- To examine the effect of clan culture on project performance
- To examine the effect of market culture on project performance
- To test the effect of hierarchy culture on project performance
- To test the effect of adhocracy culture on project performance

1.4 Research Question

The paper proposed to answer the following basic questions.

- A. What is the current dominant organizational cultures in Safaricom Telecommunications Ethiopia?
- B. Does clan culture affect project performance?
- C. Does market culture affect project performance?

- D. Does hierarchy culture affect project performance?
- E. Does adhocracy culture affect project performance?

1.5 Significance of the study

The result of this research is expected to assist in managing project performance by accessing dominant culture in the organization. By examining the reflection of organizational culture on project performance within Safaricom Ethiopia, this research can provide valuable lessons and best practices that can be applied in similar organizations in the telecommunications industry. This can contribute to the success of future expansion projects, not only for Safaricom but also for other telecom service providers in African countries.

This research can be referenced by scholars, practitioners, and professionals who seek to develop their understanding on the field of organizational culture and project performance. It can contribute to the body of knowledge in the field, enhancing the available resources for academic studies, professional development, and decision-making within organizations.

1.6 Delimitation of the study

The study is limited to accessing the impact of organizational culture on performance of project in the case of Safaricom Ethiopia. A seven-dimension Organizational Culture Profile (OCP) is a framework that provides a variety of insights into organizational culture. The OCPs have mainly provided guidance and support to Charles A. O'Neill III, Jennifer Chatman, and David F. Caldwell orchestrated the development of a tool to ensure organizational alignment. They provide information about five key dimensions in organizational culture. Those are Dominant Culture and Subcultures, Strong Culture and Weak Culture, Mechanistic and Organic Cultures, Authoritarian and Participative Cultures, and National Culture vs. Organizational Culture.

There are different organizational culture dimensions. However, the study is delimited to selected organizational culture scopes, which emphasis on Clan, Market, Hierarchy, and adhocracy and their effect on selected project performance indicator which are efficiency, Budget, desired quality, and schedule. Although the company have office and employees in different region of Ethiopia, due to limited time and budget this paper will cover headquarter of Safaricom Ethiopia located in Addis Ababa.

1.7 Limitation of the study

The first limitation of the study is linked to the small sample size. Because of limited time and resources, only 168 participants were included in the research. This small sample size may restrict the generalizability of the findings to a larger population. A larger sample size would have provided a more comprehensive understanding of the phenomenon being investigated. However, efforts were made to ensure diversity within the sample to minimize this limitation as much as possible. Furthermore, due to time constraints, the study did not include chief officers as part of the research population.

1.8 Organization of the paper

Chapter one provides an overview of the background, problem statement, objectives, limitations, and scope of the study. Chapter two reviews the existing literature on organizational culture and project performance indicators, with a focus on four types of organizational culture: clan culture, market culture, hierarchy culture, and adhocracy culture. It also introduces the research framework for the paper. Chapter three explains the research design, methodology and the steps taken to collect and analyze data. Chapter four presents the analysis of the data collected using the methods and instruments described in the methodology section. Chapter five discusses the summary, conclusion, and recommendations. The references used in the study are listed at the end.

CHAPTER TWO

2. Literature review

The literature review of the study explains the concern for the study on effects of organizational culture and project performance of Safaricom Ethiopia. In theoretical review it focuses on four types of organizational culture, project performance indicators such as efficiency, budget, time and quality and the relation between project performance and organizational culture. Empirical review insights into previous studies on project performance and organizational culture. Finally, the writer develops a conceptual framework of dependent and independent variables for the study.

2.1 Theoretical Review

Several literatures describe organizational culture in different terms. As per Robbins & Sanghi (2007), Culture is a set of shared values that can be used to characterize a uniform organizational culture, despite varying backgrounds among members at different hierarchical levels.

According to Drenan (1992), organizational culture refers to the customary and expected behavior patterns, prevailing attitudes, and habits that are characteristic of a particular organization. Simply stated, organizational culture is “the way things are done around here” (Deal & Kennedy, 2000). Needle, 2004 emphasize the concept of Organizational culture by defining it as reflection of shared principles, convictions, and standards of the organization's members are shaped by various elements, including past events, merchandise, market dynamics, technology, personnel, leadership approach, and tactics.

When an organization has a strong culture, it reflects a significant consensus among its members regarding the organization's fundamental values and principles. Brown (1998) relates organizational culture to corporate success by describing a powerful organizational culture encourages the association and synchronization of goals among the members of the organization. In the same publishing he discusses learning process on the culture of organization by referring the steps artefacts, language, behavior patterns, norms of behavior, heroes, symbols and symbolic action, believes, values and attitudes, basic assumptions and history.

Brown (1998) discuss the process briefly as below:

Artefacts are the things that make up an organization's physical and social environment, such as its office space, equipment, rules, systems, and procedures. Language refers to the basic perception of the world that an organization has. Organizational life is characterized by recurring patterns of behavior, which are known as rituals, ceremonies, and festivities.

Norms of Behavior are rules that guide how employees should act in different situations. These rules develop over time as people in the organization talk and agree on what is right or wrong in dealing with problems. Heroes in an organization are important because they inspire other employees and help the organization look well to people outside of it.

Symbols in organizations are things that have a special meaning to the people who work there. Examples of symbols commonly found in organizations include logos, policies, and products.

Values are intimately connected with moral and ethical codes; they determine what people think ought to be done. Beliefs on the other hand, refer to what people think is and is not true. Attitudes connect belief and values with feelings; they may be thought of as a learned predisposition to respond consistently in a favorable and unfavorable manner.

Principles are closely linked with ethical and moral standards; they establish what individuals deem to be right or wrong. Convictions, on the contrary, pertain to what individuals perceive as factual or false. Dispositions bridge beliefs and principles with emotions; they may be perceived as acquired tendencies to react in a consistent encouraging or unpleasant way.

Basic assumption direct organizational member's interpretation, sentiments, and passions about things within the organization. Historical process that describe how the culture was built and milestones of the company.

2.1.1 Types of organizational Culture

For the purpose of characterizing organizational culture, there are four main types organizational culture. Several studies validated Competitive Values Framework (CVF) model, which state the four dominant organizational culture types – hierarchy, market, clan and adhocracy develop from the intersection quadrants of those axes of the framework.

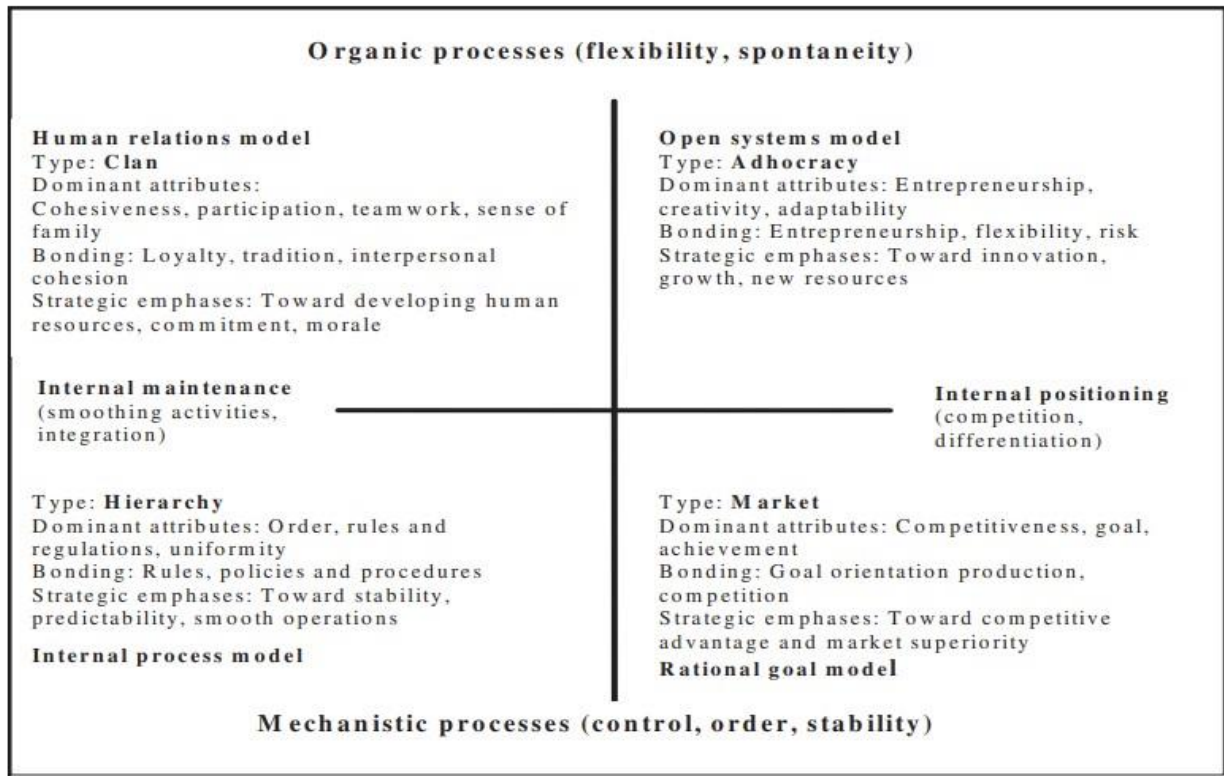


Figure 1: a model of organizational culture types (Ahmed Y.H. Ebeid and Hesham F. Gadelrab, 2009)

Kim S. Cameron Robert E. Quinn (1999) the names of these quadrants were not chosen arbitrarily. Instead, they were obtained from the academic literature that clarifies how, with the passage of time, distinct organizational principles have become connected with different organizational structures.

Clan culture – Clan culture brings in a very harmonious workplace in which there is a lot of communication at the personal level and the whole ambience is that of an extended family (Joseph, N. Elangovan Louis, Kennedy, 2022). In short expressions it can be described as “Do things together”. According to Quinn and Spreitzer (1991), clan culture exhibits a strong sense of belonging and emphasizes teamwork and involvement. It cares for a highly cooperative workspace where each person is respected, and effective communication.

In their article, Frank Q. Fu, Willy Bolander, and Eli Jones (2009) cite Allen and Meyer's (1990) three-component model, which includes affective commitment, continuance commitment, and

normative commitment. They explain that affective commitment is rooted in an individual's values, while normative commitment is driven by a sense of obligation, and continuance commitment is based on a cost-benefit analysis.

Hierarchy culture – Hierarchy culture endeavors towards equilibrium and consolidation and is defined by internal bureaucracy (Rameezdeen & Gunarathna, 2003). It is commonly used in top to down structured corporates. Organizations characterized by a hierarchical culture typically have a well-defined hierarchy and established career paths, with a strong emphasis on structure and stability. It can be expressed as “Do things right”.

As proposed by Weber (1947) the seven classical attributes of Hierarchy include specialization, hierarchy, accountability, impersonality, meritocracy, separate ownership, and rules. Large and government organizations commonly use hierarchy culture to reassure a well-defined chain of command and maintaining a clear organizational structure. McDonalds and Ford Motor Co. are great examples for hierarchy culture and its effectiveness on organizations.

Adhocracy culture – commonly defined as “Do things first”. Quinn and Spreitzer (1991) defines Adhocracy as a progressive form of organizational culture that prioritizes innovation, risk-taking, and adaptability.

Adhocracy culture innovative culture that focuses on high flexibility. Adhocracy is an organizational culture that is fostered by an open system that encourages a proactive and action-oriented approach. On the revised edition of this book written by Kim S. Cameron Robert E. Quinn (1999) it is also described that the major goal of an adhocracy is to foster adaptability, flexibility, and creativity if uncertainty, ambiguity, and information overload are typical.

Market culture – The market culture focused on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators (Kim S. Cameron Robert E. Quinn, 2011). The primary focus in market culture is on accomplishing tasks, with individuals being highly competitive and driven by a desire for achievement. Organizations with market culture focuses on building an atmosphere of strong competition. Often market culture have moto “Do things fast”. The success of the organization is paramount, and individuals are expected to work together to achieve common goals. This type of culture is often found in organizations that operate in highly competitive markets, where success requires a strong focus on achieving results

and outperforming the competition. Market culture can be highly effective in driving performance and achieving success, but it can also be stressful and demanding for employees who are expected to constantly perform at a high level.

2.1.2 Dominant and Sub Organizational Cultures

The research will access four types of culture which are clan, hierarchy, adhocracy and market. In fact, pure Control (hierarchy), Compete (market), Collaborate (clan), or Create (adhocracy) are extremely rare. Tharp (2009) describes the previous classifications are supportive and they will give a base upon which organizations can plan and lay their solutions in accordance of important role and culture.

Cameron & Quinn (2005) described that It is rare for organizations to exhibit a single type of culture, as they typically evolve to adopt a dominant culture that reflects their ability to adapt and respond to the challenges and changes in their external environment.

Organizations tend to develop a dominant culture over time as they adapt and respond to the challenges and changes in their external environment. This dominant culture is shaped by a variety of factors, including the organization's history, leadership style, values, and mission. It is a macro view of cultures that describe organizations character. It also reflects the organization's ability to adapt to internal and external changes, such as technological advancements, shifts in customer preferences, and changes in the regulatory environment. The dominant culture of an organization can have a significant impact on project performance.

According to Dr. Austin O. Oparanma (2015) if an organization consisted solely of various subcultures and lacked a dominant culture, the predictive value of organizational culture would be greatly reduced. This is because there would be no consistent understanding of what constitutes appropriate or inappropriate behavior.

In an organizational context, subcultures can develop among employees who share common interests, backgrounds, or work experiences. For example, employees who work in different departments or teams may develop their own subcultures based on their unique work experiences and job responsibilities. These subcultures can be characterized by distinct values, beliefs, and practices that differ from those of the larger organization.

Martin (1992) expanded on her previous definition of organizational subcultures by integrating three social science perspectives in the study of organizational culture. These perspectives include: 1) integration, which is characterized by a consensus across the entire organization; 2) differentiation, which involves consensus located within subcultures; and 3) fragmentation, which is marked by ambiguity and the dynamic nature of consensus.

Subcultures can have both positive and negative effects on an organization. They can foster a sense of community and belonging among employees. On the other hand, subcultures can also create divisions within an organization, which can lead to conflict and reduced collaboration. Overall, subcultures are an important aspect of organizational culture, as they can provide insight into the unique experiences and perspectives of different groups within the organization.

2.1.3 Project performance

Many scholars agreed that project is a temporary endeavor that is designed to achieve a specific goal or objective within a defined timeframe, budget, and scope. Projects are usually unique and distinct from ongoing operations or routine activities of an organization. They involve a set of coordinated and interrelated activities that are aimed at producing a specific outcome or deliverable.

Dvir, Sadeh & Malach-Pines(2006) project performance has been categorized into two constructs: project efficiency, which refers to meeting the cost, time, and specification requirements, and project effectiveness, which refers to achieving the desired outcome or goal. Effective project manager encourages his team to think out of the box and determine innovative solutions to the problems and to be decisive based on the accuracy of the data collected (Bryde, D. J., 2005).

According to Ogunlana (2010) to evaluate the success of a project performance measurements should include the project team's ability to manage project risks and solve problems encountered during the project. This capacity should be considered alongside other factors such as meeting project requirements, cost, and time constraints.

Effective project management is essential for the successful completion of a project. It involves the application of knowledge, skills, tools, and techniques to plan, execute, and control project activities to achieve the project goals and objectives.

Project performance and outcome can be evaluated using different performance indicators such as cost, quality, client satisfaction, and business satisfaction (Cheung, S., Suen, H., Cheung, K., 2004). According to Ahmed & Anantatmula (2017) there are four dimensions of project performance that is schedule performance, cost performance, quality performance, and stakeholders' satisfaction.

Cost performance:- PMI (1996), Project Cost Management refers to the steps taken to make sure that a project is completed within the allocated budget. It involves a series of processes that help to control and manage costs throughout the project's lifecycle. Project Cost Management is an essential aspect of project management that involves planning, estimating, budgeting, and controlling costs throughout the project's lifecycle (A.S. Ali, S.N. Kamaruzzaman, 2010).

The first step in Project Cost Management is to develop a cost management plan, which outlines how costs will be estimated, budgeted, and controlled throughout the project. This plan should be developed in consultation with stakeholders and should consider factors such as the project's scope, timeline, and complexity.

By ensuring that the project is completed within the allocated budget, Project Cost Management helps to ensure project success and stakeholder satisfaction.

Scheduling performance:- Schedule is a document that lists the milestones, activities, and deliverables of a project, along with their intended start and finish dates. The items on a schedule are often closely linked to the terminal elements of the work breakdown structure (WBS), the Statement of Work, or a Contract Data Requirements List. (Ronald Kibuuka Ssempebwa, 2013). The schedule is typically created during the planning phase of the project and is based on the project scope, timeline, and available resources. The schedule is used to track progress and identify any delays or issues that arise. There are many tools and techniques available to help create and manage project schedules. These include Gantt charts, critical path analysis, and project management software.

Quality performance:- Ledbetter (1994) defines quality as the adherence to established requirements, with these requirements being viewed as the attributes of a product, process, or service that are outlined in contracts. Quality assurance is a process that is used to ensure that the

project meets the established quality standards. To achieve quality, project managers must work closely with stakeholders to define the requirements and establish quality standards.

Quality is a critical aspect of project management that involves ensuring that the final product or service meets the needs and expectations of stakeholders. Ledbetter's definition emphasizes the importance of conformance to established requirements, which are the characteristics of the product, process, or service specified in contracts.

Stakeholder satisfaction:- Stakeholders are individuals or groups who have an interest in the project and can be affected by its outcomes. To achieve stakeholder satisfaction, project managers must balance the costs and benefits of the project. the satisfaction of stakeholders is a critical factor in project management, and balancing the costs and benefits of the project is essential to achieving stakeholder satisfaction. As per the findings of Goodenough, Oppong, Albert, and Ayirebi (2018), the satisfaction of stakeholders is contingent upon the balance between the costs they incur and the benefits they ultimately receive.

2.1.4 Organizational Culture Vs Project Culture

Project culture is not only needed in order to execute particular projects (Williams, T., 2007). It can also spread from one project to the whole organizations (Williams, T., 2007). The press release by PM Gloss highlights that project culture is a critical aspect of successful project management. The project culture refers to the shared set of values, beliefs, attitudes, and behaviors that shape the project team's approach to work. The elements of project culture, as listed in the press release, play a crucial role in creating a cohesive and collaborative team environment.

For instance, the project name, logo, and slogan can help to create a sense of identity and purpose for the project team. The project language, on the other hand, can help to establish a common vocabulary and promote effective communication among team members. The project-related documents, such as organizational plans, can provide a clear roadmap for the project team and help to ensure that everyone is working towards the same goals.

In their study, Dvir and Shenhar (2015) emphasize that a revolutionary culture is a crucial aspect of projects that achieve success. This culture is characterized by an innovative and visionary approach that challenges conventional thinking and pushes the boundaries of what is possible.

Performance indicators specify the measurable evidence necessary to prove that a planned effort has achieved the desired result (Mbugua et al., 1999). The key to effective performance indicators is to ensure that they are specific, measurable, achievable, relevant, and time-bound. This is often referred to as the SMART criteria. Performance indicators are a critical tool for project managers, as they provide the data and evidence needed to demonstrate the success of a project.

Understanding perspective of project stakeholders have significant effect on project performance. Hence, an organization can be represented in different ways as project stakeholder, its culture has direct relation to project performance. Although the writer reviews several research regarding organizational culture and project performance, there is still shortage of literature resources on the effect of organizational culture on project performance, especially there is no existing literature focused on the case of Safaricom Ethiopia.

2.1.5 Effects of organizational culture on projects

According to R. Thomas, Marton Marosszeky, Khalid Karim, S. Davis, and D. McGeorge (2002), although organizational culture certainly affects the organization and implementation of project management activities, it cannot be considered the sole factor that explains project performance and final outcomes. The statement is saying that while the organizational culture has an impact on how project management activities are planned and executed, it is not the only factor that determines the success of a project. Other factors such as project planning, resource allocation, stakeholder management, and external environmental factors can also influence project performance and outcomes.

Winter (2000) provides an optimistic outlook by analyzing the potential for change. These three propositions—that process problems are predominately attributable to system flaws; that the experts on the work are the people that do it; and that people are fundamentally motivated to do a good job—altogether imply a need for major recasting of managerial roles in the interests of organizational effectiveness.

According to research made by Thomas, Marton, Khalid, Davis and D. McGeorge (2002) projects that produced above average results exhibited considerably weaker Market characteristics while possessing strong traits associated with Clan types of organization. The researchers suggests that projects that have a more collaborative and familial working environment, such as those found in

Clan culture, tend to perform better than those with a more competitive and goal-oriented environment, such as those found in Market culture.

Their framework includes efficiency customer benefits from the final product; business success; and planning for future (market opportunities) (Shenhar, A, Dvir, D., Levi, O. and Maltz, A., 2001). The presence of cultural traits of adhocracy, clan, hierarchy or market is very much related to organization effectiveness (Cameron and Freeman, 1991). The effectiveness of an organization is closely linked to the cultural traits of adhocracy, clan, hierarchy, or market that it possesses. This implies that the presence of these cultural characteristics can significantly impact the overall effectiveness of an organization. Understanding the cultural traits of an organization and their relationship to effectiveness is important for achieving organizational goals and improving project performance.

2.2 Empirical Review

Study by Martins and Martins (2011) revealed that organizational culture has a strong influence on project performance and that a strong culture of innovation and collaboration is associated with higher success rates. The study found that organizations with a strong culture of innovation and collaboration are more likely to achieve project objectives, meet deadlines, and stay within budget.

Organizational culture can have a significant impact on project performance. According to a research paper by Martinez et al. discusses how organizational culture affects project management methodology the article states that "organizational culture – like the subconscious – affects the aspirations, attitudes and behavior of employees. It focuses their actions along routine tracks in a nonverbal, imperceptible manner"(Martinez et al., 2015).

Another study by (Zwikael and Globerson, 2006) investigated the impact of organizational culture on project success in Israeli high-tech firms. The study found that a supportive organizational culture, characterized by open communication, collaboration, and innovation, is positively related to project success. The authors recommend that organizations should foster a culture that promotes these values to improve project performance.

Another study by Oyewobi et al. (2018) found that organizational culture has a significant impact on project success, and that a strong culture of teamwork, communication, and knowledge sharing

is associated with better project outcomes. The study also found that a culture of risk-taking and innovation can lead to more successful projects.

(Söderlund and Bredin, 2006) examined the relationship between organizational culture and project performance in Swedish construction companies. The study found that a strong organizational culture that supports project goals, teamwork, and communication is positively related to project performance. The authors suggest that companies should prioritize the development of a positive culture to improve project performance.

(Ahmed & Shafiq, 2014) conducted exploratory study elaborates the impact of organizational culture on organizational performance. The study was conducted in different Bahawalpur based franchises of telecom companies. The findings indicate that all the dimension of the culture influence the different perspective of organizational performance.

Ismail (2018) examined the relationship between organizational culture and project success in the construction industry. The study found that a strong culture of collaboration, communication, and teamwork was associated with higher project success rates. Additionally, a culture of innovation and continuous improvement was found to be positively correlated with project success.

Even in organizations which focus on their corporate culture, there is still a gap that needs to be filled between the theory of organizational culture which should be applied and the actual practice that is performed.

2.3 Conceptual Framework of the study

This research is focused on Competitive Values Framework (CVF) model, which state the four dominant organizational culture types – hierarchy, market, clan, and adhocracy with their effect on project performance indicator. The theories and assessments presented in the earlier sections provide a valuable foundation and perspective on the technological and developmental aspects of project management and organizational culture.

Based on reviews of literature the conceptual framework contains the independent variables of organizational cultural type's hierarchy, market, clan and adhocracy and the dependent variable which is project performance indicator.

Independent variables (Organizational Culture)

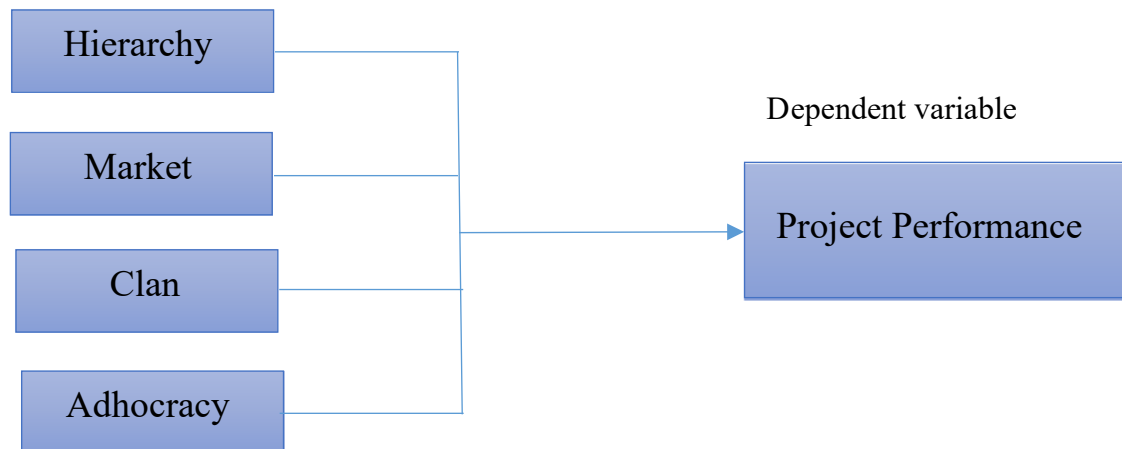


Figure 2: Conceptual framework (Adopted from literature review)

From the review of literature on this paper the writer view there is a literature gap in understanding the specific relationship between organizational culture and project performance. While there have been numerous studies examining the impact of various factors on project performance, such as project management methodologies, leadership styles, and team dynamics, few studies have focused specifically on the influence of organizational culture. This gap limits our understanding of how different cultural dimensions, such as clan culture, Adhocracy culture, hierarchy and market culture affect project performance.

Additionally, existing research tends to focus on the role of organizational culture in different sectors. However, there is a narrow focus understanding of the relationship between organizational culture and project performance across telecom industry.

Moreover, while some studies have examined the impact of organizational culture on specific project management practices, such as communication, decision-making, and risk management,

there is a need for more comprehensive research that investigates the overall influence of culture on project performance.

2.4 Research Hypothesis

In this paper the researcher tries to find out the effect of organizational culture on project performance by considering the major cultural dimensions which are clan culture, adhocracy culture, hierarchy culture and market culture. Before identifying the effect some pre assumption hypothesis questions were designed whether each culture has relationship with project performance.

- **H1:** There is a positive relationship between clan culture and project performance.
- **H2:** There is a positive relationship between market culture and project performance.
- **H3:** There is a positive relationship between hierarchy culture and project performance.
- **H4** There is a positive relationship between adhocracy culture and project performance.

CHAPTER THREE

3. Research Methodology

3.1 Introduction

This chapter will discuss the research methodology used to develop the research. It will also explain the research approach and design, sampling design, how target population and sample frame was developed, estimation of sample size, data collection and analysis, scale reliability and validity techniques as well as what kind of ethical considerations was undertaken in the research will be discussed in detail.

3.2 Research Approach and Design

In this paper, a mixed-methods approach is utilized to collect and analyze data. In order to develop a wide range and comprehensive understanding of the study problem, the researcher used both qualitative and quantitative research approach.

This paper uses explanatory research design to identify patterns and trends within a population or phenomenon. It allows the researcher to understand the variables involved deeply and to identify their potential relationships. (Creswell & Plano Clark, 2018) emphasize that explanatory research design allows researchers to go beyond mere description or correlation and provides a deeper understanding of the underlying causes and mechanisms at play. It allows for a more strong and comprehensive explanation of research findings by combining quantitative and qualitative data

For the primary data, questionnaires with total of 31 questions prepared to participants to gather firsthand information about their experiences and perspectives on organizational culture and project performance. The questionnaires were distributed online through Google Forms. The primary data collected through these methods provided valuable insights into the research topic and helped us to identify common themes and patterns among the participants' responses.

According to Denscombe (2007), secondary data is derived from existing sources that were not originally intended for the specific research objective at hand. These sources may include data collected for other purposes, such as government records, organizational databases, or previous research studies. Secondary data collected to realize this paper include Safaricom telecommunications Ethiopia HR dashboard and Safaricom Ethiopia Spirit Survey Results.

In this research, correlation and regression analysis is used as a statistical tool to examine whether the hypothesis being studied is supported or not. Correlation analysis indicate the relationship between all variables in this paper. Regression analysis involves analyzing the relationship between project performance and independent variables, clan culture, adhocracy culture, hierarchy and market culture, to determine the strength and direction of the relationship. By conducting regression analysis, the researcher can assess whether the observed data supports or opposes the hypothesis under investigation.

3.3 Sampling Design

In Simple random sampling every person in a population has an equal chance of being chosen as a response (Thomas, 2020). The researcher selects simple random sampling method to ensure that all participants of the population has an equal chance of being selected for the sample, making it a representative sample of the population. The method also Unbiased, Easy to implement, Accurate estimates and Cost-effective.

3.3.1 Target Population and Sample Frame

For this study, the target population comprises employees and managers at all levels of the organization, including CEO, Legal and Risk, Digital Finance Service, Project Management Office, Enterprise Business Unit, Technology, Business Strategy, Human Resource, Finance, Consumer Business Unit, and S&D. In other words, all staff members of the organization are included in the target population.

According to Bryman and Bell (2019), a sampling frame is a list or source that contains the entire population or sample of interest. The authors note that the quality of the sampling frame is crucial to determine the accuracy and representativeness of the sample. Failure of the sampling frame to be complete or accurate, it will create bias in the sample and affect the validity of the study.

To ensure the validity of the data and minimize bias or error, the sampling frame was obtained from the HR department of Safaricom Ethiopia. This department was chosen as it maintains accurate and up-to-date records of all employees, making it an ideal source for creating a comprehensive and representative sampling frame. By using this method, the researchers were able to obtain a reliable sampling frame that was free from potential biases or errors.

Safaricom Telecommunication Ethiopia Staff	
Function	staff number
Chief Officer	12
Legal and risk	62
Digital finance service	76
Project Management Office	18
Enterprise Business Unit	86
Technology	327
Business Strategy	2
Human Resource	40
Finance	68
Consumer business unit	49
S&D	194
Total	934

Source: HR Dashboard

Table 1: Sample Frame

3.3.2 Sample Size

The research employed Yamane's (1967) formula to determine the appropriate sample size. This method offers simplified approach for calculating the sample size and is based on a desired confidence level of 95% and a desired level of precision. Due to time constraints and the unavailability of staff members at the head office, this study opted for a desired level of precision of 7%. This decision was made to ensure that the study could be conducted effectively and efficiently within the given timeframe and with the available resources. By choosing a slightly lower level of precision, the writer still gets reliable and valid data while minimizing the impact of scheduling and resource constraints.

By utilizing this formula, the study ensures that the sample size was large enough in providing accurate and reliable results while also being efficient and cost-effective.

$n = N / ([1 + N(e)^2])$ Where,

N = Population Size n=

Sample Size

e = Margin of error

$n = 935 / [1 + (935) 0.07^2]$

$n = 167.5 \approx 168$

Thus, the sample size of this research was 168.

3.4 Source of Data

This research study used both primary and secondary sources of data to gather information. The data collection methods employed in this study included questionnaires, literature reviews, personal observation, and organization documentation such as report result from Safaricom Ethiopia Spirit Survey 2023. These methods were selected to ensure that the research question was thoroughly investigated, and the resulting data was comprehensive and reliable. By using a combination of primary and secondary sources of data and employing multiple data collection techniques, the researcher able to obtain a complete picture of the research topic.

According to Creswell (2014), researchers collect primary data using methods such as surveys, interviews, focus groups, or observations. To gather primary data for the study, the researchers employed questionnaires with 31 questions.

The questionnaire has three main sections. Biography, questions that identify organizational culture and project performance identifier. Organizational culture section, the questions adapted from OCAI (<https://www.ocai-online.com/>). It consisted of a series of inquiries presented in a Likert-style format with a five-point rating scale. The rating scales are strongly agree, agree, neutral, disagree and strongly disagree. Each participant was requested to indicate the degree to which they agreed or disagreed with a statement. This approach allowed for a standardized method of data collection that could be easily analyzed and compared across respondents. The use of a Likert-

style rating scale also provided a clear and concise means of measuring the attitudes and opinions of the participants, further enhancing correctness and validity of the results.

3.5 Data collection and Analysis

To collect data the researcher used an online questionnaire with Google Forms. This platform is chosen by considering the secured IT environment of Safaricom Ethiopia. Since the organization has a huge concern on the security of applications it accesses, it does not allow to access to all kinds of software and online applications. Due to this, Google application was used to collect data in conducting this study.

The data will be gathered by Google Forms, forwarded to Microsoft Excel and then transferred to the SPSS Version 27. SPSS can generate descriptive statistics and frequencies for all of the variables. Descriptive statistics, such as the mean and standard deviation, are utilized in this study to determine the dominant culture within the organization. These statistics provide a quantitative summary of the data, allowing researchers to gain insights into the central tendency (mean) and variability (standard deviation) of the results. This research used correlation analysis to identify the relationship between types of organizational culture and project performance and regression analysis to detect the cause and effect of dependent and independent variables in this study.

3.6 Scale Reliability and Validity

3.6.1 Reliability

Reliability is the degree that the results of a study can be duplicated by other researchers. According to Creswell (2014), reliability is the level that a research instrument consistently measures what it is designed to measure. The reliability of a measure is critical because it affects the validity of the measure. Without reliable measures, researchers cannot be confident that the results of their study are accurate and trustworthy. In this study the value of Cronbach's alpha is 0.833, for clan culture, 0.912 for adhocracy culture, 0.873 for hierarchy culture, 0.651 for market culture and 0.891 for project performance.

3.6.2 Validity

Validity is the degree to which an instrument measures what it is supposed to measure (R. Kothari, 2004,). To ensure the validity and reliability of research data the research question regarding organizational culture was adopted from OCAI. A questionnaire regarding organizational performance was developed using previous studies and related articles of different journals.

3.7 Ethical Considerations

Several ethical considerations need to be considered when conducting research. The following are some of the ethical considerations that need to be considered:

Informed Consent: Participants should be informed about the nature and purpose of the research as well as potential risks and benefits of participation.

Confidentiality: the identity of respondents should be kept confidential throughout the study. The data collected should be confidential and should be used for research purposes.

Anonymity: Participants should be given the option to remain anonymous if they wish. Researchers should not collect any identifying information that could be used to link the responses to the participants.

Voluntary: the Participants respond in the study should be up on their consent, and they should not be forced, deceived to participate.

Fairness: The study should be conducted in unbiased manner, without any discrimination or prejudice towards any individual or group.

Debriefing: Participants should be debriefed after the study, and they should be informed on purpose of the study. They should also be given the opportunity to ask questions and receive feedback.

In summary, when conducting this research, titled the effects of organizational culture on project performance indicator using questionnaires under the organization, I assure that ethical considerations are considered to protect the rights and welfare of the participants.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter will represent analysis and interpretation of the data collected through questionnaires. Response rate, instrumental reliability, descriptive analysis and inferential statistics results analysis will be discussed briefly.

4.2 Response rate

Response rate is an important indicator of the success of the survey at representing the population of interest (assuming the sample was selected by an appropriate probability method)(Peter Lynn, 2008).As described in sample size 168 questionnaires was distributed by using google form link. Out of those 156 responses were returned, resulting in a success rate of 92%. The lower the response rate, the higher the likelihood of response bias or nonresponse error. Mugenda (1999) suggests that a response rate of 50 percent is sufficient, while a response rate of 60 percent is considered good. If the response rate exceeds 70 percent, it is considered very favorable, and a response rate of 90 percent or more is regarded as excellent.

4.3 Instrument Reliability

Ronald Jay Cohen defines reliability as "the consistency or stability of test scores over time or across different groups of individuals" (Cohen, 2013). Cronbach's α ranges from 0 to 1, with higher values indicating greater internal consistency reliability. A value of 0.7 or higher is generally considered acceptable, while a value of 0.8 or higher is considered good (DeVellis, 2017). In this study the value of Cronbach's alpha for clan culture, adhocracy culture, hierarchy culture and market culture are 0.833, 0.912, 0.873 and 0.651 respectively. Cronbach's alpha for project performance is 0.891.

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Project_Management_Performance	0.891	7
Clan	0.833	5
Adhocracy	0.912	6
Hierarchy	0.873	5
Market	0.651	3

Source: Survey data (2023)

Table 2: Reliability Statics

4.4 Descriptive Analysis

4.4.1 Profile of respondent

This research present Biographic information of participants by their gender, age group, level of education and current position in STEP. The below table describe the demographic information of research participants.

Gender		
	N	%
Female	62	39.70%
Male	94	60.30%
Age group		
	N	%
< 25 years	36	23.10%
25-34 years	96	61.50%
35-44 years	24	15.40%
Highest level of education		
	N	%
First Degree	114	73.10%
Postgraduate	42	26.90%

Current Position in the STEP		
	N	%
Section(Line) Manager	24	15.40%
Project Manager	6	3.80%
Staff	126	80.80%
Work Experience		
	N	%
0-5 years	84	53.80%
6-10 years	48	30.80%
11-15 years	24	15.40%

Source: Survey data (2023)

Table 3: Profile of Respondents

Out of 156 respondents, the gender composition of the respondent is 94 (60.30%) male and 62 (39.70%) female. In terms of age group 25 -34 years will dominate the response by taking (61.5%) 96 responses, (23.10%) 36 of response was from < 25 years and (15.40%)24 was from 35-44 years. Regarding highest level of education despite there is no response on diploma and thirty (PHD) level, (73.10%) 114 respondents have first degree and (26.90%) 42 respondents have postgraduate degree. Current position in Safaricom Telecommunication Ethiopia indicate that (80.80) respondents was staffs, 24(15.40%) respondents were Section/line manager and only 6 respondent which means 3.80% were project manager. distributions based on the respondents' service year in the STEP is the highest result 84 (53.80%) have work experience between zero to five years, 48(30.80) of the respondents have six to ten years of experience and 24(15.40%).

4.4.2 Descriptive Analysis of organizational culture

organizational culture section consisted of a series of questions presented in a Likert-style format with a five-point rating scale which consist strongly agree, agree, neutral, disagree and strongly disagree. Each respondent was asked to indicate the degree to which they agreed or disagreed with a statement. For scaling purpose “Strongly Disagree” represent 1 point, “Disagree” represent 2 point, “Neutral” represent 3 points, “Agree” represent 4 points and “Strongly Agree” indicate 5 points.

Descriptive Statistics			
	N	Mean	Std. Deviation
Clan	156	3.7923	0.58227
Adhocracy	156	3.6795	0.55246
Hierarchy	156	3.5615	0.48199
Market	156	3.9487	0.36741

Source: Survey data (2023)

Table 4: Descriptive Statistics of organizational culture

The mean value for the 'Market' culture is 3.9487, indicating that it has the highest average rating among the respondents. This suggests that Safaricom Ethiopia perceived to have a strong market-oriented culture, emphasizing competition, customer focus, and results-driven approaches. Organizations with a strong market culture typically prioritize achieving market dominance, increasing market share, and delivering superior customer value. The market culture focused on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators (Kim S. Cameron Robert E. Quinn, 2011).

The 'Clan' culture follows closely with a mean value of 3.7923, indicating a focus on collaboration, teamwork, and a family-like atmosphere within the organization. The 'Adhocracy' culture has a mean value of 3.6795, suggesting an emphasis on innovation, flexibility, and entrepreneurship. Lastly, the 'Hierarchy' culture has the lowest mean value of 3.5615, indicating a more traditional and structured organizational setup.

4.4.3 Descriptive Analysis of project performance

The same as organizational culture, project performance each respondent was asked to indicate the degree to which they agreed or disagreed with a statement. Scaling was “Strongly Disagree” represent 1 point, “Disagree” represent 2 point, “Neutral” represent 3 points, “Agree” represent 4 points and “Strongly Agree” indicate 5 points.

Descriptive Statistics			
	N	Mean	Std. Deviation
Project_Management_Performance	156	3.4505	0.39886

Source: Survey data (2023)

Table 5: Descriptive Statistics of Project performance

The mean value for 'Project performance' is 3.4505. This indicates that, on average, the respondents rated the performance of project management in Safaricom Ethiopia as moderate. The standard deviation value of 0.39886 suggests that the responses regarding project performance are relatively less varied. This means that most of the respondents rated the performance of project management in a similar manner. It is important to the writer recommends observing the moderate rating and low variability in responses may indicate potential areas for improvement in project management in Safaricom Ethiopia.

4.5 Inferential Statistics Results Analysis

4.5.1 Correlation Analysis

This section will access correlation between independent and dependent variables. Independent variables are clan culture, adhocracy culture, Hierarchy culture and market culture whereas dependent variables is project performance indicator. Correlation is measured on a scale from -1 to 1, with 0 indicating no correlation. A correlation of 1 indicates a perfect positive correlation, where the variables move in perfect sync with each other. A correlation of -1 indicates a perfect negative correlation, where the variables move in opposite directions. Dancey and Reidy (2004) refer the strength of the correlation can vary, with a coefficient of 0.3 to 0.5 indicating a moderate correlation, and a coefficient of 0.7 or higher indicating a strong correlation. However, the interpretation of the correlation coefficient depends on the context and the research question being addressed.

Correlation between clan culture and Project performance indicator

Correlations			
		Project_Management_Performance	Clan
Project_Management_Performance	Pearson Correlation	1	.234**
	Sig. (2-tailed)		0.003
	N	156	156
Clan	Pearson Correlation	.234**	1
	Sig. (2-tailed)	0.003	
	N	156	156
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Survey data (2023)

Table 6: Correlation between clan culture and Project performance indicator

The correlation coefficient between Project performance and Clan is .234. This indicates there is a moderate positive correlation, meaning that as one variable increases, the other variable tends to increase as well. The correlation coefficient is statistically significant with a p value of .003, which means that there is a low probability that this correlation occurred by chance.

Correlation between Adhocracy culture and Project performance indicator

Correlations			
		Project_Management_Performance	Adhocracy
Project_Management_Performance	Pearson Correlation	1	.199*
	Sig. (2-tailed)		0.013
	N	156	156
Adhocracy	Pearson Correlation	.199*	1
	Sig. (2-tailed)	0.013	
	N	156	156
*. Correlation is significant at the 0.05 level (2-tailed).			

Source: Survey data (2023)

Table 7: Correlation between Adhocracy culture and Project performance indicator

The correlation coefficient between Project performance and Adhocracy is .199. This indicates a positive correlation, meaning that as one variable increases, the other variable tends to increase as well. The correlation coefficient is statistically significant with a p-value of .013, which means that there is a low probability that this correlation occurred by chance. Overall, this table suggests that there is a weak positive correlation between Project performance and Adhocracy.

Correlation between Hierarchy culture and Project performance indicator

Correlations			
		Project_Management_Performance	Hierarchy
Project_Management_Performance	Pearson Correlation	1	.511**
	Sig. (2-tailed)		<.001
	N	156	156
Hierarchy	Pearson Correlation	.511**	1
	Sig. (2-tailed)	<.001	
	N	156	156
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Survey data (2023)

Table 8: Correlation between Hierarchy culture and Project performance indicator

The correlation coefficient between Project performance and Hierarchy is .511. This indicates a strong positive correlation, meaning that as one variable increases, the other variable tends to increase as well. This means that organizations with a more hierarchical structure tend to have higher levels of project performance. The correlation coefficient is statistically significant with a p-value of less than .001, which means that there is a very low probability that this correlation occurred by chance.

Correlation between Market culture and Project performance indicator

Correlations			
		Project_Management_Performance	Market
Project_Management_Performance	Pearson Correlation	1	-0.005
	Sig. (2-tailed)		0.952
	N	156	156
Market	Pearson Correlation	-0.005	1
	Sig. (2-tailed)	0.952	
	N	156	156

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

Source: Survey data (2023)

Table 9: Correlation between Market culture and Project performance indicator

The correlation coefficient between Project performance and Market is -0.005. This indicates a very weak negative correlation, meaning that as one variable increases, the other variable tends to decrease slightly. The result suggests that there is no meaningful correlation between Project Performance and Market. This means that the level of project performance does not depend on the type of market Safaricom Ethiopia operates in. The correlation coefficient is not statistically significant with a p-value of 0.952, which means that there is a high probability that this correlation occurred by chance.

Correlations						
		Project_Management_Perfo	Clan	Adhocracy	Hierarchy	Market
Pearson Correlation	Project_Management_Performance	1	0.234	0.199	0.511	-0.005
	Clan	0.234	1	0.413	0.198	0.239
	Adhocracy	0.199	0.413	1	-0.018	0.311
	Hierarchy	0.511	0.198	-0.018	1	0.251
	Market	-0.005	0.239	0.311	0.251	1

Source: Survey data (2023)

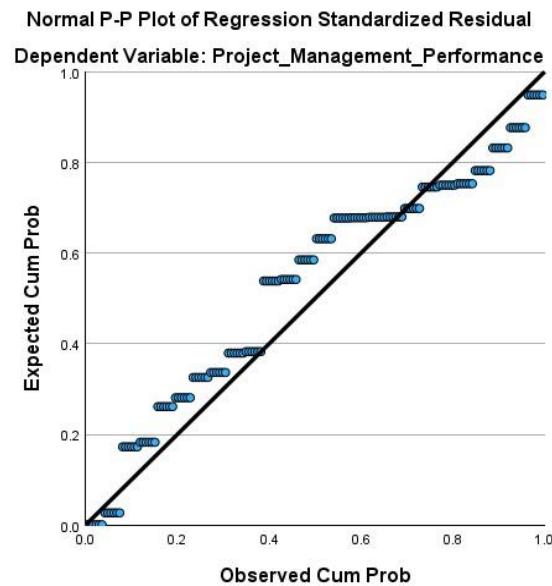
Table 10: Correlation between Organizational culture and Project performance indicator

4.5.2 Regression Analysis

Regression analysis is used to understand how changes in the independent variables are associated with changes in the dependent variable. This section discusses the multiple linear regression assumptions and analysis of multiple regression.

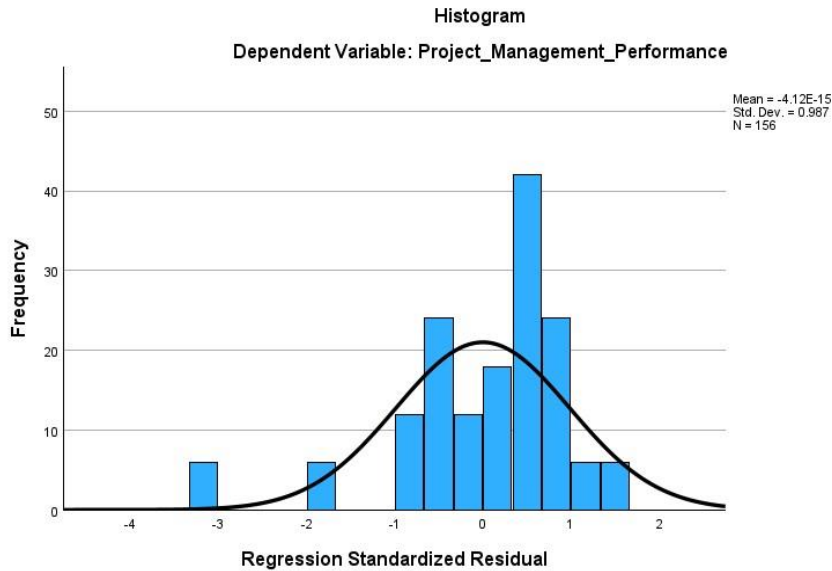
4.5.2.1 Multiple Linear regression Assumptions

There must be a linear relationship between the outcome variable and the independent variables. The linearity assumption can best be tested with scatterplots. The below figure shows there is linear relationship between the variables. As it can be seen from the below figure points closely follow a straight line, it indicates a good fit between the observed data which is related to project performance and the selected theoretical spreading.



Source: Survey data (2023)

Figure 3: Normal P-P Plot of regression standardized Residual



Source: Survey data (2023)

Figure 4: Histogram

Normality means that data follows a specific pattern called normal distribution, which is a symmetrical curve defined by the average and variation of the data.

The Above Histogram shows the bell-shaped normality, indicate that there is normal distribution of probability. However, some points of standard residual indicate gaps and the center don't represent mode of distribution.

4.5.2.2 Multiple Regression Analysis

Model Summary

Model Summary^b		
R Square	Adjusted R Square	Std. Error of the Estimate
0.356	0.339	0.3243
a. Predictors: (Constant), Market, Clan, Hierarchy, Adhocracy		
b. Dependent Variable: Project_Management_Performance		

Source: Survey data (2023)

The model has predictors (independent variables), which are Market, Clan, Hierarchy, and Adhocracy. The dependent variable in this model is Project performance. Overall, this Model

Summary suggests that the independent variables included in the model explain a moderate amount of the variation in Project performance.

The R Square value of 0.356 indicates that approximately 36% of the variance in the Project Management Performance can be explained by Market, Clan, Hierarchy, and Adhocracy in the model. This means that the model can explain a reasonable amount of variation in the dependent variable.

The Standard Error of the Estimate value of 0.3243 represents the average distance that the observed values are from the predicted values. It is a measure of how well the model predicts the dependent variable.

In conclusion, the regression model used to analyze the relationship between the predictors Market culture, Clan culture, Hierarchy culture, Adhocracy culture, and the dependent variable, Project performance has medium predictive power. As result, it is important to consider other factors that may influence performance beyond the organizational culture dimensions examined in this model.

Table 11: Model Summary

ANOVA ^a						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.779	4	2.195	20.868	<.001 ^b
	Residual	15.88	151	0.105		
	Total	24.659	155			

a. Dependent Variable: Project_Management_Performance

b. Predictors: (Constant), Market, Clan, Hierarchy, Adhocracy

Source: Survey data (2023)

Table 12: ANOVA

The ANOVA table represents the analysis of variance for the regression model, which tests whether the independent variables (Market culture, Clan culture, Hierarchy culture, and Adhocracy culture) significantly predict the dependent variable (Project performance). The Mean Square for the regression model is 2.195 and there are 4 predictors plus a constant term. The significance level for the regression model is <.001, which means that the probability of obtaining an F-statistic as large as 20.868. There is a very low chance that the relationship between the independent variables

and the dependent variable is due to random chance. Therefore, we can conclude that the independent variables which are Market culture, Clan culture, Hierarchy culture, and Adhocracy culture significantly predict the dependent variable which is Project performance.

Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.966	0.33		5.966	<.001	1.315	2.617
	Clan	0.053	0.051	0.077	1.041	0.3	-0.047	0.152
	Adhocracy	0.183	0.054	0.253	3.373	<.001	0.076	0.29
	Hierarchy	0.464	0.057	0.561	8.102	<.001	0.351	0.577
	Market	-0.263	0.078	-0.243	-3.391	<.001	-0.417	-0.11

a. Dependent Variable: Project_Management_Performance

Source: Survey data (2023)

Table 13: Coefficients

The coefficient for Clan culture is 0.053, with a p-value of 0.3, indicating that it is not statistically significant at the conventional significance level of 0.05. On the other hand, Adhocracy culture, Hierarchy culture, and Market culture are 0.183, 0.464, and -0.263, respectively. All three coefficients have p-values less than 0.001, indicating that they are statistically significant.

Beta provides a measure of the relative importance of each independent variable in explaining the variation in the dependent variable.

Therefore, Hierarchy culture has the highest standardized coefficient (0.561), followed by Adhocracy culture (0.253), Market culture (-0.243), and Clan culture (0.077). Hierarchy culture and Adhocracy culture have a positive relationship with Project performance, while Market culture has a negative relationship. The coefficient for Clan culture is not statistically significant, indicating that it may not have a significant impact on the dependent variable.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary

The general objective of this study is to examine the effect of organization culture on management performance in Safaricom Ethiopia.

Based on reviews of literature the conceptual framework contains the independent variables of organizational cultural type's hierarchy, market, clan and adhocracy and the dependent variable which is project performance indicator.

Major findings under descriptive analysis indicate market culture have highest mean value in Safaricom Ethiopia with value of 3.9487 followed by 'Clan' 3.7923, 'Adhocracy' 3.6795 and 'Hierarchy' 3.5615.

The correlation coefficient between Project performance and Clan culture and Adhocracy culture is a moderate positive correlation by value of .234 and .199 respectively. The correlation coefficient between Project performance and Hierarchy is .511, indicating a strong positive correlation. The correlation coefficient between Project performance and Market is -0.005. This indicates a very weak negative correlation.

The model summary finding indicates approximately 36% of the variance in the Project performance can be explained by Market, Clan, Hierarchy, and Adhocracy in the model. This means that the model can explain a moderate amount of variation in the dependent variable. The Adjusted R Square value of 0.339 is slightly lower than the R Square value, which indicates that the model has a good balance between the number of independent variables and the amount of variance explained.

The Mean Square for the regression model is 2.195 and there are 4 predictors plus a constant term. The significance level for the regression model is $<.001$, which means that the probability of obtaining an F-statistic as large as 20.868. The coefficient for Clan culture, Adhocracy culture, Hierarchy culture, and Market culture are 0.053, 0.183, 0.464, and -0.263, respectively.

5.2 Conclusion

Based on the research findings, the study concludes that Safaricom Ethiopia has a relatively strong market culture, followed by clan, adhocracy, and hierarchy cultures. This means that the company places a high value on achieving success through competition in the marketplace. This culture likely promotes a sense of urgency, innovation, and a drive for results within the organization.

Additionally, the study conducted correlation analysis to identify formulated hypothesis is correct. It found that project performance in Safaricom Ethiopia has a weak positive correlation with clan culture, a strong positive correlation with hierarchy culture, a moderate positive correlation with adhocracy culture, and a weak negative correlation with market culture.

It can be concluded that the hypotheses H1 and H2, which proposed a positive relationship between clan culture and market culture respectively, and project performance, have been found to be false. the data gathered from questionnaire did not support the idea that clan culture or market culture have positive impact on project performance.

Hypotheses H3 and H4, which proposed a positive relationship between hierarchy culture and adhocracy culture respectively, and project performance, have been found to be true. The data and analysis revealed that both hierarchy culture and adhocracy culture do have a positive influence on project performance. This indicates that Safaricom Ethiopia's should focus on clear roles, responsibilities, and decision-making processes within a hierarchical structure positively influences project management outcomes. Strengthening the hierarchy culture may involve providing clear guidelines and expectations, promoting effective communication and accountability, and offering development opportunities for managers and supervisors.

Finally, from regression and correlation analysis findings, it can be concluded as hierarchy and adhocracy cultures positively Affect project management performance in Safaricom Ethiopia, while market culture has a negative effect. Additionally, it is noted that the coefficient for clan culture is not statistically significant, suggesting that it may not have a significant impact on project management performance.

Based on these results, reducing the dominance of market culture, which is the dominant organizational culture in Safaricom Ethiopia, would have a positive effect on project performance.

By shifting the focus away from competition and towards other cultural aspects such as hierarchy and adhocracy, the company may be able to improve its project management outcomes.

5.3 Recommendation

Based on the finding of the study the following recommendations are articulated

- The study has discovered significant correlations between hierarchy culture and project performance. So, I recommend creating a positive hierarchical culture Safaricom Ethiopia which is built on trust, respect, and effective communication. It requires ongoing effort and commitment from leaders and employees alike to create an environment where everyone feels valued and can thrive.
- According to descriptive statistics, Market culture is dominant culture in Safaricom Ethiopia which means competitive actions and achievement, hitting stretch targets and winning in the marketplace are dominant. Reducing some components from market culture trend and increasing Adhocracy and hierarchy cultures may result high project performance indicator in terms of quality, time, cost, and efficiency.
- Safaricom Ethiopia is currently in the initial stages of forming the company, providing an opportune time to establish a well-defined organizational culture approach. By defining a clear organizational culture type and appropriate intensity, it is possible to significantly enhance project performance. Taking the time to establish a strong cultural foundation can lead to a more cohesive and productive team, ultimately leading to better project outcomes. This is a critical step that can help set the stage for long-term success and growth for Safaricom Ethiopia.
- It is important to note that these findings are based on the responses of the study participants and may not represent the entire organizational population. Future research could consider expanding the sample size and incorporating qualitative methods to gain a more comprehensive understanding of the organizational culture in Safaricom Ethiopia.
- Further research and analysis, such as qualitative interviews or in-depth surveys, could provide deeper insights into the specific factors influencing the perception of project performance and help identify actionable recommendations for improvement.

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Appendix A: Questionnaires



ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

Post graduate Program towards MA in Project Management

Introduction

Dear Respondent,

I am inviting you to participate in this research by completing the following survey. It would only take 5 - 10 minutes.

The purpose of this questionnaire is to solicit your confidential input on **“The effect of Organizational Culture on Project Management Performance in Safaricom Telecommunication Ethiopia”**

The study is purely for academic purpose as part of partial fulfillment of the requirement for the award of MA degree in Project Management, and thus will not affect you in any case.

Confidentiality your responses to this survey will be kept completely anonymous.

Contact Address for any query, please do not hesitate to contact me on the following address.

Cell Phone: +251703208035

E-mail: hanan.nuru@gmail.com

Thank you in advance for your precious time!!

Section 1

Biographical Information

Please respond to the following questions by placing a check mark (√) in the answer box that corresponds to your response. Please answer all your questions.

Biographical Information						
Item no.	Item discription	Options				
1	Please indicate your Gender	Female			Male	
2	Please indicate your age group	< 25 years	25-34 years	35-44 years	45 -55 years	>55 years
3	Please indicate your highest level of education	Certificate/Diploma	First Degree	Postgraduate	Tertiary	Other
4	Please indicate your Work Experience	0-5 years	6-10 years	11-15 years	> 15 years	
5	Current Position in the Safaricom Telecommunication Ethiopia	Section(Line) Manager	Project Manager	Supervisor	Staff	

Section 2

Questions related to Organizational Culture, Project Performance in Safaricom Telecommunication Ethiopia PLC

Please put (✓) mark on the appropriate space provided to indicate the extent to which you agree or disagree with each statement.

STE refers to Safaricom Telecommunication Ethiopia

The items are

- 1= Strongly Disagree,**
- 2= Disagree,**
- 3= Neutral,**
- 4= Agree and**
- 5= Strongly Agree**

Definition: Organization culture is what is typical of the organization, the habits, the prevailing attitudes, and the grown-up pattern of accepted and expected behavior (Drenan, 1992: 3). Simply stated, organizational culture is “the way things are done around here” (Deal & Kennedy, 2000). Organizational culture reflects the organizational members' common values, beliefs and ideals and is a product of factors such as history, product, market, technology and strategy, employee type, management style, and strategy (Needle, 2004).

Questions about Organizational Culture						
Clan Culture						
Item no.	Item descriptions	Point				
		5	4	3	2	1
1	STE is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
2	The management style in STE is characterized by security of employment, conformity, predictability, and stability in relationships.					
3	The organization emphasizes human development. High trust, openness, and participation persist.					
4	STE defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.					
5	Training and development of employees is done fairly to ensure projects perform well.					
Adhocracy culture						
Item no.	Item descriptions	Point				
		5	4	3	2	1
1	STE is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks.					
2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.					

3	The management style in STE is characterized by individual risk taking, innovation, freedom, and uniqueness.					
4	Proper Risk management is a routine activity in Safaricom Telecommunication Ethiopia.					

5	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
6	The company defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					

Hierarchy culture

Item no.	Item descriptions	Point				
		5	4	3	2	1
1	STE is a very controlled and structured place. Formal procedures generally govern what people do.					
2	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
3	The management style in STE is characterized by hard-driving competitiveness, high demands, and achievement.					
4	A standard project development strategy is established in STE.					
5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					

Market culture

Item no.	Item description	Point				
		5	4	3	2	1
1	STE is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.					
2	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
3	Customers' interests are never ignored in decision making.					

Questions about STE Project performance

Project performance Indicator

Item no.	Item descriptions	Point				
		5	4	3	2	1
1	Procurement decision makings process is quick and timely to minimize time overrun.					
2	Projects are completed as per PIP (Project Implementation plan) in the given time period and meet their schedule objectives.					
3	Projects are completed within budget limits.					
4	Most projects are completed as per the qualifications and desired quality.					
5	There is a strong project appraisal practice in STE					
6	The projects meet their intended objectives/goals.					
7	Project deliverables usually satisfy the business requirements of the company in the long term.					

Appendix B: Descriptive Analysis

Variables	N		Statistics			
	Valid	Missing	Mean	Std. Deviation	Minimum	Maximum
STE is a very personal place. It is like an extended family. People seem to share a lot of themselves.	156	0	3.6154	0.83829	2.00	2.00
The management style in STE is characterized by security of employment, conformity, predictability, and stability in relationships.	156	0	3.8462	0.60272	3.00	3.00
The organization emphasizes human development. High trust, openness, and participation persist.	156	0	3.8077	0.83562	1.00	1.00
STE defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.	156	0	3.9231	1.03823	1.00	1.00
Training and development of employees is done fairly to ensure projects perform well.	156	0	3.7692	1.01502	1.00	1.00
STE is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks.	156	0	3.5769	0.74521	2.00	2.00

The leadership in the organization is generally considered to exemplify	156	0	3.5000	0.63754	2.00	2.00
entrepreneurship, innovation, or risk taking.						
The management style in STE is characterized by individual risk taking, innovation, freedom, and uniqueness.	156	0	3.4615	0.79826	2.00	2.00
Proper Risk management is a routine activity in Safaricom Telecommunication Ethiopia.	156	0	3.7692	0.80198	2.00	2.00
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	156	0	3.8846	0.64219	3.00	3.00
The company defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	156	0	3.8846	0.84976	2.00	2.00
STE is a very controlled and structured place. Formal procedures generally govern what people do.	156	0	3.6923	1.06931	1.00	1.00
The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results oriented focus.	156	0	2.9615	0.85674	1.00	1.00

The management style in STE is characterized by hard-driving competitiveness, high demands, and achievement.	156	0	3.6538	0.73312	2.00	2.00
A standard project development strategy is established in STE.	156	0	3.5769	0.93006	1.00	1.00
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	156	0	3.9231	0.55111	3.00	3.00
STE is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	156	0	4.0000	0.39350	3.00	3.00
The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	156	0	3.7692	0.50604	3.00	3.00
Customers' interests are never ignored in decision making.	156	0	4.0769	0.78320	2.00	2.00
Procurement decision makings process is quick and timely to minimize time overrun.	156	0	3.4231	0.88746	1.00	1.00
Projects are completed as per PIP (Project Implementation plan) in the given time period and meet their schedule objectives.	156	0	3.1154	0.89415	1.00	1.00

Projects are completed within budget limits.	156	0	3.0385	0.58898	2.00	2.00
Most projects are completed as per the qualifications and desired quality.	156	0	3.6923	0.60764	2.00	2.00
There is a strong project appraisal practice in STE	156	0	3.3462	0.61857	2.00	2.00
The projects meet their intended objectives/goals.	156	0	3.8077	0.73717	2.00	2.00
Project deliverables usually satisfy the business requirements of the company in the long term.	156	0	3.7308	0.81396	2.00	2.00