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School of Commerce
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**The Impact of Organizational Culture on Project Success: The
Case of TotalEnergies Marketing Ethiopia S.C.**

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SCHOOL OF GRADUATE STUDIES
MASTER OF ARTS IN PROJECT MANAGEMENT

**The Impact of Organizational Culture on Project Success: The
Case of TotalEnergies Marketing Ethiopia S.C.**

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Statement of Declaration

I declare that the project work entitled “**The impact of organizational culture on project success: The case of TotalEnergies Marketing Ethiopia S.C.**” is my original work and all sources of material used for the work have been duly acknowledged.

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Statement of Certification

This is to certify that, this project work “**The impact of organizational culture on project success: The case of TotalEnergies Marketing Ethiopia S.C.**”, undertaken by **YOSEPH BIRESAW ZEWDIE** in partial fulfillment of the requirements for Master of Arts in Project Management at Addis Ababa University School of commerce, is an original work and not submitted earlier for any Degree either at this university or any other university.

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Abstract

Organizations strive to stay competitive, maintain profitability, satisfy stakeholders, and increase performance through successful projects. Successful projects can provide a competitive advantage through innovation, quality, and faster time-to-market. Organizational culture is a critical factor in determining project success. Strong organizational culture positively influences project success by providing a favorable environment for project delivery. Nonetheless, research on organizational culture's impact on project success in marketing and sales companies is lacking, particularly in developing countries. Hence, this research aimed to quantify the impact of organizational culture on project success in a marketing and sales company in Ethiopia and may serve as a tool for organizational managers to minimize project failures attributable to organizational culture factors. The relationship between various types of organizational culture and project success is examined using an exploratory research design. Data from the structured five-point Likert scale questionnaire survey was analyzed using correlation and regression methods using statistical software and descriptive method of data analysis was used to examine the responses to the questionnaire. Out of 160 total population a sample size of 114 was taken. The result highlighted that organizational culture has significant and positive relationship with project success. The results of this analysis will help TotalEnergies Marketing Ethiopia S.C. assess the organizational culture traits it currently has and possibly take steps to enhance it. Finally, major points were highlighted, and recommendation was put forward in order to reinforce the current organizational culture so that the organization could improve its project success.

Key words: Organizational Culture, Adhocracy, Clan, Market, Hierarchy, Project success

1. Chapter One: Introduction

1.1. Background of the study

A marketing and sales organization's goal emphasizes staying competitive in addition to maintaining profitability and ensuring the satisfaction of all stakeholder groups in the ever-changing and abruptly evolving market (Abdulla H. and Al-Hashimi M., 2019). Hence, opportunities in the marketplace should be realized through projects to increase organizational performance which is directly associated with organizational competitiveness. This competing nature of organizations necessitates high and efficient performance. Among the manifestations of high and efficient performance, in turn affecting the competitiveness of organizations, is the success rate of its projects (dos Santos et al., 2019).

Scholars have agreed that project success could directly benefit organizations in several ways competitive advantage being one of many. Successful projects can provide organizations with a competitive advantage over their rivals. This can be due to the development of innovative products or services, improved quality, or faster time-to-market (Feffer Y., n.d.; Okoro, 2010; Walcher, 2012). Therefore, a successful project can be a significant contributor to an organization's growth and success and can offer numerous benefits to an organization (dos Santos et al., 2019).

Organizations are becoming more and more project-based, which means that the work they undertake is divided into programs of projects that are intended to carry out the organization's strategy and provide value. If the company is to prosper, these initiatives must be managed well. Making sure that the correct projects are carried out is crucial to the success of any particular project. Different organizations have varied degrees of project management function competence. Hence, ensuring project success will have a direct translation toward company prosperity and eventually market competitiveness.

The ambiguity among scholars in setting the critical factors that influence project success has been an additional challenge to organizations. Project success's definition has evolved over the years from fulfilling the traditional "Golden Triangle" or "iron triangle" which consists of completing the defined scope of work to specification, meeting the time, and budget goals to a more complex set of factors that includes customer satisfaction, impact on business success, and preparation for the future (dos Santos et al., 2019).

However, recent research has highlighted the need for an inclusive definition of success factors. The reason for evolving is that the "Golden Triangle" measurement has drawn criticism for being too constrained and insufficient to assess modern project success. As a result, scholars such as (Dezdar, 2011) argue that project success criteria should be adjusted to the project's size, complexity, duration, stages, type, and stakeholders' needs after the delivery stage.

Further to this, a thorough literature review on project success (Prakash Prabhakar, 2008) has concluded that there are countless variables that might affect a project's success. These countless variables depend on the project type. Several studies by scholars such as (Goans, 2019a; Jarratt and O'Neill, 2002; Jumba, 2013; Muneer et al., 2022; Olson, 2003; Rahman et al., n.d.; Shahzad and Luqman, 2012) have identified organizational culture as one of the critical factors in determining the success of projects. This research will address and discuss the function and extent of organizational culture in attaining project success in the sections that follow.

Organizational culture refers to the shared values, beliefs, behaviors, and practices that exist within an organization. It is the underlying layer of habits that explains how members of the organization do things in their work environment (Lapshun, 2020). It affects decision-making, thinking, feeling, and the response to opportunities and threats, as well as how people are chosen for a particular task, which affects performance and decision-making (Stare, 2011). Strong organizational culture is believed to positively influence project success by providing a favorable environment for project delivery, it can also create barriers to success if it clashes with project goals and objectives. Therefore, understanding and managing organizational culture is of paramount importance in achieving project success (Muthusamy and Che Adnan, 2020).

However, considering the significance of organizational cultures towards the success of projects, studies are not conducted in satisfying quantity (Rahman et al., n.d.; Seyed et al., 2015; Stare, 2011; Tsai, 2011). To my knowledge, the number of studies conducted will even diminish when narrowing the topic of the research to the impact of organizational culture on project success in the sector of marketing and sales companies specifically found in developing countries.

In view of these gaps, in addition to the lack of integrated literature with respect to this subject, the objective of this article is to address quantitatively the impact of organizational culture on

project success in a marketing and sales company: the case of TotalEnergies Marketing Ethiopia S.C. the company operates in the developing country of Ethiopia. In this sense, this research aims to answer the following question: *What is the impact of organizational culture on the success of a project?*

The final report of this research could be used as a supporting tool for organizational managers in order to understand and point out organizational culture variables that are primarily affecting project success and enhance present methods towards approaches of organizational cultural management. Hence, minimizing risks of project failures due to organizational culture factors, which in turn, as discussed thoroughly, will give organizations the competitive advantage so eagerly pursued.

1.2. Background of the company

TotalEnergies is a global integrated energy producer and provider, a leading international oil and gas company, and the world's second-ranked solar energy operator with Sun Power Corp. TotalEnergies ranks amongst the top four oil companies in the world and is engaged in the petroleum sector at all levels of activities viz. exploration, production, refining, Marketing & chemicals in all continents of the world.

TotalEnergies operates in more than 130 countries worldwide with over 100,000 employees striving for the commitment to better energy that is safer, cleaner, more efficient, more innovative and accessible to as many people as possible.

TotalEnergies Marketing Ethiopia S.C. is an affiliate of the international TotalEnergies group and is engaged in marketing of fuels, lubricants, bitumen, and other specialties products to its customers through its wide distribution service stations network numbering more than 170 throughout Ethiopia and also directly to consumers.

TotalEnergies Marketing Ethiopia was established in 1950 under the name of TOTAL Mer Rouge and has been serving the country since then. When the brand name "TOTAL" was changed to TotalEnergies in May 2021, TOTAL Ethiopia S.C. changed its name to TotalEnergies Marketing Ethiopia S.C.(TotalEnergies Marketing Ethiopia offer document).

TotalEnergies Marketing Ethiopia as an affiliate of the international TotalEnergies group shares the cultures of the parent company in its day-to-day activity of the company and in project management.

1.3. Problem Statement

Organizations in the sector of marketing and sales are always under immense pressure. Pressure resulting from inquiries of consumers for an improved product, inquiries resulting from stockholders for ever-increasing efficiency and better profit margins, and pressure resulting from competitors in a way of competition for market share. Planning and successfully completing various projects by these organizations have allowed them to fulfill the requirements for business growth, profitability, efficiency, and competitive advantage.

However, among many scholars, who are responsible for researching this topic, there is no clear consensus on what constitutes project success.(Prakash Prabhakar, 2008) Hence, making project success factors a vague area to cover. Success factors are defined as inputs to the management system that contribute to a project's success. Success factors are specific actions or behaviors that contribute to project success.(LING K. Z., 2017) The project environment is characterized by internal and external factors that impact project strategy and performance. The literature review identifies several critical success factors for project success among these success factors organizational cultures stands out.(Goans, 2019b)

The impact of organizational culture on project success is a significant issue that needs to be addressed as it can affect the effectiveness and efficiency of project outcomes. The organizational culture can shape the behavior and attitudes of project team members, influencing their work ethics, decision-making, and communication styles.(Schein, n.d.) A poor organizational culture can lead to ineffective project management, unproductive team dynamics, and low employee morale, resulting in project delays, increased costs, and ultimately, project failure.(Song and Le, 2016) Thus, it is essential to study the impact of organizational culture on project success to develop strategies that can improve project outcomes and help organizations achieve their goals. However, systematic studies are rare on organizational culture from the view of project management or empirical data to illuminate the level of impact on project success. The study conducted by (Fenan and Beyene, 2021) states that researchers have provided an inconsistent and insufficient warning about the issue of organizational culture and argues that there are still open concerns regarding organizational culture and the nature of the relationship between culture and success at the project level. These questions merit further research.

Therefore, the topic to which this study is directed towards exploring organizational culture and the impact of organizational culture on project success in organizations in the sector of marketing and sales.

1.4. Research questions

A crucial step in the study process was the formulation of the research questions. The research questions must be formulated creatively if we are to make genuine progress in our understanding.(Creswell, 2015) The research revolved around one central question which is stated as follows how does organizational culture impact project success?

A crucial step in the study process was the formulation of the research questions. The research questions must be formulated creatively if we are to make genuine progress in our understanding. In order to bound the central phenomenon for the study, research questions were formulated as indicated below. Furthermore, they have facilitated the establishment of the framework for the development of the questionnaire:

1. Does clan culture affect project success?
2. Does market culture affect project success?
3. Does hierarchy culture impact project success?
4. Does adhocracy culture impact project success?

1.5. Objectives of the research

1.5.1. General objective

The main purpose of this research is to examine the impact of organizational culture on the success of a project.

1.5.2. Specific objectives

Specific objectives included:

1. Determine the effect of clan culture on project success?
2. Establish the effect of market culture on project success?
3. Find out the influence of hierarchy culture on project success?
4. Establish the effect of adhocracy culture on project success?

1.6. Significance of the research

1.6.1. Contribution to managers

The research findings may assist managers in this area by contributing information and data regarding the role of organizational culture in the success of project, which could ultimately improve performance and productivity of the organization. Furthermore, it could directly aid organizational managers by providing specific constructs that can be applied to improve project management approaches.

1.6.2. Contribution to Practitioners

The findings of this research provide adds to the existing knowledge base regarding the role of organizational culture on project success and give new insights within the scope of the research, which contributes to the development and progress of existing knowledge.

The research can serve as a valuable reference point for other researchers interested in the same topic area. It can be cited as an authoritative source material. Fellow researchers can use the methodology used in the research to replicate the findings in other studies. This provides an opportunity for researchers to verify the findings.

Finally, the research will be able to establish a strategic discourse on issues of project success that take into account the reality of organizational culture because project success is essential for business success and overall competitiveness. It will also help in ensuring the success of important and complicated projects.

1.7. Scope of the research

In assessing the impact of organizational culture on project success this research used the dependent variable of project success as viewed from perspectives including; scope, budget, schedule, and stakeholders' satisfaction. Secondly the independent variable, organizational culture, which is defined, for the purpose of this research, by the following traits; clan, adhocracy, hierarchy, and market culture.

In assessing the impact of organizational culture on project success this research's scope is limited to an organization in the sector of marketing and sales in Addis Ababa, Ethiopia. One Hundred five (121) employees have been included in this sampling. The different segments

of the sample were the Top-level managers, middle-level managers, and employees. The time frame of the study is in the year 2023.

This research used an explanatory and descriptive method to examine the relationship between the two variables. Hence, quantitative approach specifically correlation and regression were chosen as a method of analysis.

1.8. Limitations of the research

As will be seen in detail, many scholars have agreed that the topic of organizational culture is of complex nature. This complex nature has shown to be challenging at times. This research has employed a cross-sectional study method towards demonstrating the impact of organizational culture on project success. A cross-sectional study design is a type of observational research that involves the collection of data at a single point in time from a group of individuals. Thus, the nature of this study's methodology type limits inferences about cause-and-effect correlations.

Furthermore, employed research methodology, that is quantitative method, they have method-based flows when studying the topic of culture. Hence, qualitative approach could be used for triangulation. Although other methodologies have their own flows when assessing organizational culture's impact on project success it would be good for future researchers to support the results of this research by deep qualitative study method.

Finally, the research conducted was limited to one company so that makes the findings difficult to generalize about the impact of organizational culture on project success. It would be more sound if the data was collected from more companies. However, the findings of this research pertain to other marketing and sales companies with similar populations and location to the company in this research.

2. Chapter Two: Review of Related Literature

2.1. Introduction

The study on organizational culture and project performance is built on the literature review that follows. The empirical review is followed by a detailed discussion of organizational culture and factors that affect a project's success or failure. An overview of earlier research on project performance and organizational culture is provided in the empirical review. This review is concluded with a conceptual framework for the dependent and independent variables.

2.2. Organization

In the book, “management”, an organization is defined at large as means of achieving a shared and specific set of goals by bringing two or more people structurally in a way that will facilitate working together. (Stoner et al., 1995) The following could be derived from the definition of organization:

- An organization is a collection of numerous individuals.
- The relationship between coworkers is defined by a structure. By which communication is defined and mediates between coworkers. There are two forms of structures, formal whereby information transpired is strictly followed by management and usually has to follow pre-defined actions and procedures. Secondly informal where measures are less strict.
- A single or multiple goals must be set in order to be realized by an organization. A goal is one of the fundamental elements of an organization.(Glass et al., 2007)
- An organization is a deliberately planned social unit with a reasonably distinct border that works continuously toward the achievement of a single purpose or collection of goals. According to this definition the following attributes stand prominently:
- An organization's operations are purposefully coordinated. It indicates that business at the organization is properly managed.
- Organizations work boundary is flexible yet bounded (Colquitt et al., 2019).

In a more recent study conducted by Kumar, definition of organization has been updated to define inclusively the ever-changing organizational environment. Kumar defined an organization as a dynamic social structure, which is influenced by both internal and external factors. Furthermore, he states that fundamental viewpoints such as tasks, people, technology, and structure are directly related to increasing organizational effectiveness (Kumar Panja, 2021).

Generally, organizations are defined as being “instruments that are set to accomplish a pre-defined set of actions”, stand out in many of the scholar’s definitions. (Panda Abinash and Gupta R K, 2001).

Conclusively many scholars agree on the inclusive definition of an organization as being a social entity that has a defined and structured goal, as well as a distinct boundary separating it from its environment. Organizations are typically created for a specific purpose, such as providing goods or services, conducting research, or advocating for a particular cause. They have a formal structure characterized by a hierarchy of authority, rules and regulations, processes, and procedures that guide decision-making and actions. Organizations can be for-profit businesses, non-profit organizations, government agencies, or community groups. (Srivastava, n.d.) Hence this definition will be the basis for the entirety of this research.

2.3. Concept and Meaning of Organizational Culture

The research on understanding organizational culture by (Panda Abinash and Gupta R K, 2001) has discussed that Culture is an important component of the internal environment. Culture of an organization can be considered as its biggest weakness or strength. Some organizations have been successful in creating the cultures which are completely compatible with organizational needs. Many scholars (Acacio and Ocumpaugh, 2004; Colquitt et al., 2019; Tsai, 2011) agree on the fact that organizational culture has a profound impact on organizational decisions.

Organizational culture is viewed from a classical rational perspective as an "instrument" or "function" that leaders can and should manage to assist organizations in adjusting to the external environmental realities. Organizational culture is seen from a symbolic-interpretive standpoint as a "social phenomenon." (Feffer Y., n.d.)

Organizational culture offers flexibility, concentration, focus, and direction. It creates an internal way of life and defines norms for interpersonal interactions. It fosters more intercultural understanding and trust, defines what constitutes effective and poor performance,

and provides a framework for management strategy. Jumba C. concluded by putting forward the idea that organizational culture must be able to reinvent itself and be capable of self-renewal as to incorporate the two major properties, consistency and resiliency which are essential components of corporate culture (Jumba, 2013).

Arayesh in his work titled (Yu et al., 2009) he values, principles, and assumptions that shape an organization's employee behavior. Which has an immense ability to define the uniqueness of an organization and even could decide if an organization is weak or strong.(Com et al., 2017)

According to (Stare, 2011) organizational culture serves as a foundation for the methods of operation, an organization's management system, as well as a set of management practices and behaviors that both exemplify and reinforce those basic principles. Furthermore, organizational culture refers to the values, beliefs, assumptions, common understandings, expectations, attitudes, behaviors, thinking, norms, and traditions of the people within a company. It affects decision-making, thinking, feeling, and the response to opportunities and threats, as well as how people are chosen for a particular task, which affects performances and decision-making.

The comprehensive study on the relationship between national culture and organizational culture in determining the project success factors in the perception of project professional conducted in Malaysia (Muthusamy and Che Adnan, 2020) reveals that organizational culture is the underlying layer of habits that explains how members of the organization do things in their work environment. Organizational culture is created to justify and survive in collective harmony, and it is more powerful than strategy. And The research has concluded that a positive organizational culture promotes creativity, innovation, and high-performance, leading to better business results. Different types of organizational cultures benefit different organizations. A high-performance organizational culture encourages high performance, promotes excellence, and nurtures a continuous improvement climate, leading to better business results.(Muthusamy and Che Adnan, 2020)

Study on the effect of organizational culture on project performance conducted by (Fenan and Beyene, 2021) argues that organizational culture has a significant impact on project success. A positive and favorable organizational culture promotes project-centered practices and enhances project performance. Organizational culture influences the behavior and decision-making of members, and when aligned with project objectives, it can foster commitment,

loyalty, and devotion to something bigger than oneself. Organizational culture provides a way of identity for organization members, improves systems stability, and guides and shapes member behavior. The absence of a unified project culture may be harmful to achieving overall project goals.

2.4. Models of Organizational Culture

Organizational culture is values principles, norms, and managerial practices that shape the organization's employee behavior and as a result, affect the organizational outputs. Furthermore, the performance and uniqueness of the organization. Scholars(Yu et al., 2009) have presented several models and frameworks that are commonly used for defining and categorizing the orientations or types of organizational culture.

There are several different models and frameworks for defining and categorizing the orientations or types of organizational culture. These models and frameworks are useful in providing a structured way to understand and analyze organizational culture and help leaders to identify the type of culture that exists in their organizations, and how it influences the behavior of employees.

2.4.1. Schein's Model of Organizational Culture

The model of Schien categorizes organizational culture to three different levels - Artifacts and Symbols, Espoused Values, and Basic Underlying Assumptions. The developer of this organizational culture model was Edgar Schein, which is considered a renowned organizational psychologist. According to his model, organizational culture has three manifestation levels that interact with each other. They are artefacts, espoused values, and underlying assumptions.(Dimitrov K., 2013) Artifacts are the observable and tangible bits that can represent the culture of an organization. Artifacts are easily observable and measurable and includes visible structures, practices, behaviors, and physical symbols of the organization. The other is espoused values as described in the research by (LING K. Z., 2017)

According to Schein's organizational culture model, "espoused values" are an organization's formally declared principles, norms, and beliefs. Commonly, formal papers like mission statements or conduct codes are used to convey these principles. They aim to establish the identity of the company and direct employee behavior. It's crucial to remember that declared values do not necessarily coincide with an organization's real behavior or culture. There can be a disconnect between what a business says it values and what it actually puts first in daily

operations (Nasaireh et al., 2019). As a result, this level of culture includes an organization's formal principles and beliefs, such as its mission statement, policies, and offered training. The model also highlights how important underlying presumptions and values are in shaping organizational behavior (Dimitrov K., 2013). It is essential to pay attention to these core components rather than only concentrating on surface-level artifacts and behaviors. Schein claims that due to the embedded nature of these underlying ideas, changing organizational culture can be difficult. Managers can create methods to change the culture when it interferes with the organization's objectives by understanding the various layers of organizational culture.

2.4.2. Handy's Model of Organizational Culture

This model categorizes organizational culture into four types - Power Culture, Role Culture, Task Culture, and Person Culture. Handy's model of organizational culture proposed by Charles Handy is a framework that describes four different types of organizational cultures based on their values and beliefs. The four types include: Power Culture which is characterized by a few people who hold power and make all the major decisions. The organization is usually centralized and controlled by a small group of people. The next is Role Culture in this type of culture the organization is based on rules and procedures, and people are expected to follow their roles strictly. It is a bureaucratic culture where decisions are made based on existing policies and procedures. Thirdly Task Culture In this culture type the focus is on getting the job done. The organization is decentralized, and small teams of experts work together to achieve specific tasks or projects. Lastly Person Culture here the organization is driven by the beliefs and values of its individuals. It is a culture where people work independently to achieve their goals, and there is limited hierarchy or structure. (Nasaireh et al., 2019)

2.4.3. Deal and Kennedy's Model of Organizational Culture

The third organizational culture type also identifies four main types of organizational culture. The identified organizational culture types are based on the level of risk tolerated they are the following - Tough-Guy Macho Culture, Work-hard/play-hard Culture, Bet-your-company Culture, and Process Culture (Nasaireh et al., 2019). Deal and Kennedy's cultural types are a set of four distinct types of organizational cultures, as described in their book "Corporate Cultures: The Rites and Rituals of Corporate Life". The four main types of organizational

culture archetypes include: The Tough-Guy Macho Culture: the culture is characterized by a competitive and aggressive atmosphere, by which risk-taking and individual achievement are highly encouraged. Secondly, The Work Hard-Play Hard Culture its focuses on quickness and efficiency, with a strong weight on teamwork and solidarity. The work environment is often fast-paced and high-energy. Thirdly, the Bet Your Company Culture its typified by its intense focus on innovation and risk-taking (Alpenberg and Scarbrough, 2000). The products of organizations following this organizational culture trait are most often the potential to disrupt entire industries. Finally, the Process Culture which values stability and predictability, and emphasizes on the importance of following established procedures and protocols.

2.4.4. Denison's Model of Organizational Culture

One of the other frameworks developed was Denison's organizational culture model. This framework helped in understanding the organizational culture of an organization. This model was developed by Dr. Daniel R. Denison in the 1990s consisting of four major dimensions: first **Mission** this dimension refers to employees understanding of the company's goals and strategies. Secondly **Adaptability** this dimension refers to the ability of the organization's adaptability to changes in the market or environment surrounding them. Thirdly **Involvement** this dimension refers to how employees are involved in decision-making and how much they feel their work is meaningful. Finally, **Consistency** this dimension reflects the extent of alignment between the company's systems, processes, policies and its values and goal (Sakarina, 2019).

The above-mentioned four organizational culture dimensions provide an inclusive understanding of the organizational culture of an organizational and are useful in identifying improvement areas and to improve overall performance. The model identified the four main types of organizational cultures based on the following four key traits - Mission, Adaptability, Involvement, and Consistency.(LING K. Z., 2017)

2.4.5. Competing Values Framework Model

Although the above-discussed models exist many scholars (Mulder, P. 2017, Toolshero n.d.; Yu et al., 2009)) have shown that Competing Values Framework (CVF) is a widely used model in the field of organizational culture research.

It consists of two dimensions - organizational focus and organizational structure - with four models: the human relations model, open system model, rational goal model, and internal

process model. Each model emphasizes a different set of effectiveness criteria that should not be ignored for a complete view of organizational performance. CVF Model terms these four models as the clan, adhocracy, market, and hierarchy cultures, respectively. The CVF and its matched scale, OCAI, have better validity and reliability than other organizational culture models.(Yu et al., 2009)

The Competing Values Framework identifies four different types of organizational culture,

- ✓ Clan culture
- ✓ Adhocracy culture
- ✓ Hierarchy culture
- ✓ Market culture



Figure 2-1 Competing Values Framework Organizational Culture Model (Toolshero," n.d.)

Clan Culture

A friendly, collaborative culture that emphasizes teamwork, loyalty, and a focus on employee wellbeing. Clan culture is a sort of organizational culture that, like that of a tribe or clan, places an emphasis on loyalty, tradition, and a sense of belonging to a group or family.(Dimitrov K., 2013) Such cultures frequently have a strong leader or set of leaders who are seen as the defenders and keepers of the group's customs and values. Clan cultures

frequently put the welfare of employees and the preservation of the organization's identity and culture ahead of short-term profitability or new projects, and they promote stability, continuity, and respect for the history and legacy of the organization. Decisions are made based on consensus and mutual agreement rather than tight rules and regulations, and communication within the business is frequently casual and personal rather than formal and hierarchical. (Argaw, 2019)

Adhocracy Culture

An innovative, entrepreneurial culture that emphasizes creativity, risk-taking, and flexibility. A type of corporate culture known as adhocracy culture prioritizes adaptability, innovation, and creativity over rules, protocols, and hierarchy. Employees are encouraged to take chances, try out novel ideas, and work together to solve problems in an adhocracy atmosphere. Start-up businesses, the creative industries, and R&D departments frequently have this kind of culture. The adhocracy culture prefers invention, originality, and spontaneity to stability and order. The drawback of this culture is that it can occasionally cause confusion, a lack of focus, and staff fatigue. (Fenan and Beyene, 2021)

Market Culture

A competitive, results-driven culture that emphasizes achieving targets, meeting deadlines, and maximizing profits. A market culture is a sort of organizational culture where getting outcomes and pursuing business objectives are prioritized. Employees in this sort of culture are frequently very competitive, place a high value on individual achievement, and frequently link rewards to performance. Market culture is frequently observed in highly competitive areas like banking and technology and tends to value innovation, customer attention, and taking risks. The drawback of market culture is that it might foster a high-pressure environment that might prevent collaboration and teamwork and put more emphasis on immediate outcomes than long-term objectives. (Muthusamy and Che Adnan, 2020)

Hierarchy Culture

A structured, rules-based culture that emphasizes consistency, stability, and clear lines of authority. Organizational cultures that place a heavy focus on hierarchy, structure, and norms are known as hierarchical cultures. In addition to having distinct lines of command and clearly defined duties and responsibilities, this sort of culture promotes consistency, control, and predictability. The majority of the time, decisions are made centrally, and meetings and other

formal forms of communication are preferred. Large, bureaucratic organizations like governments and big businesses sometimes have hierarchical cultures.(Seyed et al., 2015)

2.5. Project success

Project success Is one of the topics that has attracted much attention from many authors in the research and practice literature. However, there is a great deal of dispute among scholars in this segment; what all scholars have in common is the agreement that there are differing definitions of "project success."(Prakash Prabhakar, 2008)

According to a literature review by (Prakash Prabhakar, 2008), there is no clear consensus on what constitutes project success. However, the author highlights the distinction between project success, measured against overall project objectives, and project management success, measured against traditional cost, time, and quality standards.

Success factors are inputs to the management system that help a project succeed, whereas success criteria refer to the metrics used to determine whether a project is successful or unsuccessful. Effective communication, top management support, user involvement, project planning and control, and technical performance are among the crucial success elements and success criteria identified by the literature research carried out by (Prakash Prabhakar, 2008).

A review by (Muthusamy and Che Adnan, 2020) states that when a project meets or surpasses the expectations of its stakeholders, both internal and external, it is considered successful. The profession of project management is fundamentally based on success characteristics. Goals and objectives, project planning and review, and commitment to the project's success are all success-related aspects. (Muthusamy and Che Adnan, 2020)

In her dissertation (Fenan and Beyene, 2021) furthers the notion by stating that project success in the construction sector is a difficult term with a vague definition. Yet, it can be assessed based on a number of factors, including timely completion, job quality, meeting stakeholder expectations, and long-term satisfaction of business requirements. The extent to which project objectives are met within the allotted budget and schedule determines the success of the project overall. Thus, key performance indicators including budget, time, quality, and stakeholder satisfaction can be used to gauge a project's success.(Fenan and Beyene, 2021)

Project success used to be defined through a triangular measurement scheme which includes time, cost, and quality. (Dezdar, 2011) This view however is deemed traditional as other critical factors have been identified. Other scholars (Heldman, 2011, Dezdar, 2011, Aga et al.,

2016) have shown that the accomplishment of project goals within the allocated time, finance, and quality requirements should simultaneously be bound with other requirements such as customer satisfaction and the feelings of stakeholders. Hence project is deemed successful if it meets or exceeds the expectations of its stakeholders and produces the anticipated results on time, within budget, and in quality for the organization (Prakash, 2019). It involves thorough planning, efficient execution, prompt communication, and valuable resource management of the project. Clear objectives, good processes, great leadership, and excellent teamwork are frequent characteristics of successful projects (Bannerman, 2008).

(Bannerman, 2008) stated that project success is defined as an assessment of performance, which is typically made after project closeout, based on whether the project was completed "on time, within budget and to specification." If each was achieved within a narrow range of tolerance, then the project is deemed a success. This criterion is particularly relevant to stakeholders with vested interests in the project itself, such as the project manager, project team, and project governance stakeholders.

2.5.1. Project success criteria

There is a remarkable difference in the perception of the meaning of "success" in the minds of people who evaluate project performance. However, success criteria should always be specific, measurable, achievable, relevant, and time bound. Even though, for each project it may vary depending on the type of project and its goals (Shokri-Ghasabeh and Kavousi-Chabok, 2009).

According to the study by (Fenan and Beyene, 2021), project success criteria vary from project to project and there is no single uniform measure for project success. However, key indicators such as cost performance, scheduling performance, and quality performance have been used to evaluate project performance. Additionally, project performance can be evaluated from numerous stakeholder viewpoints, emphasizing discrete measures of performance.

According to (Prakash Prabhakar, 2008) schedule and budget performance, are exceptionally significant project success criteria, despite being viewed as insufficient when depicted independently. Quality is intertwined with issues of technical performance, specifications, and achievement of functional objectives.

A comprehensive study titled “project success: a multilevel framework” by (Bannerman, 2008b) proposes a multilevel framework for assessing project success that permits assessment from multiple stakeholder perspectives at contrasting times after project closeout. The framework comprises five levels of performance criteria which include process success, project management success, product success, business success, and strategic success. Furthermore, he suggests that each stakeholder may have a different set of criteria to evaluate project success, hence a common reference framework is proposed to enable project success to be discussed in a uniform way and provide a standard benchmark by which project outcomes can be compared.

The literature study by (LING K. Z., 2017) criticizes the “Golden triangle” success criteria for being limited and inadequate in determining project success. Therefore, project success criteria should be extended to the after-delivery stage and adapted to the project's size, complexity, duration, phases, type, and stakeholders' requirements. Some commonly identified success factors include clearly defined goals and directions, competent project team members, clearly defined roles and responsibilities, communication and consultation with stakeholders, compliance with the planned budget, time frame, and performance criteria, among others. However, it states that there is no one-size-fits-all formula for project success, and the success factors identified may have varying degrees of importance across different industries and project types.

Taking the above-discussed prior studies into account this research has chosen measurement tools for the dependent variable which is project success. The measurement consists of the following criteria: schedule (time), cost (budget), scope, and stakeholder satisfaction.

Schedule (Time) Performance

Project success criteria and time management have been subjects of extensive literature reviews in the academic domain. Numerous researchers have studied the correlation between project success criteria and timely management of projects to understand the factors that contribute to project success (Belout and Gauvreau, 2004; Danso H. and Ayettey D., 2012).

Some studies emphasize the importance of setting realistic timelines and deadlines for project completion. According to a study by (Kwak and Anbari 2009), project schedules need to consider various factors such as workload, available resources, and project scope. If these factors are not given due consideration, it may lead to delays in project completion, which

may result in missing the set project objectives. Thus, time management is chosen as one of the criteria among others in this research.

Cost Performance

Project success criteria related to cost are important measures of project performance. The many scholars suggests that cost-related success criteria are critical to project success, and that they can be used to inform project planning and decision making (Project Management Institute., 2008).

According to a study by (Belassi and Tukel 1996), the most important cost-related success criteria are under budget, on schedule, and meeting expected quality standards. Other studies have also emphasized the importance of cost-related success criteria. A study by (Pinto and Slevin 1988) found that cost and schedule overruns were the most significant predictors of project failure. Similarly, a study by (Morris and Hough 1987) found that cost overruns were a key indicator of project problems. Therefore, the literature suggests that cost-related success criteria are essential components of project success.

Scope Performance

Project success criteria scope refers to the various factors that contribute to the success of a project, including the objectives, goals, and deliverables. Project Management Institute (PMI) (Project Management Institute., 2008) identifies nine areas that contribute to project success: scope, time, cost, quality, human resources, communications, risk, procurement, and stakeholder management. A project can be successful only when all these areas are managed effectively. According to a study conducted by Bryde and Brown (2004), project success criteria scope can be defined by considering the following factors: meeting client requirements, meeting project objectives, delivering the project on time and within budget, and satisfying stakeholders. Another study by Pinto and Kharbanda (1995) identified four factors that contribute to project success: technical performance, adherence to schedules, adherence to budgets, and client satisfaction.

Stakeholder satisfaction

Project success criteria and stakeholder satisfaction have been widely studied in the field of project management. Many scholars have conducted research on this topic in order to identify

the factors that contribute to project success and satisfy stakeholders' needs (Project Management Institute., 2008).

According to a study by (Shenhar et al. 2001), there are five key dimensions that contribute to project success: project efficiency, impact on the customer, business success, preparation for future opportunities, and stakeholder satisfaction. The authors suggest that focusing on stakeholder satisfaction can help achieve success in the other dimensions. Other scholars have identified specific factors that contribute to stakeholder satisfaction in projects. For instance, (Bryde 2008) found that clear communication and transparency, active engagement, and trust are key factors in stakeholder satisfaction. Similarly, (Turner and Huemann 2009) argued that a positive relationship with stakeholders, collaborative decision-making, and meeting stakeholder expectations also contribute to satisfaction. In conclusion, project success criteria and stakeholder satisfaction are highly interrelated and influence each other

2.6. Empirical review

The common values, beliefs, attitudes, behaviors, and practices that define an organization are referred to as its organizational culture. It contains the unspoken guidelines and standards that direct the organization's members in their relationships with one another and outside stakeholders.(Stare, 2011) The identity, vision, mission, and goals of an organization, as well as how that organization approaches problem-solving, making decisions, and innovating, are all significantly influenced by its organizational culture. Also, it may affect the success and reputation of the company, as well as staff motivation, satisfaction, and performance.(Muneer et al., 2022). The study by (Lapshun, 2020)identified four themes: creating an environment of trust and safety, the way of doing things matters, embracing leadership style, and enforcing a culture of work-related, immediate, specific, and educative feedback. One of the positively related criteria was organizational culture. The study concludes that creating a high-performance organizational culture encourages high project performance, promotes excellence, and nurtures a continuous improvement climate leading to better organizational results.

The study on “organizational factors influencing project success” by (dos Santos et al., 2019)identifies five critical organizational factors that influence project success: top management support, communication, change management, organizational culture, and training. The results of the study indicate that organizational culture has the most significant influence on project success, followed by change management and top management support.

Furthermore, the study emphasizes the importance of human resource development, empowerment, and teamwork in cultivating an organizational culture necessary for project success.

The research titled organizational factors influencing project success: An assessment in the automotive industry by (dos Santos et al., 2019) have put forward the view that, organizational culture can have a significant impact on project success. The culture of an organization influences how employees communicate, collaborate, and make decisions, which are all critical factors in project success. A positive culture can promote a sense of teamwork and collaboration, which can lead to better communication and decision-making. This can lead to greater efficiency, effectiveness, and ultimately, project success. On the other hand, a negative culture can lead to a lack of trust, communication breakdowns, and conflicts, which can severely impact the success of the project.

Many scholars(Aga Deribe, 2016; Bannerman, 2008a; Walcher, 2012) have explored the critical factors affecting project success. Generally, these CSFs can be divided into project context, technical dimensions, and behavioral dimensions. The project context contains elements that relate to a project's nature and its surroundings, such as the project's type and the complexity of the surroundings The technical aspect includes elements like resource management, scope management, knowledge sharing across businesses, the use of efficient tools and processes, and scheduling and resource management for projects. The behavioral component includes elements like managerial support, team building, user training programs, dispute resolution, fostering an environment of harmony, and involving project beneficiaries (Serrador, 2013; Shokri-Ghasabeh and Kavousi-Chabok, 2009).

In the evaluation of organizational behavior conducted by (Colquitt et al., 2019) shows that organizational culture can also impact how stakeholders view the project. A culture that values innovation and risk-taking can encourage stakeholders to support new and potentially risky projects, while a culture that values stability and predictability may resist change and new initiatives. It was explored by many scholars (Heldman, 2011, Dezdar S., 2011) that a significant relationship exists between stakeholders' views and project success. Hence, considering transitive low project culture will directly affect project success.

Project success used to be defined through a triangular measurement scheme which includes time, cost, and quality. (Dezdar et al., 2011) This view however is deemed traditional as other critical factors have been identified, other scholars (Heldman, 2011, Dezdar S., 2011) have

shown that the accomplishment of project goals within the allocated time, finance, and quality requirements should simultaneously be bound with other requirements such as customer satisfaction and feelings of stakeholder. Hence project is deemed successful if it meets or exceeds the expectations of its stakeholders and produces the anticipated results on time, within budget, and in quality for the organization. (Prakash G. 2019) It involves thorough planning, efficient execution, prompt communication, and good resource management of the project. Clear objectives, good processes, great leadership, and excellent teamwork are frequent characteristics of successful projects. (Bannerman, 2008).

It can be seen from all the above reviews that in all, a positive organizational culture contributes significantly to project success. Thus, they have a positive correlation.

2.7. Research gaps

Even more, research is required to fully understand whether companies are meeting their objectives as a result of project success, and how organizational culture may impact project success and/or failure. According to the literature review's findings, among many factors, organizational culture is also directly related to project success. There are a lot of real case examples of this. However, little research fully quantifies the impact of organizational culture on project success in different sectors. For this reason, the research herein will contribute new knowledge to the research of organizational culture in project performance. This quantitative research will investigate the impact of organizational culture on project success.

2.8. Conceptual framework

Using the literature review's suggestions, a conceptual framework model was created. Four independent variables and one dependent variable were made up from the conceptual framework. Critical discussion and literature references from diverse sources were used to examine the cultural factors that are thought to have a significant impact on the project's success.

The relationship between the independent and dependent variables is depicted in the following diagram. According to the review, it is acceptable to conclude that culture affects performance. The researcher developed a conceptual framework that logically organizes all the fundamental aspects that need to be explored in order to investigate the relationship between culture and performance in a methodical manner. Project performance is therefore regarded as the dependent variable and organizational culture as the independent variable.

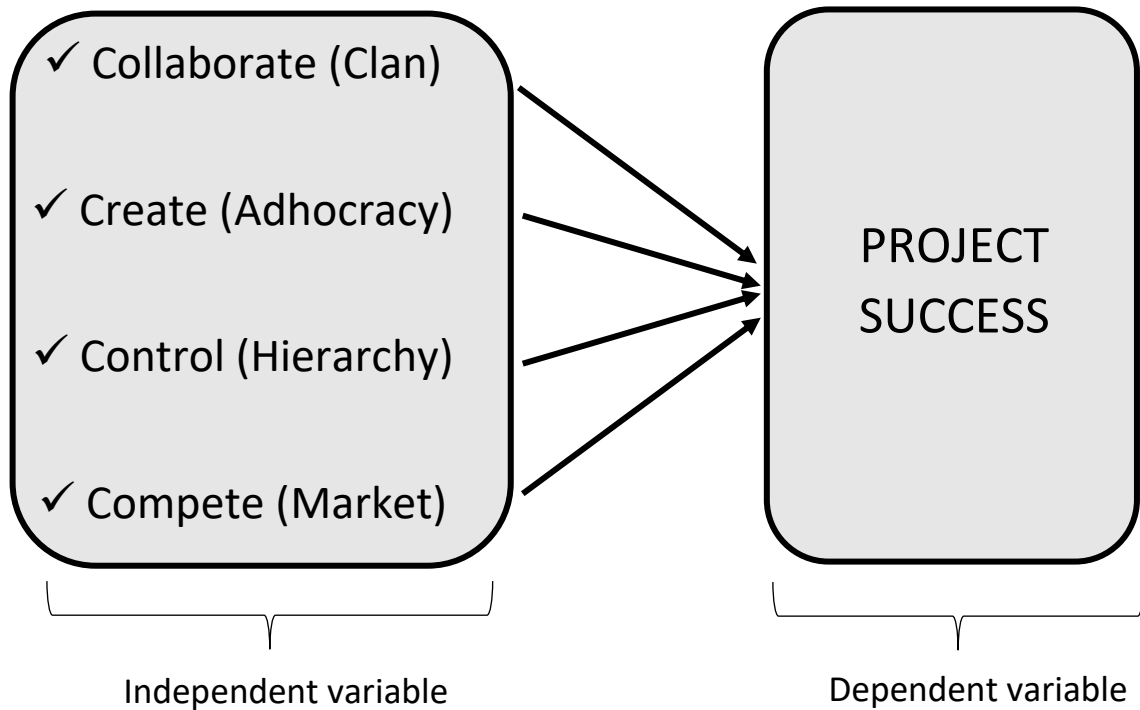


Figure 2-2 Conceptual Framework of the Research

2.9. Research Hypothesis

Based on the arguments raised in the literature review of this study, the following hypothesis were posited:

Hypothesis 1: The impact of *hierarchical culture on success of a project is statically significant and positive*

Hypothesis 2: The impact of *clan culture on success of a project is statically significant and positive*

Hypothesis 3: The impact of *adhocracy culture on success of a project is statically significant and positive*

Hypothesis 4: The impact of *market culture on success of a project is statically significant and positive*

3. Chapter Three: Methodology

3.1. Introduction

This chapter solely addresses the research methodology and design applied in a detailed manner so as to meet the objective of the research in exploring the impact of organizational culture on project success.

3.2. Research design

In researching the impact of organizational culture on project success the explanatory and descriptive research approach met the needs of the research. Explanatory research approach is used to test the relationship between the factors since it is believed that organizational culture has a direct impact on project success. Descriptive research approach will help in describing the existing organizational culture and project success.

For this research, a quantitative approach that included correlational and regression technique design was adopted that will provide the crucial generalization. Because a correlation helps to quantify the strength of the relationship between two or more variables using correlation statistical tests to explain and measure the degree of association. Regression serves to show the dependence between the variables in terms of significance, validity, and certainty.

3.3. Research approach

Three different methodologies can be used in research methods: mixed, qualitative, and quantitative. Researchers employ a qualitative research approach to investigate or shed light on a central phenomenon while using a quantitative research method to gather accurate measurements of something. While quantitative researchers analyze differences in existing variables, qualitative researchers utilize this method to comprehend the social environment from the perspectives of research participants through thorough descriptions of their experiences (Creswell, 2015).

The impact of organizational culture on project success is thought to be a cause-and-effect relationship; as a result, the explanatory research approach is employed to evaluate the link between these variables. This research will be conducted using a quantitative explanatory research method in which numerical data is collected using questionnaires that will be distributed to employees and the data will be analyzed using correlation and regression

analysis techniques. Furthermore, descriptive statistics will be used to summarize and describe key features of the collected dataset. The final goal of this research will be to provide an objective and comprehensive summary of the data collected, drawing conclusions, or making some inferences on causation or relationships between organizational culture and project success.

3.4. Research Population and Sampling

3.4.1. Sampling Design

Research sampling design will enable this research in selecting a subset of individuals or units from the larger population. The objective of sampling design is to ensure that the selected sample is representative of the whole population and can provide accurate and dependable results.

The petroleum products marketing and sales company TotalEnergies Marketing Ethiopia S.C. formerly known as Total Ethiopia S.C. was chosen for this research. The reason is that the company's market share has been among the top three petroleum products marketing and sales companies in Ethiopia for more than sixty-five years according to the Ethiopian Petroleum and energy authority. Following the longevity and stability of the company's market share in the Ethiopian market it could be believed that research conducted on such stable companies could have good repeatability into other companies in the same sector or even companies in other sectors with comparable entities.

The target population was chosen so as to increase the fulfillment of the objectives of the research. The target population included staffs and managers on all levels. The strata of the target population were categorized based on the departments within the company and based on hierarchy levels.

In order to maximize the representativeness and generalizability of the sample to the wider population this quantitative research has chosen stratified random sampling. The research has divided the population into strata or subgroups as can be shown in Table 1. A random sample is then selected from each stratum.

Table 3-1 Sample size determination

Source: TotalEnergies HR data

Nº	Target Population	Population size	Population size (% of total)
1	Operations department	36	22.5%
2	Specialties & business to business department	22	13.8%
3	Network (Business to customer) department	18	11.2%
4	Customer service department	7	4.4%
5	Human resource department	15	9.4%
6	Finance department	29	18.1%
7	Audit and compliance	6	3.8%
8	Purchasing division	4	2.5%
9	Information technology division	5	3.1%
10	Health, safety, & environment division	18	11.2%
Total N₀ of employees		160	100%

3.4.2. Sample Size

The sample size for each stratum is calculated using a formula that takes into account the population size of each stratum, the level of precision required, and the level of confidence desired. The formula used for calculating sample size is as follows:

$$S = N * (Z^2 * p(1-p)) / (e^2(N - 1) + Z^2 * p(1-p))$$

where:

S = sample size

N = total population size

Z = the Z-score at the desired level of confidence

p = estimated proportion of the population with the characteristic of interest

e = desired margin of error

According to many authors (LING K. Z., 2017; Muthusamy & Che Adnan, 2020) acceptable level of confidence is 95% hence $Z=1.96$. Desired margin of error would have a value of 0.05. Estimated proportion of the population p will have the value of 0.5. Hence, substituting the values into the formula the result would be as follows:

$$S=160* (1.96^2*0.5(1-0.5)) / 0.05^2 (160-1) +1.96^2*0.5(1-0.5)$$

$$S=153.664/1.3579$$

$$S=113.16 \sim 114$$

Following this sample size for each stratum was computed using stratified sample formula to allocate the total sample size into the stratum.

$$S_i = N_i * S/N$$

Where:

S_i = sample size for stratum i

N_i = total population of stratum i

S = total sample size

N = total population size

$$S_1 = 25.4 \sim 25 \quad S_2 = 15.55 \sim 16 \quad S_3 = 12.73 \sim 13 \quad S_4 = 4.95 \sim 5 \quad S_5 = 10.6 \sim 11$$

$$S_6 = 20.4 \sim 20 \quad S_7 = 4.2 \sim 4 \quad S_8 = 2.82 \sim 3 \quad S_9 = 3.53 \sim 4 \quad S_{10} = 12.73 \sim 13$$

Based on this computation, the sample size for the study will be a total of 114 employees. Consequently, data will be gathered through questionnaires which will be deployed to these 114 employees.

3.5. Instrumentation

Data collection is the process of gathering and collecting information in an established systematic manner for data evaluation, which then contributes to the objectives of the study. Unsystematic or inaccurate data collection may impact the results of a study and ultimately lead to inaccurate data analysis and invalid results.

This study has employed both data collection methods that is primary data collection. This has helped in capturing quality evidence that allowed the research in generating results that were able to be translated into credible answers to research questions. Primary data refers to the original and firsthand information. For this research purpose primary data was collected directly from the source through questionnaire. The data collected included existing organizational culture knowledge, current project performance, and challenges to organizational culture.

A questionnaire representing the quantitative approach, which is believed to answer the research questions was adopted from prior research titled “Transformational leadership and project success: The mediating role of team-building” by (Aga D., 2016), was used to examine the relationship between organizational culture and project success. This questionnaire is believed to have given full insight into the dependent variable project success. Furthermore, the questions of the independent variables, organizational culture, were developed by (Okoro, 2010), and (Argaw, 2019) based on prior quantitative research to gain in-depth knowledge about organizational culture.

The questionnaire setup has three sections of questions: demographics, organizational culture, and project success. In the demographic sections, participants were presented with variables that were measured in categories as opposed to variables in project success and organizational culture sections which were arranged to be measured as a continuum of scores or continuous. The scaled score or ordinal logistic regression is in use as follows 1-5 with the initial representing strongly disagree and the last representing strongly agree. Thirty questions were used to measure the influence of organizational culture on project success, which originated from (Argaw, 2019; Okoro, 2010). This part of the questionnaire included four dimensions of organizational culture; adhocracy culture, clan culture, market culture, and hierarchy culture. The last part of the questionnaire comprised fourteen questions that was developed to measure the project’s success, which according to the literature, depended upon four dimensions such are; fulfillment of the project within the prescribed time schedule, the accomplishment of the project within a predetermined budget or cost, fulfilling required scope, and accomplishment of the project within the standards of stakeholder satisfaction initially originated from the study by (Aga D., 2016). Since respondents tend to formulate their own assumptions regarding potential cause-and-effect relationships, the independent and dependent variables were placed separately in the order of the questions from the reference. The questionnaire used for this research is annexed.

A printable electronic questionnaire was created using Microsoft Forms which has facilitated ease of distribution. Two modes of distribution will be chosen for the questionnaires, hardcopy distribution and sending the URL of the Microsoft form via email to the recipient. Two weeks was allowed to obtain responses.

3.6. Data reliability and validity

Valid and reliable research is integral to the success of quantitative research studies. In order for researchers to ensure the credibility and repeatability of the results, collected data should be accurate and at the same time precise.(Muthusamy and Che Adnan, 2020)

3.6.1. Validity

Validity refers to the degree of accuracy by which the concept under investigation is represented in the research.(Walcher, 2012) In other words, it means that the study accurately measures what it is intended to measure, and the results are not influenced by irrelevant factors or biases.

The measurement tool, which is a questionnaire, used to collect the data for this research was adapted from former published papers, hence ensuring validity. The literature review conducted has helped in primarily ensuring the validity of employed measurement tools.

In order to tackle biases that might occur in such kinds of researchers different control methods were employed. In this research, efforts were made in order to minimize the bias which would make respondents look for cause and effect relationships between independent and dependent variables, the independent and dependent variables questions were put separately. The anonymity of the respondent has helped in avoiding the fear of repercussions hence it is believed that respondents have expressed themselves without bias. The questionnaire was designed to incorporate negative as well as positive questions in order to avoid respondents from filling out the form on autopilot.

In order to address the uniqueness, accuracy, and completeness of the causal links found between analyzed data and the final conclusion internal validity will be used.(Walcher, 2012) However, different biases could arise from several potential factors during data collection and analysis some could be stated as follows; sampling bias, measurement bias, confirmation bias, social desirability bias, and so on.

3.6.2. Reliability

Reliability refers to the consistency or stability of research findings over time and across different conditions (Polit & Hungler 1997). If a study and its findings are dependable, it means that if the study were to be duplicated by other researchers using the same methodology, the same outcomes would be attained.

Furthermore, the adapted questionnaire was pilot tested on ten participants. The results of this pilot test were checked for internal consistency using the software SPSS, and the results depicts that alpha cronchbach's are all above 0.7. Ensuring fair amount of internal consistency.

3.7. Ethical Considerations

The researcher makes sure the project work is of high quality and honest work. The participants were asked for consent after a brief introduction so that they will engage in the study knowing exactly what they were getting into. Additionally, volunteers' privacy and anonymity are guaranteed. This independent and objective project activity was not perceived as harming respondents in any manner. As a result, the researcher has given all ethical viewpoints the due respect it deserves.

4. Chapter Four: Data Presentation, Analysis & interpretation

4.1. Introduction

This research aimed at examining the impact of organizational culture on success of a project, in the case of TotalEnergies Marketing Ethiopia S.C. In order to carry out this task a quantitative correlational and regression study methodology was carried out. Hence, the following section will summarize the response rate and analysis of the data collected. Moreover, the findings of the analysis will also be presented.

4.2. Data Collection

Employees of TotalEnergies Marketing Ethiopia SC. have participated in the study. As shown in previous sections, it was calculated that a total of 114 employees' questionnaire responses would be sufficient in representing the total population of 160 employees this is due to the constraints such as; research schedule, employees' availability and willingness. From prior research, it was evident that attaining 100% response rate is challenging. Hence, in order to meet the minimum required questionnaire response of 114 employees, a total of 139 questionnaires were distributed. However, only 121 employees (*including the first 15 employees' responses that were used to check the reliability of the deployed questionnaire*) willingly participated in the survey recording 87.05% out of the distributed questionnaire. The selection process applied was a stratified random sampling selection method. A total of 121 employees participated in the study of which 81 are staff members (employees with no ranking), 9 project supervisors, 16 team heads, and 15 managers/directors. The employees were requested to participate in the study voluntarily both in person and via electronic email. The study's objectives, the voluntary nature of participation, and participant anonymity were explained to potential volunteers.

Following the process of data collection, the data were transcribed and analyzed. In this research, the independent variable which is organizational culture was categorized into four main themes following in the direction set by the competing values framework model, whereby the conceptual framework of this research revolves around. The four main themes identified are (a) Clan culture, (b) Adhocracy culture, (c) Hierarchy culture, and (d) Market culture.

4.3. Profile of respondents

The questionnaire deployed initial section was used to collect demographic information regarding gender, age, employment status, year of experience, educational background and level, and number of projects that has involved the respondent. This information provides insights into respondents' backgrounds and experiences that will be helpful in classifying respondents and better understand what might influence their responses and behaviors.

Based on collected survey questionnaire, the number of respondents and percentage from total number of respondents for respondent's demographic is shown in below Table.

Table 4-1 Demographics information summary

(Source own survey 2023)

Demographic segment	Number of respondents	Percentage (%)
Gender		
Male	79	65.3%
Female	42	34.7%
Total:	121	100%
Age		
20 - 30	30	24.8%
30 - 40	35	28.91%
40 – 50	26	21.49%
50 – 60	26	21.49%
> 60	4	3.31%
Total:	121	100%
Organizational position		
Manager	18	14.87%
Team head	17	14.05%
Supervisor	14	11.57%

Staff	72	59.51%
Total:	121	100%

Level of education		
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Diploma	-	-
Ba/BSc	86	71.07%
MA/MSc	35	28.93%
PHD	-	-
Total:	121	100%

Work Experience		
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<5 years	17	14.05%
5 - 10 years	46	38.02%
11 - 20 years	39	32.23%
>20 years	19	15.70%
Total:	121	100%

Number of projects		
--------------------	--	--

Below 3	26	23.14%
3 – 5	23	36.36%
5 – 7	44	19.01%
Above 7	28	21.49%
Total:	121	100%

In terms of gender distribution, there were more men (65.3%) than women (34.7%), among the respondents. Only 14% of the 121 respondents had experience working for 0 to 5 years, compared to 38.02% who had experience working for 5 to 10 years. The majority of respondents (32.23%) had between 11 and 20 years of work experience, and 15.7% were

senior workers with more than 20 years of experience. Employees with bachelor's degrees were more likely to engage in this study since the majority (71.07%) of participants held bachelor's degrees, and the remaining participants (28.93%) held master's degrees.

4.4. Results of Descriptive Statistics

Table 4-2 Results of Descriptive Statistics

(Source own Survey, 2023)

Variable	Mean	Standard Deviation	N
Clan (Collaborative)	3.50	1.07	121
Adhocracy (Create)	4.08	1.09	121
Hierarchy (Control)	4.15	1.05	121
Market (Compete)	3.92	1.28	121
Project success	3.29	0.97	121

The main purpose of this section is to explore the distribution of organizational culture traits that are believed to be factors in the success of a project as perceived by respondents. In order to show whether respondents agree or disagree to the statements stated in the questionnaire mean and standard deviation was used.

The results of descriptive statistics shows that clan culture in which the mean is 3.50 with a standard deviation 1.07 which is greater than the average value of 2.5 in a five-point Likert scale measurement. Hence it could be argued that employees are accustomed to collaboration culture within the organization in an above average manner.

According to descriptive data, hierarchy and adhocracy culture has the highest mean value of 4.15 and 4.08 with a standard deviation of 1.05 and 1.09 respectively. Both of which are higher than the average value. Therefore, it might be stated that control culture and culture of creativity both are above average and even more nurtured within the organization relative to other culture.

The results of descriptive statistics above shows that market culture in which the mean is 3.92 with a standard deviation 1.28 which again is greater than the average value. This result again shows that market culture in the organization is above average and according to the standard deviation result it is a good representation of the data.

As for project success the results of descriptive statistics depicted in the above table shows the mean to be above average with a mean of 3.92 with a standard deviation of 0.97. This result again shows that project success in the organization is well above average, and a good consensus could be witnessed between respondents as well.

All in all, it is depicted that the factor with the highest mean rank is *Hierarchy* at 4.15 at the standard deviation of 1.07 mean rank as perceived by 121 respondents. Which is high value as seen from the five-point likert scale measurement The result shows that there is an above average with minimal standard deviation. Followed by *Adhocracy* at 4.08 mean rank at a standard deviation of 1.09. The trait ranking third is *Market* at 3.92 mean rank at a standard deviation of 1.28, and finally at fourth *Clan* culture with a mean rank of 3.50 at standard deviation of 1.28. Therefore, we can conclude that the top three common success factors perceived by respondents are Hierarchy, Adhocracy, and market culture.

4.5. Results of Inferential Statistics

Examining how organizational culture impacts project success is the goal of this research. The results of the research, which makes use of correlation and regression analysis through the application of SPSS V20 software, are displayed in the following section. Results of regression and correlation analysis are presented in the form of tables and in a detailed description of the interpretation of results.

4.5.1. Correlation Statistics Results

Table 4-3 Correlations of study variables (Source own survey 2023)

Variables	1	2	3	4	5
1. Project success	1				
2. Adhocracy	.483*	1			
3. Clan	.564*	.302*	1		
4. Market	.108*	.403**	.286*	1	
5. Hierarchy	.667**	.368*	.452*	.367**	1

* correlation is significant at the p < 0.01 ** correlation is significant at the p < 0.05

Accordingly, for this research purpose, a Pearson’s Correlation coefficient was used to determine the relationship between the variables and is displayed in the above table.

The above Table displays that an inter-correlation among the variables exists. As forecasted from the literature review of this research, significant and positive correlations exist between organizational culture threats and project success.

A person correlation coefficient was computed to be ($r = 0.483$), ($p < 0.01$) between adhocracy culture and project success. Indicating a moderate positive correlation between adhocracy culture and project success. This means that a higher level of adhocracy culture is associated with a higher level of project success. The p-value indicates that the correlation is statistically significant, suggesting that the relationship between the two variables is not likely due to chance. Therefore, it would be important to foster a positive adhocracy culture in order to increase the success of a project.

Clan culture and project success were correlated ($r = 0.564$), ($p < 0.01$), and can be interpreted that there is a statistically significant, positive relationship between the two variables. This suggests that clan culture positively influences project success. However, the moderate level of correlation indicates that there are other factors that could contribute to the project's success as well.

A person correlation coefficient was computed to be ($r = 0.108$), ($p < 0.01$) between market culture and project success. The result suggests that there is significant connection between market culture and a project success.

Hierarchy culture is correlated with project success ($r = 0.667$), ($p < 0.05$). implying that there is a statistically significant positive relationship between hierarchy culture and project success. The value of $r=0.608$ indicates a moderate positive correlation between the two variables.

Organizational culture traits are also correlated with one another. Adhocracy culture is correlated with clan, market, and hierarchy culture ($r=0.302$ $r=0.403$ $r=0.368$), ($p<0.01$). Clan culture is correlated with market and hierarchy culture ($r= 0.286$ $r=0.452$), ($p<0.01$). Finally, market culture is correlated with hierarchy culture ($r=0.367$), ($p<0.01$). Correlations between 0.01 and 0.30 are regarded as weak, those between 0.30 and 0.70 as moderate, those between 0.70 and 0.90 as large, and those between 0.90 and 1.00 as extremely large. The amplitude and direction of relationships whether positive or negative as well as the intensity of the relationship ranging from -1.0 to +1.0 are displayed by Pearson correlation coefficients.

Project success was shown to be positively related with factors measuring organizational culture, and all relationships were significant. These relationships ranged from 0.108 to 0.667. As a result, it is possible to draw the conclusion that all organizational culture attributes and the success of a project have a positive correlation. Hence, from the above-computed data, a generalization could be stated that project success would be significantly benefited from a well-developed organizational culture.

4.5.2. Regression analysis Results

In the following section regression analysis technique was used to analyze the relationship between the organizational culture, and the success of a project. This helps in understanding how changes in organizational culture are related to changes in project success.

As a precondition to computing regression analysis of the collected data, reliability of instruments, multicollinearity between independent variables, and normality of data were tested.

4.5.2.1. Reliability of the Instruments

Table 4-4 Cronbach’s Alpha Test *(Source Own Survey, 2023)*

Variable	No of questions (items)	Cronbach’s Alpha value
Hierarchy	6	0.910
Market	8	0.950
Clan	8	0.875
Adhocracy	8	0.935
Project success (DV)	14	0.920
Dependent Variable: Project success		
Independent variable: organizational culture		

Reliability test was performed to measure the extent to which a test or survey is dependable or consistent in its results and that the variables relate well to one another and Cronbach’s Alpha value of 0.94 for organizational culture and Cronbach’s Alpha value of 0.92 for the project success questions were computed as shown in below Table. In both cases, reliability assessment showed that both dependent and independent variables questions had good internal consistency and were highly reliable ($\alpha \geq 0.70$). The closer Cronbach’s alpha to 1, it

indicates the higher the internal consistency reliability and the greater the reliability of the instrument. Reliabilities that are less than 0.60 are considered poor, those in the 0.70 range are acceptable, and those more than 0.80 are excellent. Hence, the results computed and depicted above are in the acceptable range.

4.5.2.2. Multicollinearity Test

Multicollinearity test was conducted in order to check if two or more independent variables in a regression model are highly correlated and, as a result, their effects on the dependent variable cannot be distinguished from each other.

Multicollinearity can cause problems in regression analysis, leading to unreliable and unstable estimates of regression coefficients and their standard errors, this could affect the interpretation of the results. Variance Inflation Factor (VIF) and tolerance are two measures commonly used to assess multicollinearity. To detect multicollinearity a variance inflation factor (VIF) was calculated for each independent variable and is depicted in the below table, with a high value indicating the presence of multicollinearity.

Table 4-5 Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
hierarchy	0.634	1.217
market	0.587	1.59
clan	0.561	1.586
adhocracy	0.516	1.647
a. Dependent Variable: Project success		
b. Predictors: (Constant), hierarchy, clan, adhocracy, market		

Tolerance values closer to 1 indicate low multicollinearity, while values closer to 0 suggest high multicollinearity. A tolerance value below 0.1 is often considered indicative of severe multicollinearity. The current model shows the tolerance values to be closer to 1. A VIF value of 1 indicates no multicollinearity, while values greater than 1 suggest the presence of multicollinearity. As a rule of thumb, a VIF value exceeding 5 or 10 is often considered indicative of significant multicollinearity. The current model shows the VIF values are all below 5. Therefore, it was concluded that there is no collinearity within the current data.

4.5.2.3. Normality Test

A number of tests can be run to determine whether a data set is normal. Visual observation of the histogram in the below figure has allowed this research in verifying the data set.

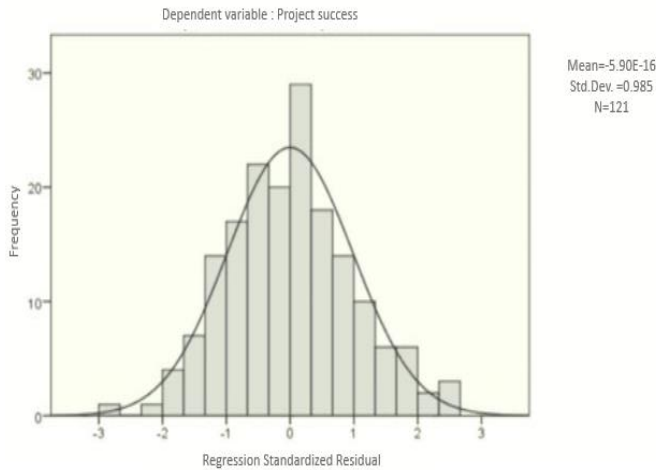


Figure 4-1 Normality Test Source: SPSS output (2023)

The shape of the above histogram is bell-shaped which implies that the residual is normally distributed. In other words, data is symmetrically distributed around the mean. Therefore, the assumption of regression analysis is satisfied.

4.5.2.4. Model Fit

Table 4-6 Model summary

(Source own survey 2023)

Variables	Project success			
	R	R ²	Adj R ²	Std. Error of estimate
1.	.677	.512	a.482	.8838
a. Predictors: (Constant), Clan, Adhocracy, Hierarchy, & market.				
b. Dependent variable: Project Success				

An R-squared value of 0.512 indicates that 51.2% of the variability in the dependent variable project success can be explained by the independent variable organizational culture dimensions (Clan, adhocracy, hierarchy, & market culture). Other variables outside of the scope of this study account for the remaining 48.8% of the variation. Due to the substantial variance for the dependent variable resulting from the independent factors in the current study, this percentage of adjusted R² indicates a good measure of the model.

4.5.2.5. Cross-validation of the Model (The Adjusted R²)

R² has been computed to be 0.512 and the adjusted R² is 0.482. R² is a measure of how well the regression model fits the data. With a difference of 0.03 this shrinkage means that if the model were derived from the population rather than the sample it would account for approximately 0.2% less variance in the outcome. Accordingly, 51.2 % variation in project success, the dependent variable, is explained by organizational cultures as shown in the above table 4-5.

ANOVA (analysis of variance) provides a F value, which is the mean square of the explained data divided by the mean square of the residual data, to determine how well the regression model fits the data. ANOVA (Analysis of Variance) tables display the model's overall statistical significance. The fact that the value for significance F 0.000 statistics is substantially smaller than $p < 0.05$ and suggests that the model is significant means that the variation it accounts for is not random, supporting the hypothesis. ANOVA result will be detailed in below table.

Table 4-7 ANOVA table

(Source own survey 2023)

ANOVA ^a					
Model	df	SS	MS	F	Significance F
Regression	5	42.075	8.303	12.62	0.000 ^a
Residual	164	12.902	0.078		
Total	169	54.977			

a. Predictors: (Constant), Clan, Adhocracy, Hierarchy, & market.

b. Dependent variable: Project Success

4.5.2.6. Coefficients of the Multiple Regression Analysis

In order to examine the impact of organizational culture on the success of a project, the current study used a linear regression model. In order to achieve this, the study's equation was,

$$PS = \beta_0 + X_1 \beta_1 + X_2 \beta_2 + X_3 \beta_3 + X_4 \beta_4 + e, \text{ and}$$

$$PS = \beta_0 + X_1OC + e$$

Where:

PS= Project success

β_1 = Clan culture

β_2 = Adhocracy culture

β_3 = Hierarchy culture

β_4 = Market culture

OC= organizational culture

e = error term,

β_0 = constant, term

X1, X2, X3, and X4, are coefficients

Table 4-8 Coefficients of Dependent and Independent Variables

(Source own survey 2023)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	β		
Constant	0.182	0.166			
Hierarchy	0.259	0.054	0.276	4.211	0.000
Adhocracy	0.196	0.064	0.198	3.241	0.023
Clan	0.224	0.072	0.229	2.176	0.000
Market	0.212	0.048	0.203	2.442	0.000

A variable's contribution to the model is displayed in the standardized beta coefficient column. The average rise in the dependent variable when the independent variable goes up by one standard deviation is known as the beta weight (all other independent variables being maintained constant). These can be compared because they are standardized. The following

model is defined based on the standardized coefficients (Beta) of the independent variables in the regression equation.

Project success and hierarchy culture

The effect of hierarchy culture on project success is statistically significant at 99% ($p = .000$) and positive at ($\beta = .276$). In other words, it means that an increase by one standard deviation on the level of adhocracy would mean an increase on project success by .276 standard deviation, holding all other variables constant. This finding is consistent with the findings of (Argaw, 2019) which shows that hierarchy culture significantly impacts project success. Therefore, it could be implied that a positive hierarchy culture at organization could foster a project success. Therefore, the hypothesis stating that a “The impact of *hierarchical culture on success of a project is statically significant and positive*” is supported.

Project success and clan culture

There is a positive association between the clan culture and project success that is statistically significant at 99% ($p = .000$) and positive at ($\beta = .224$). In other words, it means that an increase by one standard deviation on the level of clan would mean an increase on project success by .224 standard deviation, holding all other variables constant. Hence, organizations should promote a strong clan culture which in turn would impact project success. Therefore, the second hypothesis stating that “The impact of *clan culture on success of a project is statically significant and positive*” is supported.

Project success and Adhocracy culture

The significance level at 95% ($p < .023$) indicates that this finding is statistically significant and beta value of .196 suggests a positive relationship between clan culture and project success, meaning that as clan culture increases, project success is likely to increase as well. In other words, it means that an increase by one standard deviation on the level of adhocracy would mean an increase on project success by .196 standard deviation, holding all other variables constant. Therefore, the third hypothesis stating that “The impact of *adhocracy culture on success of a project is statically significant and positive*” is supported. This outcome is consistent with (Fenan and Beyene, 2021) research, which showed that adhocracy culture significantly impacts project success.

Project success and Market Culture

There is a positive association between the market culture and project success that is statistically significant at 99% ($p = .000$) and positive at ($\beta = .212$). In other words, it means that an increase by one standard deviation on the level of market would mean an increase on project success by .212 standard deviation, holding all other variables constant. Hence, organizations should promote a strong market culture which in turn would impact project success. Therefore, the fourth hypothesis stating that “The impact of *market culture on success of a project is statically significant and positive*” is supported.

4.6. Hypothesis test

ID.	Description	Result	Decision
H ₁	The impact of <i>hierarchical culture on success of a project is statically significant and positive</i>	Statistically Significant at 99% and positive ($\beta = .276$)	Accepted
H ₂	The impact of <i>clan culture on success of a project is statically significant and positive</i>	Statistically Significant at 99% and positive ($\beta = .224$)	Accepted
H ₃	The impact of <i>adhocracy culture on success of a project is statically significant and positive</i>	Statistically Significant at 95% and positive ($\beta = .196$)	Accepted
H ₄	The impact of <i>market culture on success of a project is statically significant and positive</i>	Statistically Significant at 99% and positive ($\beta = .212$)	Accepted

5. Chapter Five: Summary of findings, Conclusions and Recommendations

5.1. Summary of findings

This section of the report summarizes the major findings which were obtained from data analysis of survey questionnaire responses. It will discuss in line with the objectives of the study to answer the preset research question “*What is the impact of organizational culture on the success of a project?*”.

The research’s specific objective was to explore the effect of the independent variable, organizational cultural dimensions, which are adhocracy, clan, hierarchy, and market, towards success of a project taking the case of TotalEnergies Marketing Ethiopia.

The mean values of all four cultures suggests that the organizational culture characteristics for TotalEnergies are active. The results show that Hierarchy Culture has the greatest mean value of (4.15), followed by Adhocracy (4.08), Market (3.92), and finally Clan Culture (3.50) all at a standard deviation of below 1.28.

A person correlation coefficient was computed to assess the relationship between all organizational culture dimensions and project success. The analysis result computed showed that all organizational culture factors and success of a project exhibit positive relationships. The relationship has been computed to be ($r = 0.483$), ($p < 0.01$) between adhocracy culture and project success. Clan culture and project success were correlated ($r = 0.564$), ($p < 0.01$). A person correlation coefficient was computed to be ($r = 0.108$), ($p < 0.01$) between market culture and project success. Hierarchy culture is correlated with project success ($r = 0.667$), ($p < 0.05$). implying that there is a statistically significant positive relationship.

Results of the regression analysis demonstrate that organizational cultures play a significant role in explaining the variation in project performance at various levels. Accordingly, the independent organizational culture traits were able to account for 51.2% of the variation in project success. According to the regression analysis result the effect of all four organizational culture dimensions on project success is statistically significant and positive. The effect of hierarchy culture on project success is statistically significant at 99% ($p = .000$) and positive at ($\beta = .276$). There is a positive association between clan culture and project success that is statistically significant at 99% ($p = .000$) and positive at ($\beta = .224$). The significance level at 95% ($p < .023$) indicates that this finding is statistically significant and beta value of .196

suggests a moderately positive relationship between clan culture and project success. There is a positive association between the market culture and project success that is statistically significant at 99% ($p = .000$) and positive at ($\beta = .212$)

However, it is clear from the r squared value that organizational culture is not the only factor that affects a project's success. But the fact that there is a proven positive correlation between the independent and dependent variables suggests that there is a real connection between them. The study's findings confirm earlier findings and could further knowledge in the area as was initially planned.

5.2. Conclusion

- The descriptive analysis findings have shown that above average organizational culture is exercised within the organization and the success of a project is also above average, even though there is room for improvement.
- According to the correlation data, organizational culture traits were all found to be statistically significant and positively related with project success. Hence, organizations should give due attention.
- All organizational culture factors' impacts project success significantly and positively, according to the study's results of regression analysis. As a result, the data demonstrates that an organization's project success will increase depending on its organizational culture.
- It was concluded that all the traits of organizational culture, as seen from the computing values framework view, had a relation with the success of a project according to the correlation data. Results of the regression analysis demonstrated that organizational cultures play a significant role in explaining the variation in project success at various levels. Accordingly, the independent organizational culture traits were able to account for 51.2% of the variation in project success.
- Thus, inferential analysis results fully validated the hypothesis that states the impact of organizational culture on success of a project is statically significant and positive. This study will therefore help organizations in recognizing the impact of an organizational culture characterized by adhocracy, clan, market, and hierarchy culture on project success.

5.3. Recommendation

Based on the inferential and descriptive analysis results conducted in this research, the following specific recommendations are forwarded.

- The study's analysis of cultural aspects found that hierarchy has an impact on project success. Despite the fact that the hierarchy variable's overall mean results indicate that respondents believe the organization's hierarchy culture is above average yet there still is room for improvement. Hence, managers should strictly adhere to the existing hierarchal culture manifestations and should even find new ways to improve the overall organizational culture in order to fit the project's needs. This cultural attribute stood out above all, this hints that the working conditions of the sector require more on being rule-based and emphasizes more on consistency, stability, and clear lines of authority should be employed for betterment of success rate of projects.
- Furthermore, as presented in the study the other significant cultural dimension used for the study also have a positive and significant impact. For this reason, project managers should know and consider these project culture dimensions to support the success of their project. In order to implement a clan culture in an organization involves creating a work environment where employees feel like they belong, are supported, and are valued. Communication should be open and honest. Employees should be encouraged to collaborate and work together as a team. Team building activities can help in fostering a clan culture. By implementing these and other methods, an organization can advocate a clan culture that fosters a positive work environment, encourages employee engagement, and supports employees' well-being and growth.
- Managers should promote a type of organizational culture in which employees or members have a strong sense of belonging and loyalty to their group or team within the organization.
- Managers should strictly adhere to encourage employees to take chances, try out novel ideas, and work together to solve problems. Foster a culture of collaboration or adhocracy culture. Collaboration between team members can contribute to building a strong cohesive team that can take on complex projects and succeed. Managers should promote teamwork, knowledge sharing, and open communication within the

organization. Organizational managers should make the work environment friendly and supportive toward employees.

More specifically, this research recommends managers of TotalEnergies realize the extent of the significance of organizational culture traits that they have to realize the effect of corporate cultures before the project is started through analyzing and identifying their influence on project success. Based on this and the above-mentioned recommendation the concerned management teams and project implementers shall improve the success of projects. Overall, TotalEnergies managers should employ and create a positive organizational culture in order to be more competitive and profitable in this market.

5.4. Future research directions

There are a number of limitations to our study that should be considered when interpreting the results, and some of these issues present potential for further study. Firstly, as hard as it was tried to remove the bias from the respondent's data it still wasn't totally avoidable. Hence, the results are based on subjective ratings as assessed by the respondents and this makes the data vulnerable to prejudice. Maybe in the future researchers could employ objective data. For example, project success was measured in this research with the perceptual ratings of employees. This may have its own bias and therefore future researchers could use objective data about projects which would make the conclusions more sound.

In order to show how organizational culture affects project success, this research used a cross-sectional study methodology. Therefore, conclusions on cause-and-effect correlations are limited by the nature of this study's technique type. Hence, future researchers could include longitudinal research methods in order to have a better picture on the phenomena.

Additionally, quantitative research methodologies may not fully and thoroughly capture culture as qualitative approaches can. Although various approaches have their own ways of analyzing how organizational culture affects project success, it would be beneficial for future researchers to use a deep qualitative study method to corroborate the findings of this research.

Finally, because the study only tested one company and has a small sample size, it is impossible to extrapolate the results about how organizational culture affects project performance. The data would be more reliable if it came from more organizations and more sectors and have a bigger set of samples it would be more generalizable.

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ANNEX I: DATA COLLECTION INSTRUMENTS



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

Post graduate Program towards MA in Project Management

Introduction

Dear Respondent,

The purpose of this questionnaire is to solicit your confidential input on “**The effect of Organizational Culture on Project success in the case of TotalEnergies Marketing Ethiopia S.C.**”. 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.

In order for the findings of this questionnaire to be to be useful and accurate, it is important that you answer each question as honestly as possible.

Confidentiality

Your responses to this survey will be kept completely anonymous. Please do not sign your name.

Contact Address

For any query, please do not hesitate to contact me on the following address at your convenience.

Cell Phone: +251 944 098 560

e-mail: yos.bir2@gmail.com

Part I. General Questions

Tick in the space provided where applicable

1. Sex/Gender/:

Male (____) Female (____)

2. Age?

20-30 (____) 31-40 (____) 41-50 (____) 51-60 (____) >60 (____)

2. What is Your Position in the Organization?

Project Manager (____) Team head (____) Supervisor (____) Staff (____)

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

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

4. The highest level of education you have accomplished

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

5. Your educational Background /Field of study _____

6. Total number of projects you have been involved in your organization during the past

three years?

<3 (____) 3-7 (____) 8-15 (____) >15 (____)

Part II. Organizational culture questions

In the following sections you are required to respond by placing a check mark under the selection of your choice beside each listed factor.

1. Clan / Collaborate culture

N ^o	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	Our organizational culture values collaboration and teamwork					
2	open communication and feedback within project teams is encouraged					
3	Management prioritizes the development and growth of employees					
4	Project teams are empowered to make decisions about project-related issues					
5	Project goals and objectives are clearly communicated to all team members					
6	Everyone involved in project teams put maximum effort in achieving common goal.					
7	Conflict resolution methods are highly advanced and are always managed properly and quickly.					
8	Employees are committed towards fulfilling company mission.					

2. Create /Adhocracy Culture

Nº	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	The culture supports innovation and risk-taking within project teams.					
2	Rapid responses to changing project environments are hindered because of the residing culture.					
3	There is a good platform to foster creativity and experimentation.					
4	Rapid decision-making is projects.					
5	The creative culture imposed adds values in individual initiatives and autonomy.					
6	Adhocracy culture enables projects in adapting strong change management in unpredictable environments.					
7	There is a “strong” culture and contributes to project success.					
8	Projects are coordinated easily through all functional units					

3. Control / Hierarchy Culture

Nº	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	Roles and responsibilities of members are very clear in a project team.					
2	Decision-making is usually delayed due to multiple levels of hierarchy in the organization.					

3	There is apposite attitude towards challenging of authority by team members.					
4	workplace decisions are made through consensus to ensure better project performance					
5	Transparent and competent selection process resides in project team member selection.					
6	Project team members are aware of the difference between functional and project working environment.					

4. Compete / Market Culture

N ^o	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	The outside environment (competitors) affects the project success of the organization.					
2	There is a high level of importance on meeting project deadlines and generating revenue.					
3	To gain competitive advantage work methods are constantly updated.					
4	market-oriented organizational culture does not support project innovation and creativity					
5	Your organization focuses on competition with other firms and gaining market share.					
6	Your organization's culture highly aligns with organizational goals and objectives.					

7	Stakeholders' interests are a high priority in decision-making.					
8	The organization embraces change and adaptation when faced with project challenges and obstacles.					

Part III. Project success questions

Nº	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	The project was completed on time.					
2	The project was completed according to the budget allocated					
3	The outcomes of the project are used by its intended end users.					
4	The outcomes of the project are likely to be sustained.					
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.					
6	Given the problem for which it was developed, the project seems to do the best job of solving that problem.					
7	I was satisfied with the process by which the project was implemented.					
8	Project team members were satisfied with the process by which the project was implemented.					
9	The project had no or minimal start-up problems because it was readily accepted by its end users.					

10	The project has directly led to improved performance for the end users/target beneficiaries.					
11	The project has made a visible positive impact on the target beneficiaries.					
12	Project specifications were met by the time of handover to the target beneficiaries.					
13	The target beneficiaries were satisfied with the outcomes of the project.					
14	The head office were satisfied with the outcomes of the project implementation.					

Thanks once more, your input is highly appreciated.