



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

**CRITICAL FAILURE FACTORS AFFECTING PROJECTS  
PERFORMANCE IN ETHIO TELECOM PROJECTS**

*A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF  
COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTERS OF PROJECT MANAGEMENT*

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**OCTOBER, 2022**  
**ADDIS ABABA, ETHIOPIA**

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## DECLARATION

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## **ABSTRACTS**

*The research on the topic “Critical Failure Factors Affecting Project Performance in Ethio Telecom Projects” was conducted on a generalize approach that covers all types of Projects and factors which are normally discussed in broader-spectrum. The focus of this research study has been on Telecom Projects and goes on to explore the failures taking place in various Ethio Telecom executed projects. Based on the occurrence of many projects’ failure factor in the collected literature, Six project failure factors are identified as Critical Failure Factors (CFFs). The top six critical failure factors of telecom projects are Long & unrealistic project schedule, Lack of tools& best practices, Lack of documents& program tracking, Lack of trust & motivation, lack of communications. These critical failure factors are reviewed in detail and recommendations are given to avoid and/or minimize future ethio telecom projects.*

**Keywords: Project, Critical Failure Factors, Project Performance, Ethio telecom,**

## **ACKNOWLEDGEMENT**

Firstly, I would like to thank Almighty God with His Beloved Mother Saint Mary who helped me throughout my entire life.

I would like to acknowledge my Advisor, Dr. Worku Mekonnen for his support and guidance.

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## CHAPTER ONE: INTRODUCTION

### 1.1. Background of the study

Current day organizations are forced with delivering more projects and programs with shrinking budgets; that scenario, the most inevitable is project failure (Oracle, 2011). According to Rajkumar and Alagarsamy (2013) have described project failure as “Project failure is when you do not get what you expect at the end of your project”. According to Gilge (2013) of KPMG, if we observe the failed projects, the failures attributed are avoidable and can be predictable. Hence, project team or stakeholders have to keep a watch on those attributes. According to Emam and Koru (2008), IT project failures rates reported by different researchers and practitioners range from 9% to 40%.

Nowadays in Ethiopia, many projects are being undertaken for the telecommunications sub-sector to upgrade the existing ICT network to accommodate the latest information technologies and improve network quality and expand services including the newly deployed 5G networks. An all-inclusive telecommunications service delivery and ICT support where it is a requirement of other development programs will be put in place. There are many ongoing telecom projects available across the country, including high quality integrated telecommunication services packages (converged value-added services), that would be provided at a reasonable price. Increasing the number of subscribers further translates into increase in the number of cell sites across the country.

The key objectives of deploying different projects are to ensure a competitive (in terms of price and quality) and secure telecom service, and build a far-reaching national capacity in telecom development and management. High Emphasis is given on finalizing the construction of the ongoing telecom projects on network infrastructures and different System applications to expand services. A need-based network and rural universal telecommunications access program are the main telecom projects that are being undertaken and the expansion of quality of fixed line, mobile phone, Internet and data service provisions are also under improvement and maintenance telecom projects. A conducive environment to use the latest telecommunications technologies including the newly deployed 5G state of the art networks projects are

underway. A fair and economical utilization of national frequency spectrum, telecommunication numbers and upgrading Internet Provider addresses and controlling and preventing Illegal telecommunications activities are the main ethio telecom projects which are underway now a day.

## **1.2. Background of the Company**

Telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced. Then the interurban network was continued to expand satisfactorily in all other directions from the capital. Many important centers in the Empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeaters between the distant calling parties.

### **I. Ethio telecom Naming's (1894-1942)**

In this particular period, ethio telecom has been renamed and restructured through different stages. First, the management of the service was under the Imperial Court of Menelik II in the name of the "CENTRAL ADMINISTRATION OF TELEPHONE & TELEGRAPH SYSTEM OF ETHIOPIA" from 1890 up to 1907. Mr. Stevenin, a French man, was appointed as the General Manager of the service.

The service was renamed as "THE CENTRAL OFFICE OF POST, TELEGRAPH & TELEPHONE (PTT) SYSTEM OF ETHIOPIA" since 1907-1909. It was administered by Emperor Menelik II's Advisor, Mr. Al Fred Ilg, a Swiss man.

Then the service was renamed as "MINISTRY OF POST, TELEGRAPH & TELEPHONE (PT&T)" in 1910. First, it was administered by Mr. Leo Shafno, a French man & then replaced by the first Ethiopian administrators Lij Gizaw Bezabih, Lij Beyene Yimer and their successors consecutively.

### **II. 1942-1952 (Post War Restoration)**

After the independence from the Italian occupation, the re-established Ministry of PT&T took over the running of Telephone, Telegraph & Radio communications. It, therefore, rehabilitated the network of the whole country

### **III. Under the Dergue Regime (1974-1991)**

Under the Dergue regime, the Ethiopian telecommunications was renamed as follows:

In October 1975, the organization was renamed as “THE PROVISIONAL MILITARY GOVERNMENT OF SOCIALIST ETHIOPIA TELECOMMUNICATION SERVICES”

It was renamed again as “ETHIOPIAN TELECOMMUNICATIONS AUTHORITY (ETA) on January 1981. It retained its name as ETA up to November 1996.

At this period, the telecommunication services had made a major change of technology ranging from Automatic to Digital technology

### **IV. Under the Federal Democratic Republic of Ethiopia**

After the downfall of Dergue Regime in transitional period (1991), the government of the Federal Democratic Republic of Ethiopia (FDRE) has carried out an overall restructuring program to change the previously centralized command economy to a free market-oriented one with the aim of making government owned enterprises more efficient and effective as well as encouraging the promotion and participation of the private sector in the country’s economic progress. The government has also given a priority to the development of rural infrastructure, which has been neglected by the previous regimes.

Accordingly, the telecommunications sector was restructured and two separate independent entities namely the Ethiopian Telecommunications Authority (ETA) and the Ethiopian Telecommunications Corporation (ETC) were established by Proclamation No. 49/1996 on November 1996.

### **V. Establishment of Ethio Telecom**

As a continuation of the last five-year plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government has decided to focus on the improvement of telecommunication services, considering them as a key lever in the development of Ethiopia, ethio telecom is born, on Monday 29th November 2010, from this ambition of supporting the steady growth of

our country, within the Growth Transformation Plan (GTP), with ambitious objectives for 2015.

## **VI. Company mission and values**

### **Mission**

- ✓ implementing state-of-the-art processes,
- ✓ develop reliable network infrastructures and to provide the best quality of services to our customers.

### **values:**

- ✓ Ethio telecom commits to understand, meet and exceed the telecommunications needs and expectations of our country at large and of customers in particular
- ✓ Ethio telecom respects our customers and recognizes that their revenues allow ethio telecom to operate
- ✓ Ethio telecom recognizes that the company employees are the most valuable asset and want to create an efficient corporate management environment that allows them to develop and grow
- ✓ Ethio telecom commits to high-level job performance, customer service quality, organizational excellence and continuous improvement in all areas
- ✓ Ethio telecom stays motivated and encouraged to meet all the challenges that we will face
- ✓ Ethio telecom will make every effort to achieve a superior financial return

## **VII. Strategy**

Ethio telecom will achieve its goal of both providing a reliable network and of improving customer services through a range of different levers that are part of its development strategy. ethio telecom will develop and enhance the information system. This will help to decrease the delay for provision, sales and activation as well as to provide more reliable information to customers. ethio telecom will develop a world-class Human Resources management. This will help to improve employees' ability to meet the needs and expectations of Customers. ethio telecom will implement control standard processes. This will help to increase reactivity and to faster customer access to services. ethio

telecom will develop better sourcing & facilities processes to speed the day-to-day operational activities. This will help to faster delivery and repair and will offer more transparency to customers.

### VIII. Company Objectives

In line with its ambitious mission, ethio telecom has ambitious goals:

- Being a customer centric company
- Offering the best Quality of Services
- Meeting world-class standards
- Developing and enhancing network and information system
- Ensuring easy access and coverage to the whole population



*Figure1-1 Ethio telecom organizational structure*

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

Very little research has been done on finding the detailed factors leading to project failures (Verner et.al., 2008). IT projects add value and quality to day-to-day life (Qassim, 2008). IT enhances productivity and efficiency of individuals as well as teams and organizations (Taimour, 2005). Furthermore, many multinational operators and vendors are doing huge investment in telecom industry and involved in number of projects. However, there exists uncertainty in determining whether the Projects succeed or failed. Similarly, there exists no deterministic mechanism to measure the project success or failure. The project which is considered to be a success by the customer might be considered as failure by the top management.

It is utmost important to focus on Success Factors as it involves the execution of many projects initiated by the telecom companies. Furthermore, it is also extremely important to have a look at the Failure factors, but more specifically, defining the failure factors which have resulted in the collapse of certain projects. Defining the failure factors under various organizations will lead to identifying some common failure factors which lead to understanding the causes and finally trying to avoid them in future endures.

Many literature reviews describe that there are many horror stories associated with the failure of large telecom projects. Severe time and cost overruns; lagging behind schedule and exceeding the approved budget are some of the main project failures. Many projects have altogether been abandoned after suffering from these problems (Hartman & Ashrafi, 2002). The high failure rate of telecom projects requires a better understanding of its critical failure factors which includes unclear project scope, low top management support, poor project plan/schedule, low client consultation, Poor project team/personnel, Long/Unrealistic scheduling, Ignoring best practices, unavailability of technical task force, high customer/client consultation, frequent monitoring & feedback, inefficient & ineffective communication and Cultural & Ethical Misalignment.

Based on the aforementioned Explanations, the issue of project success or failure should be the center of attention for researchers in telecom projects to avail fertile ground for projects to be successfully accomplished and to minimize project failure factors. Hence, it is these research gaps especially

telecom Project context that initiate this study to be conducted to answer the research's main questions.

#### **1.4. Basic Research Questions**

The basic research questions of this research is:

- I. What factors contribute to the failure of telecom projects?
- II. What are the best recommendations to avoid these failure factors in telecom projects?
- III. How corrective measures to deploy to avoid failure factors in future telecom projects?

#### **1.5. Objective of the Study**

##### **1.5.1 General Objective of the Study**

The general objective of this research is to assess the critical failure factors that affects the performance of telecom projects and to integrate conceptual material with the practical experience in managing telecom projects.

##### **1.5.2 Specific Objectives of the Study**

The specific objectives of the research will be:

- I. To classify the critical failure factors in ethio telecom projects
- II. To evaluate the influence of the identified factors on telecom Project.
- III. To recommend solutions to avoid future failures of telecom projects.

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

This study helps project managers and project teams in the telecommunication environment to be aware of the critical failure factors that affects the performance of telecom project. Defining the failure factors under telecom projects would lead to identifying some common failure factors which lead to understanding the causes and finally trying to avoid them in future endures.

This study is also important input for further researches in telecom projects contracts in Ethiopia and similar telecommunication companies.

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

This research focused only on critical failure factors that affects the performance of telecom projects that directly and indirectly contribute to project failure on various ethio telecom projects. Based on the occurrence in each project failure factor in the collected literature of conceptual and empirical studies, Ten Critical Failure Factors (CFFs) of IT projects are

identified. These are poor project planning, inappropriate estimations, unclear project objectives & goals, lack of senior management involvement, support and commitment, lack of risk management, unrealistic schedules and deadlines, scope creep, project management methodology, ineffective communication, and vague requirements and scope. Of which, top Six factors are considered.

## **1.8. Definition of Terms**

### **1.8.1 Conceptual Definition**

Despite sharing the same thing project management is a subset of the project. the terms project management and project are frequently used interchangeably in management journals and books. However, by definition, they behave differently. The following definitions are utilized to define the concepts in this research since the key concepts are thought to be distinct as they should be.

- I. **Project** is a special piece of work outside the normal flow of daily activities that has a specific objective and a time and budget limit. (ISM 2014)
- II. **Project Management** is the process of coordinating the organization, planning, scheduling controlling monitoring and evaluating of activities so that the objectives of a project are met. (ISM 2014)
- III. **Critical Failure Factors** the key aspects (areas) which leads 'things go wrong' and force to achieve a high level of failure”.
- IV. **Project Performance** the process of creating, implementing, and managing projects that contribute to the performance of an organization and its strategy.

### **1.8.2 Operational Definition**

Participants in telecom projects: for this research the participants which are involved in telecom projects i.e Project Directors, Project Managers, Regional Project Managers and Project Team members (Coordinators).

## **CHAPTER TWO: REVIEW OF RELATED LITERATURE**

Verner et.al. (2008) have done research on 70 failed software projects in US, Australia and Chile and identified 57 failure factors related to project development and management. They have interviewed over 90 software project management practitioners. According to their research for any project number of failure factors range from 5 to 47 factors with median 28 factors. Verner et. al. research indicates that factors related to project management and organizational factors which are under control of project manager are responsible for project failures. Project under estimations and delivery dates effecting the development process were identified as major factors related to failure of projects.

After examining numerous sources and reading in-depth historical works, research conducted by various scholars in the identified field is examined. It is important to understand much more about how project managers define failure (and success), as well as how the parent company makes decisions on the subject, as the crucial factors associated with failure depend on how failure is defined.

The researcher has focused on the following six main factors, which need to be analyzed again as the critical failure factors affecting project performance, despite the fact that there are many determinant factors that contribute to project poor performance and ineffective project execution management.

### **2.1 Critical Failure Factors affecting Project Performance**

#### **I. Long/Unrealistic scheduling**

One of the reasons projects are delayed is because of long and unrealistic schedules. We have a slack analysis that has to be looked at in order to remedy that problem. The slack criterion should be used to evaluate all project operations in accordance with the accepted norms. One of the primary causes of lengthy or unrealistic scheduling is typically a constraint in the available resources. Project managers have a monumental task managing project feasibility schedules. Only technologies that base their judgments on the ideas of activity slack or the activity criticality index can be used to efficiently control and schedule tasks in a cutthroat market with limited resources. A new approach to scheduling and parameters (control) needs to be clearly described for this reason. The project's success or failure/delay is heavily influenced by

this improper communication of its limited resources.

The skillful project manager must be able to identify the underlying issue given how many projects suffer from unmanageable schedules in order to avoid becoming part of the failure statistics. There is a constant stream of changing demands, requests, and requirements from stakeholders of all types starting from before a project is even officially a project, when it is only a notion. The Project Manager will also be handling requests and requirements from the team members once that idea has been turned into a project. This brings up the phrase "reasonable restrictions," which, as anyone who has held a project lead or manager position is aware, is particularly crucial and quite ambiguous. If the project constraints are unreasonable and the project schedule cannot be met, "...there are often significant costs—that include lost opportunities, people sitting and waiting for something to do, unhappy customers, lawsuits, penalties, lost credibility, high operating costs throughout the life of the product," the authors of the PMI article *Negotiating Realistic Estimates* share. The main players in a project must be thoroughly understood, along with their motivations and preferred working methods. Additionally, project managers need to be aware of the possibility of conflicting interests and completion dates among various stakeholder groups. When necessary, project managers can use their negotiating abilities to assist keep everyone on track and make sure that any unrealistic expectations are addressed up front.

## **II. Lack of use of Tools**

The non-engineered method of business process evaluation has sparked an increase in the technical analysis of issues. It is possible to identify the lack of instruments and necessary approaches, but it takes an enormous amount of work. Methods, Tools, and Techniques that assist in re-engineering the project strategy, people, management, structure, and technology dimensions of project management processes are part of a more thorough approach to problem-solving (Kettinger, Teng, and Guha, 1997). In other words, the foundation for better management practices is the thorough use of tools and procedures.

Project management, or PM in short, is currently regarded as a managerial tool that aids firms in achieving their corporate goals. Cleland (1998) asserts that a company may manage its limited resources, shorten the time it takes to develop a product, deal with technological complexity, ensure stakeholder satisfaction,

and compete in the global market with the aid of project management. Over the past two decades, a lot of work has been done in the area of PM, and scholars and practitioners have worked to understand the causes of project failures and the variables that contribute to success (Karen et al., 2010). In the management of projects, there are five basic activities that occur: initiation, planning, execution, monitoring and control, and closing.

Projects use a variety of project management tools and techniques (henceforth referred to as PMTT) to plan and regulate the scope of work necessary to deliver a product at a level that is suitable. Project managers use specific PMTT to facilitate their PM operations, same like other professionals (Andongndou et al., 2009). Regardless of the project's type—construction, manufacturing, or any other—the same tools and procedures of project management are used for management, scheduling, and control (Ahuja et al., 1994). Therefore, the successful implementation and completion of projects provides evidence of the significance of project management approach (PMM). In general, PMM comprises a variety of knowledge domains as well as a collection of tools and procedures that aid in and manage all project components (Milosevic and Patanakul, 2005). As a result, according to Chin and Spowage (2010), the methodology should be flexible depending on the project's size. In order to meet stakeholder demands and complete the project on schedule and within budget, PMM is used throughout all project phases, including planning, coordination, conceptualization, and closure. However, comprehension of their requirements and qualities is necessary to seek the efficiency of the existing approaches on the market. Effective methodologies may adapt to the individual project environment, function well in dynamic projects, and are responsive to stakeholder requests and strategies that aid and manage all project components (Murch, 2001). (Milosevic and Patanakul, 2005).

### **III. Ignoring best practices**

Project failures are significantly caused by inadequate project planning, and vice versa. (Murphy and Ledwith, 2007). Managers are largely responsible for maintaining project control since they take ownership of their work and uphold quality standards. The main causes of project delays and failure are unclear goals and objectives and a lack of top-level management support. Lack of

appropriate project management tools & procedures in high tech business enterprises is the main reason they avoid using the terminology associated with best practices. In order to introduce effective managerial practices and determine their long-term performance, project managers must value and take into account their prior insights. Best practice non-use shouldn't just be limited to major companies; it should be prevalent across all segments and departments of the business enterprise.

#### **IV. Cultural & Ethical Misalignment**

Cultural misunderstandings typically result from underestimating interpretation, communication, emotion, and trust among local and remote workers, or in the problem region in question. Therefore, in order to address these problems, we must employ experimental research, participatory action methods, and an analysis built on discussion and deliberation among teams from various cultural backgrounds (Xiao & Boyd, 2010). To quickly resolve the issues, it is necessary to use personal construct theory by setting up cross-cultural communication among the team members. Since numerous global corporations have entered the market, local managers have begun to seriously consider and recognize cultural differences. Pakistani culture is characterized by a high level of unpredictability, instability, and volatility, which makes it extremely difficult for foreigners to function in their workplace. Virtual teams are created as a result of this. Due to different working practices, religious beliefs, cultural origins, and performance orientation/assertiveness, multicultural and ethical challenges might occur in a company.

#### **V. Cultural Differences in Project Virtual Teams**

Cultural diversity is a natural occurrence in virtual work team models. The nature of virtual teams increases the likelihood that the group will have members from different geographic areas or cultures (Derven, 2016; Kramer et al., 2017; Malhotra et al., 2007). In addition to cultural differences, team members may come from vary in terms of level of education, language proficiency, and gender (Derven, 2016). Gender differences may influence the level of participation by individuals in a virtual work environment (Shen et al., 2017). Interacting with individuals from diverse backgrounds may create social challenges in certain work situations (Berraies, 2019; Bobek & Devitt, 2017; Bogilović et al., 2020; Brett, 2017; Calabuig et al., 2018; Dahanayake et al.,

2018; Dang & Chou, 2019; Kadam et al., 2020; Kalargyrou & Costen, 2017; Malik et al., 2017). Knowledge sharing within culturally diverse groups may be impaired due group members' perspectives on power distance, which is an individual's views and acceptability on inequalities of power within the team (Killingsworth et al., 2016). The success of virtual teams will depend in part, on whether there is a leveraging of group differences, acknowledged of differences, and there is an understanding of diversity (Malhotra et al., 2007). When virtual team leaders provided opportunities for individuals with different backgrounds to collaborate closely on certain tasks, the work experience helps to improve communication and dispel cultural biases (Malhotra et al., 2007). Leaders of virtual work teams must focus on diversity and inclusion (Derven, 2016; Zaharie, 2021). Virtual team leaders need to promote a team culture, which welcomes new ideas and respects all cultures represented within the group (Derven, 2016). Alon et al. (2016) supported the idea of cultural awareness within groups and virtual teams with a proposed scale to measure cultural intelligence of the work team. Virtual team members may differ culturally and socially in many different ways. Virtual groups that embrace diversity create a pathway for successfully accomplishing team objectives.

➤ ***The consequences of culture-strategy misalignment***

If you follow business news, you may be aware that a large number of corporates snafus can be blamed on the misalignment of culture within an organization. Allowing culture and strategy to fall out of alignment can bring leaders face-to-face with far-reaching consequences. These include:

- ***Lost sense of mission.*** When strategy and a strong culture are aligned, they create a sort of compass effect that gives employees a sense of clarity and a mission that guides their actions and decisions. When that alignment fails, many employees' defaults to self-serving behaviors and the sense of mission is lost.
- ***Disoriented employees.*** When employees get mixed signals from leaders preaching one set of values but rewarding a different set of behaviors, it can leave them feeling confused, jaded, and out of touch with the organization's goals. For example, a company may focus on individual performance reviews despite verbally praising the merits of teamwork.

- **Damaged public image.** When culture and strategy are aligned, day-to-day operations tend to fall into sync with a company's brand and image. Failure to maintain alignment can make the organization appear hypocritical to those observing it—especially to customers.
- **Increased turnover.** A strong culture that is well-aligned with strategy creates a sense of belonging to something greater than any individual. It inspires loyalty in all levels, from company leadership to entry-level hires. When that alignment fails, the sense of loyalty can be nearly impossible to maintain—and employees will tend to seek it elsewhere.

## **VI. Trust Deficit in Virtual/Local Teams**

Trust provides a hierarchy model for an individual and the sector and is related to formulating strategies. A group perspective of value-based trust, how clients and contractors view trust in the construction industry, and the hierarchy of a trust model based on the moral, social, and occupational components of trust are three topics that the findings help to explain. Thus, in any business, the value of clients and servers influences the success of the project as a whole (Ellen Lau, Steve Rowlinson, 2010). The researchers need to focus on a few key areas, including the identification of behavioral outcomes, problem areas, and conflict resolution.

Trust has moved from an item of mild curiosity to one of being a business imperative. It needs to be managed. As what trust means is different for each of us, trying to define trust will forever be an exercise in futility. Studying it as a psychological phenomenon is undoubtedly both fascinating and necessary.

### ***Swift Trust Theory***

The success of any business is rooted in a mutual belief in the character of other parties (Ahlf et al., 2019; Høgevold et al., 2020; Mandják et al., 2019; Yang, 2016), which includes maintaining trust by promoting behaviors consistent with expectations (Crane, 2018; Mirońska & Zaborek, 2018; Udomkit et al., 2019). The temporary nature of virtual teams combined with the unfamiliarity among members of the team creates a unique environment for the manifestation of trust. Global virtual teams are synonymous with temporary systems designed to collaborate and deliver results (Crisp & Jarvenpaa, 2013). Temporary systems include individuals who have diverse

skills, little or no experience working together, uncertain future working relationships, complex tasks, assigned to meet project deadlines, and where group interaction leads to accomplishment of the goal (Meyerson et al., 1996). Meyerson et al. (1996) suggested in the seminal work on trust creation within temporary systems that trust exists in temporary groups without the usual foundational elements of trust including shared experiences, fulfillment of commitments, confidence in displays of vulnerability, and mutual disclosure of information. Each of the preceding antecedents of trust appears to be missing in temporary systems (Meyerson et al., 1996). Within temporary groups, one of the major issues is the ability to cope with the vulnerability inherent in group interactions (Meyerson et al., 1996; Moldjord & Iversen, 2015) Thus, developing trust among members of temporary organizations is difficult (Moldjord & Iversen, 2015). Furthermore, individuals in temporary systems do not have historical experiences upon which to form relationships with co-workers, which promote interpersonal trust.

#### ***Swift Trust and Virtual Teams***

Trust is one of the hallmarks of virtual team success (Calonge & Grando, 2012; Lippert & Dulewicz, 2018). Established protocols and trust remain critical to the ability of virtual teams to function, as they allow teams to work within time limitations and specific objectives (Henderson et al., 2016). Swift trust is an important phenomenon in virtual teams because team members often have little information to form trusting beliefs about team members (Crisp & Jarvenpaa, 2013; Kuo & Thompson, 2014). But swift trust does not always occur in virtual teams, which impedes the success of the team (Henderson et al., 2016; Kuo & Thompson, 2014). One of the ways to sustain trust within virtual teams is to create timely interactions among team members (Henderson et al., 2016). Leaders sustain trust in virtual teams through intentional efforts to facilitate interactions between members of the team (Mitchell & Igurs, 2009). Swift trust in virtual teams or temporary organizations endures only when clear norms of communication exist among members of the team in addition to role clarity (Henderson et al., 2016). The maintenance of swift trust within the team remains predicated on actions congruent with member expectations (Crisp & Jarvenpaa, 2013). Virtual team members must embrace trust quickly in order to form a cohesive team.

### ***Virtual Teams***

One work model used to accomplish organizational goals is virtual teams. Dispersed or virtual working environments or teams continue to gain popularity in the world of business (Cordes, 2016a; Costa et al., 2021; Mangla, 2021; Prasad et al., 2017; Zhu & Smith, 2019). Virtual teams are usually temporary (Watanuki & Moraes, 2016). The teams are designed to achieve a project objective (Almatrooshi et al., 2016; Pathak, 2015). The extent to which team members have physical separation characterizes the geographical dispersion of the group (Painter et al., 2016; Prasad et al., 2017). Virtual teams allow organizations to leverage talent around the globe (Pathak, 2015). Virtual group members may operate in different regions and time zones without the limitations connected with traditional boundaries for employment.

#### **➤ *Why is Trust Important to Project Management?***

In 1994 the Natural Sciences and Engineering Research Council (NSERC) established a Chair in collaboration with the Social Sciences Research Council (SSHRC) of Canada and a number of industry partners. This Chair had a five-year mandate to identify better ways to manage projects. Working closely with industry, a research program was established and a number of research initiatives undertaken over this five-year period. These research initiatives studied such topics as contacting, team effectiveness, distributed project teams, value engineering, schedule acceleration, predictability of project outcomes in the early stages of project definition, project performance assessment, time to market, cost reduction and incentive schemes for contracts. Other topics included research into risk identification and apportionment, dispute resolution and the meaning of contract clauses. All of the research findings had one common factor.

The common factor in all of the findings in the first five years of research was trust. This in itself was an interesting discovery. It led to a review of the available literature and to an assessment of the potential impact of trust on the practice of project management. The potential implications appeared to be profound. Some of the potential areas of impact included better client relationships, accelerated time to market, reduced risk premiums in contracting—and thus lower project costs, and more effective communication. The last item alone made further exploration of the trust phenomenon

worthwhile, as communication breakdowns account for most, if not all, project failures.

With some trepidation the need for study of trust was presented to industry sponsors of the research program as a potential next phase in the work of the Chair holder. The proposal was immediately accepted and a plan to apply for renewed funding from NSERC and SSHRC was made on this basis. The proposal for a second term of federal funding for the Chair was made and accepted. The potential impact and value of the research had been assessed and accepted.

➤ *Trust as Part of the Project Management Delivery Process*

Trust (not specifically defined) has emerged as an ingredient in project success and business success research in various arenas. If we consider a few random elements of project management it is relatively easy to see the impact of trust on the effectiveness of the process. First, let's consider intuitive connections.

- Effective communication is easier and more likely to be complete between people who trust each other.
- Contract relationships, and as a result, contract administration, is easier if we can trust the contractor and the contractor can trust its client.
- Discovering and implementing cost-saving ideas will occur more readily if the participants can expect fair compensation and can be sure that their interests are being taken care of in the process.
- Teams work better together if the people in them can trust each other.
- Identifying client needs (the REAL ones) is easier if we have open communication, which is dependent on a high level of trust between client and supplier.
- Schedules and estimates are more likely to be accurate if the contributors feel that their honest opinion will be considered and valued (trusted).
- Progress reporting is more honest in a trust-based environment.
- We are more likely to be successful project managers if our team trusts us, as well as do our clients and suppliers.
- We are more likely to be accepted as manager of a project (and have the resulting authority and influence on stakeholders) if others can trust us to do our jobs well.

**I. Lack of Motivation (Virtual & Local Teams)**

Even though project management and traditional management are different, the same motivational techniques are used to energize team members as they work on projects. Today, a company's overall success and the commitment and performance of its personnel are greatly impacted by the efficient application of motivation. It is necessary to look at several significant theories of motivation and work to apply them to the management of personnel and project management teams. Maslow, Herzberg, and McGregor's ideas X and Y were significant motivational theories. Managers should evaluate the scenario after implementing these theories in their firms before deciding which motivation theory to use in a particular situation (Fang Min Yang, 2009).

Geographically dispersed virtual teams continue to surge in popularity as organizations expand operations globally to complete time-sensitive goals (Derven,2016). Sixty-six percent of all organizations that have operations worldwide use virtual teams (Society of Human Resource Management, 2012, as cited in Handke et al., 2020). One of the major challenges for virtual team leaders is building trust among members of the team (Turesky et al., 2020). The general business problem is that some project management office leaders lack strategies to build trust within their virtual teams to meet organizational performance goals.

### ***Importance of Motivation on telecom Project Members***

Motivation is very important for telecom project members. According to Sandhya & Kumar (2011), employee motivation can help the employer to improve organizational performance. Moreover, motivated employees are more likely to stay in the organization. As a result, it can help organizations achieve a low employee turnover.

### ***Performance Management Approaches***

A clear majority of the scholars whose works were reviewed to facilitate this study acknowledge that various performance management approaches can be utilized to increase the level of motivation exhibited by employees.

### ***Supervision***

Employee supervision is one of the most effective approaches that enhance the level of motivation demonstrated by employees. In their study, Menon et al. (2008) discovered that “employees showed high levels of motivation and identified intrinsic and extrinsic sources of motivation and positive and

negative characteristics of supervision”. The application of positive forms of supervision can increase the performance and morale of telecom companies’ employees. Rao, Sreenivasan & Babu (2015) also support this assertion by arguing that supervision increases productivity and performance, which are key determinants of an employee’s morale. Supervision can also help to eliminate some of the challenges that members of telecom project teams experience in the process of project implementation.

### ***Training***

Training is another critical performance management approach that can be used to improve the morale of employees in the telecom industry. Sharma & Sharma (2016) indicate that the offering of sufficient learning platforms to employees increases the job knowledge and comfort, thus motivating them to strive to perform at their optimal levels. Additionally, the findings of Sharma & Sharma’s study indicated that high levels of motivation and performance are directly linked to training. This observation is further supported by Tabassi, Ramli & Bakar (2011) who uncovered the strong relationship that exists between the motivation of an organization’s employees and the training opportunities availed to them. Tabassi, Ramli & Bakar (2011)’s study indicated that a “companies’ productivity is strongly correlated with policies and practices in training and motivating their staff and workforce” para 21. The provision of sufficient training opportunities with IT firms can enhance the level of their employee motivation.

### ***Setting Appropriate Expectations***

The setting of appropriate expectations is also another performance management approach that can be instrumental to the inclination of the level of motivation among members of telecom project teams. Schunk & Zimmerman (2012) assert that the provision of SMART objectives can offer appropriate challenges which will draw motivation from employees experiencing low levels of morale. The setting of achievable objectives within a firm encourages friendly competitions among employee which can improve motivation (Schunk & Zimmerman, 2012). The way an organization determines its expectations from employees also dictates their motivation as illustrated by Bjerke & Renger (2017). In their study, Bjerke & Renger (2017) indicate the customization of individual expectations to suit the abilities of specific

employees can also increase their levels of motivation.

### ***Virtual Teams and Motivation***

The prevalence of virtual teams within organizations continues to redefine the work accomplishment around the world. Organizational leaders frequently use virtual teams to satisfy work objectives (Derven, 2016) and complete a specific task, after which teams usually disband (Watanuki & Moraes, 2016). Technological advances allow workers to connect with colleagues using multiple platforms in the absence of the traditional co-located workspace (Costa et al., 2021; Mangla, 2021; Zhu & Smith, 2019). Virtual teams represent an available strategy to combat the challenges associated with accomplishing organizational goals without a co-located workforce. However, though virtual teams offer many opportunities for organizations (Watanuki & Moraes, 2016), the challenges accompanying dispersed work teams include managing cultural differences, communication, leadership, coordinating work activities, and developing trust among team members (Watanuki & Moraes, 2016). Trust is also one of the key elements in temporary work teams (Moldjord & Iversen, 2015). The ability of team members to be open about mistakes and work together effectively relates to trust (Moldjord & Iversen, 2015).

According to William R. King (1998) page 756, stated that motivation is important to the project manager from two perspectives. First, the individual must be motivated to be a project manager. If one does not have sufficient intrinsic motivation to take the types of managerial steps required, then one is not likely to succeed at the project management task. Second, the project manager must be able to motivate others. For this it is crucial that the project manager have an adequate understanding of motivation and techniques for motivating others. Lack of motivation is one of the project failure factors. It will be crucial, if a project leader is demotivated because it can directly influence the project team and give impact to organizational performance. Lack of motivation can be the result of many factors such as company policies, work condition and salary. Lack of motivation equates to less work being accomplished by the employee. The productivity of the employee will transfer to something that does not relate to project's work. Things like internet surfing, personal chat and taking longer lunches cost the organization time and money.

Low employee motivation could be the result of decreased success of the organization, abrupt changes in organization and economic downturn. No matter what the cause, while working in unpleasant work environment due to lack employee motivation will give an impact to the existing and potential clients and partners. A reputation can be tainted and dictate its future in the industry.

## **II. Documentation Management**

A project manager must create many sorts of documentation throughout the project life cycle to make planning, tracking, and reporting easier. According to Neil Stolovitsky (2010) [6,] these papers include feasibility studies, resource plans, financial assessments, and project plans, as well as supplier contracts, post-installation reports, inventory change request forms, and project status reports. It is a known truth that how project leaders handle project documentation may either be the driving force behind a project's success or it can plunge a project into despair, causing it to fall short of its desired time frame, budget, and scope. The success of a project manager in handling unforeseen situations/workflow depends on how the project documentation is managed. The project document is an independent record that includes the processes of initiating, planning, carrying out, and concluding a project. An organization becomes more innovative and dynamic as a result of the format/manner of the project documentation.

Project documentation provides the means by which information and ideas are created and shared, and it is the basis upon which decisions are made and approved. It can be said that "if it's real, it's documented", and in fact all key project elements are documented in at least one or more essential documents, ranging from the statement of work, through to the weekly status report. As such, project document management may not be particularly glamorous, but it is a key factor of project success.

### **Project Document Management in Practice**

Project document management ("doc-man") is defined by the practices and procedures used to create, distribute and store various types of project documentation. On a global level, document management practices are designed to fill the following goals and objectives:

- To provide a mechanism for document production and control without

adding substantial process overhead.

- To provide standardized formats and templates for document production.
- To promote collaboration and consensus through a structured process for document review and approval.
- To facilitate document retrieval and accessibility.
- To minimize documentation errors through version control and secured access.
- To ensure that all documents are current and that distribution is timely.

### **III. Role of Communication in Virtual Teams**

Virtual teams represent remarkable opportunity for the modern organization, helping to resolve many workplace challenges. Among other things, in an environment where many critical skills are scarce, global markets create access to talent resources that otherwise might be extremely difficult to find. Nonetheless, virtual teams face barriers that co-located teams do not. It is, therefore, particularly important for virtual teams to establish intentional communication and trust-building strategies. Technology, when used properly, can facilitate trust-building, effective communication, and overall coordination of teams; however, the reverse is also true in that ineffective use of technology can impair team functionality. Thus, any technology usage in virtual teams should be aligned to optimize team trust, communication, and coordination.

It can be difficult to build and keep trust in a worldwide virtual team whose members are spread across time, place, and culture. Computer-based communication and organizational trust are the key focus areas. A global virtual team member is challenged by a shared collaborative project while they are geographically and culturally isolated, and computer-based communication is the only economically and practically feasible form of contact for them. The study (Sirikka L. Jarvenpaa, Dorothy E. Leidner, 1999) offers communication techniques that could help build confidence in international virtual teams.

Effective communication strategy is solution for creating a strong connection between the members of local or virtual teams in a global setting is an effective communication plan. The term temporary elaborates teams whose members may have never worked together before and who may not expect to work together again as a group, so being anonymous to each other does result in communication deficit and the resulting consequences. Global virtual teams are

defined as temporary, culturally diverse, geographically dispersed, and electronically communicating work groups.

***How to Enrich Execution of a Project in virtual teams***

***Develop a code of conduct:*** Have the team and Project Manager agree to what information needs share, when, and to whom it needs to be addressed. Establish authority rules as to who can make day-to-day decisions about their work and related to what activities, and what needs approval before moving forward.

***Develop norms:*** Project Managers and team members cannot always see each other. They need to delve into the communication and ask many questions, and deepen the conversations. It is important to be clear, concise and countercheck that everyone understands instructions and other communication.

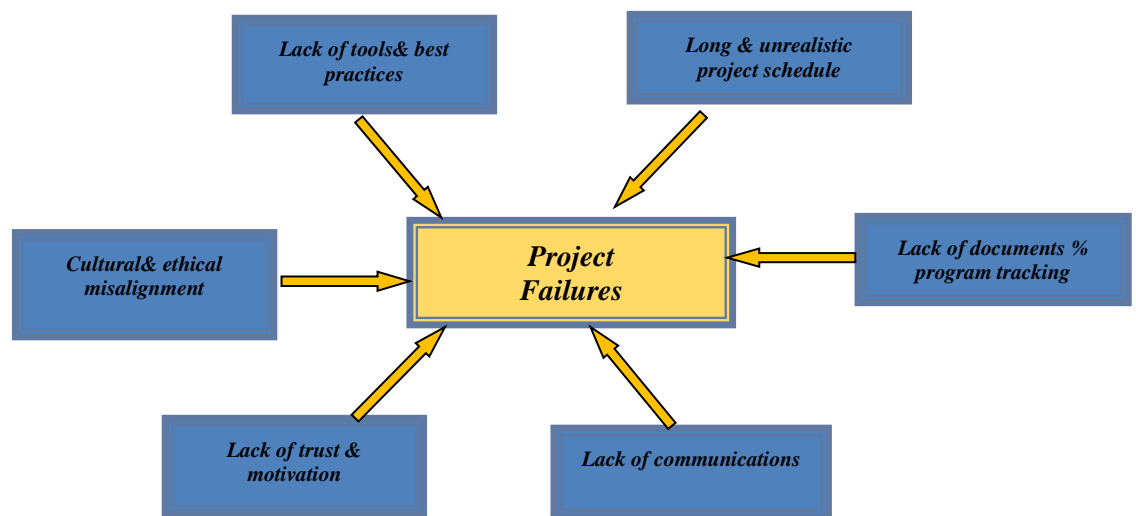
***Get team to show their work:*** Do not rely on what is being said that is done. Ask for proof. Send a sample, send a picture, or have a video call.

***Be flexible:*** Time zones differences and cultural differences can cause issues related to “showing up” for meetings. Be flexible with timing. Flex the time of meetings to meet other team member’s time zones.

***Stay in touch:*** Ensure the Project Manager, team members and stakeholders are in frequent communication through standard scheduling that is inclusive.

**2.2 Framework in the light of Literature Review**

By carrying out the study in the above defined scenario, the researcher tried to establish certain defining factors as per the below conceptual framework.



*Conceptual Framework of the study, adopted from Dr. Irfan Zafar, (2015) and modified by the researcher*

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Introduction**

This chapter presents the methodology that was used in the study. The chapter specifically presents the research design, the population, sampling design, sources of data, research instruments, measurement of variables, reliability and validity tests, data analysis and anticipated limitations of the study and how they were addressed.

### **3.2 Research Design/type**

A research design, according to Kothari (2004), is the setting up of criteria for data collecting and analysis in a way that tries to combine relevance to the study purpose with efficiency in technique. He added the purpose of research design is to provide the gathering of pertinent evidence with the least amount of effort, time, and money spent. An explanatory research design was utilized in this study because explanatory research design seeks to understand why something happens and it focuses on explaining the aspects of the study in a detailed manner. For this reason, the researcher tried to explain the main critical factors of telecom projects and provides a functional explanation and solutions in certain components in terms of the factors stated in the research.

### **3.3 Target Population**

In ethio telecom Project offices there are sixty project members and all are selected to respond the questionnaires. These are Project Directors, Project Managers, Regional Project Managers and Project Team Members/coordinator who are involved in the ethio telecom projects.

### **3.4 Sampling Design**

When we want to collect data on a population, there are different techniques to go about. In some cases, it is possible to measure the entire population to get an accurate picture of the population at hand (the exhaustive survey) and in some cases however, sub-group of the population is feasible. This sub-group is called “sample” and can be chosen following probabilistic or non-probabilistic sampling techniques.

### **3.5 Sampling Technique**

Commonly, two methods exist for selecting a sample; probability and non-probability sampling methods. In this research only, non-probability sampling

was applied to select research respondents. For the reason that non-probability sampling is faster and cost-effective than probability sampling because the sample is known to the researcher. There are 60 project staff members and all the project members are selected as respondents. More specifically a “total population” purposive sampling was employed to examine the entire population in ethio telecom who work in different projects.

### **3.6 Sample Size**

Simply saying, the sample is a portion of the population. according to (Sekaran, 2004), Researchers may employ 50% of the target population to represent the characteristics of the complete population. All 60 ethio telecom project staffs were chosen as the sample size for this study.

### **3.7 Data Collection**

The researcher used both primary and secondary sources to gather data for this study. Primary data were gathered from the staff of Sourcing Contract Management and functional departments, while secondary data were obtained through contract documents. Responses and opinions were gathered, examined, and thoroughly compiled.

#### **1.7.1 Primary Data**

The source of the primary data is a form of questionnaire, self-designed questionnaire is used to gather adequate data from ethio telecom project staffs who participates in Ethio telecom projects.

#### **1.7.2 Secondary Data**

This was obtained from the available literature; journals, textbooks, articles, reports and ethio telecom projects like TEP (Telecom Expansion Project) and NGN (Next Generation Network) Project Charters.

### **3.8 Data Collection Methodology**

There are many different ways to collect data for research. Two typical methodologies are used in research that involves the opinions or experiences of people: interviews and questionnaires. In this study only, questionnaires are utilized as gathering data tools in this study.

#### **1.8.1 Data Collection Instrument**

All data gathering methods in which each participant is asked to answer the same set of questions in a predetermined order are collectively referred to as questionnaires (Saunders, 2009). Both open-ended and closed-ended study

questionnaires were prepared and distributed to ethio telecom project staffs. The researcher chose this approach because it allowed for the quick and reasonably cost-effective collection of a lot of data while still making it simple to maintain anonymity.

The Likert scale is used for the closed- ended type of the questionnaires, which has five ordinal measures of agreement for each statement (ranging from 1 to 5) [Very dissatisfied, Dissatisfied, Neutral, Agree, and Strongly Agree], provides the basis for the alternative responses for the structured portion of the questionnaire.

A Likert scale is just a statement that asks the respondent to rate the statement using any type of subjective or objective criteria in order to get their opinion or experience. In this method, respondents' levels of agreement or disagreement are typically measured. The use of this straightforward scale was motivated by the need to simplify the respondent's task and facilitate the review of the data gathered. Reputable individuals chosen from the parties involved in road building received the questionnaire.

### **1.8.2 Data Analysis Methods**

SPSS was used and accordingly reliability test was carried out. Cronbach's  $\alpha$  value came out to be 0.782 showing high reliability of data. Data were processed, analyzed and presented in tables, bar charts, graphs and other tools.

### **3.9 Reliability and Validity of Data**

#### ***Reliability***

The researcher used research instruments to gather information from only trusted sources in order to ensure reliable, trustworthy, genuine, authentic, and reputable facts. Purposive sampling was used to do ensure that only people who possessed the researcher's interest were given study instruments. Cronbach's alpha (sometimes called coefficient alpha) was used to measure the reliability of how consistently participants of this research responds to one set of items. The Cronbach's value shows that 0.782 showing high reliability of the gathered data.

#### ***Validity***

To ensure that the data collection instruments allow the researcher to get the expected result of his research objectives, the researcher ensured that data were

from the right source and were collected at the right time in order to ensure accuracy to guarantee the correct results. The researcher also analyzed the data collected to ensure its accuracy, adequate and suitable to answer the research questions.

Content Validity other than other types of validity is selected to assess whether a test is representative of all aspects and focuses on how the questions in the questionnaire answer the research questions. The content validity was ensured by checking for clarity and proper meaning of words and using words that are clear to the respondents. To make sure that questionnaires are valid, content material validity was accomplished to examine readability and ease. Expert judgment was sought to touch upon the representativeness and suitability of questions and give guidelines of 26 corrections to be made to the shape of the research equipment. This assisted in improving the content material validity of the instruments. Moreover, provided the important revision and modification of the research tool thereby improving validity.

### **3.10 Ethical Consideration**

Ethics in research calls for non-public integrity from the researcher. The goal of ethics in research is to ensure that no one is harmed or suffers adverse effects from research activities (Cooper & Schindler, 2011). To ensure these conventions are honored, participation in the study was voluntary and nobody was coerced to participate. Information gathered was handled with greatest discretion as was the identity of the respondents. It was ensured that the questionnaires are non-invasive and the statistics accrued entirely for academic functions handiest and not for any other reason.

## CHAPTER FOUR: PRESENTATION OF THE STUDY FINDINGS

### 4.1 Introduction

In this chapter the result found were analyzed and discussed in relation with the objective of the study, in order to ascertain the effects of lack of Communication, lack of trust, motivation and rewards, long and unrealistic scheduling of the Project timelines, lack of use of tools and best practices, cultural and ethical misalignment among teams and finally the lack of documentation, progress tracking and reporting.

The questionnaire was distributed to the respondents who involved in ethio telecom projects. A total of 60 questionnaires were sent to a selected sample of respondents.

### 4.2 General Findings

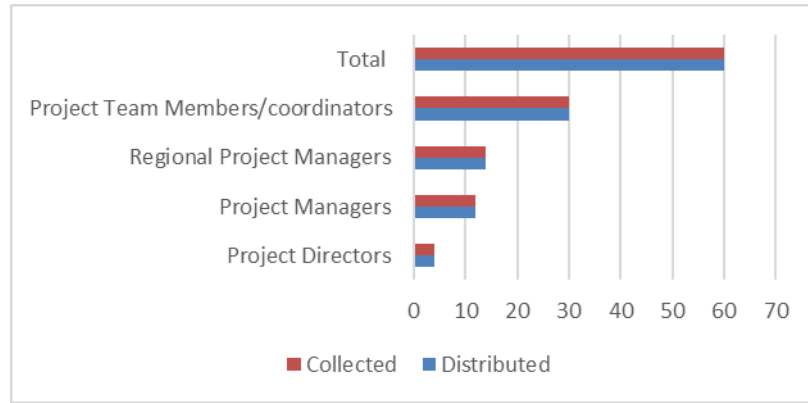
#### 4.2.1 Response rate

A questioner is prepared and disseminated in order to perform this study. A total of 60 questionnaires were dispatched to respondents and all the questionnaires were responded properly. So, 100% response rate is used for the analysis.

The response rate is presented as shown in the table herein under.

S.No.	Group	Total Questionnaire		Response Rate
		Distributed	Collected	
1	Project Directors	4	4	100%
2	Project Managers	12	12	100%
3	Regional Project Managers	14	14	100%
4	Project Team Members/coordinators	30	30	100%
Total		60	60	100%

Figure 4-1: Response Rate and Composition



#### 4.2.2 Demographic characteristics of respondents

The background information of the respondents such as age and sex are described by the table below.

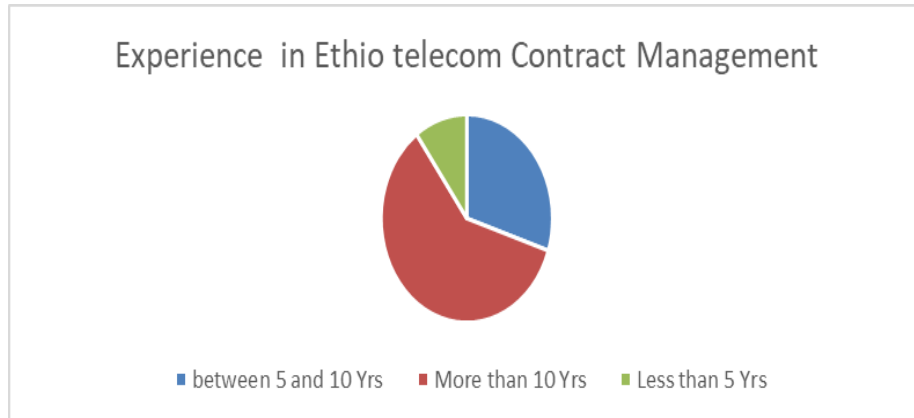
*Summary Table for Respondents*

Demographic Characteristics	Sub-category	Frequency(n)	Percentage (%)
Age	20-30 years	10	26%
	31-40 Years	25	41%
	41-50 years	10	16%
	51-above years	9	15%
Sex	Male	41	69%
	Female	19	31%

#### 4.2.3 Respondents' Experience in Ethio telecom projects

The researcher wanted to know how long have respondents worked in ethio telecom Projects. The following table depicts the respondent's view. This question was specific to Sourcing Contract Management Departments and Functional Departments. the collected data shows that 30% of the respondents have experience between 5 and 10 years, and 60% of the respondents have more than 10 years of experience and 10% of the respondents have less than 5 Years work experience in ethio telecom projects.

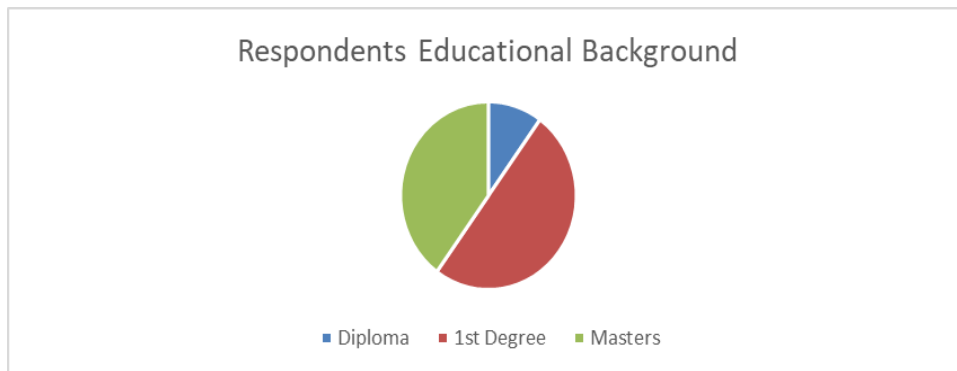
Figure 4-2-4:[ Years of Experience in telecom contract managements]



#### 4.2.4 Education Background of Respondents'

Out of 58 respondents, 40% of them have educational background of Master's Degree, 50% of the have first Degree and 10% of the respondents are Diploma Holders.

Figure 4-2-6: Educational Background



#### 4.3 Collected Data Analysis

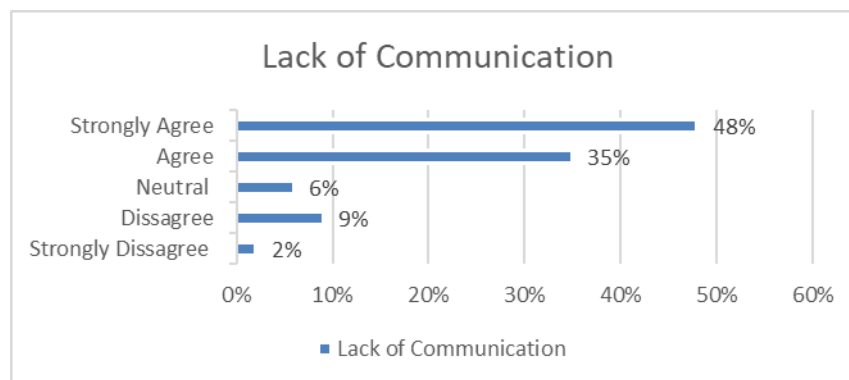
SNo	Questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
<b>I.</b>	<b>Lack of Communication</b>	<b>60</b>				
a	We achieve win-win solutions in terms of the Project completion using communication channels	0.96	2.16	2.88	22.8	31.2
b	Technical infrastructure like Internet, E-Mail etc helps in effective communications	0.72	1.44	2.16	26.64	29.04
c	Lack of effective communication channels in technical support contribute towards project failures	1.2	5.52	4.08	19.44	29.76
d	Excellent Communication with client during the project implementation and execution is the key	0.96	8.16	6.72	16.56	27.6
e	Problem solving performed by standard	2.16	10.0	4.56	18.24	24.96

	operating procedures and best practices helps		8			
	<i>Sub Total 1</i>	<b>2%</b>	<b>9%</b>	<b>6%</b>	<b>35%</b>	<b>48%</b>
<b>II.</b>	<b>Lack of trust, motivation and rewards</b>					
a	Environment of getting Acknowledgment by bosses and Colleagues on efforts, skills and competencies	3.36	8.64	3.84	21.12	23.04
b	Does providing opportunities to acquire new knowledge and skills exist	4.56	11.52	6.72	13.2	24
c	Ability to increase the Motivation by giving authority and involvement in decision making	1.2	3.84	6.72	21.36	26.88
d	Motivate Teams by financial reward and project bonuses	0.48	2.88	5.28	15.12	36.24
e	Motivate teams by praise and other outward signs of recognition for achievements	1.92	4.56	8.4	18.48	26.64
f	Ability of developing your Personnel Skills	2.88	9.6	14.16	11.52	21.84
g	Local Projects teams in multinational organizations lacks in trust, motivation and rewards	1.44	5.52	6.72	14.16	32.16
h	Handling projects by virtual teams leads to lack in trust, motivation and rewards	1.68	3.6	4.56	16.32	33.84
	<i>Sub Total 2</i>	<b>4%</b>	<b>10%</b>	<b>12%</b>	<b>27%</b>	<b>47%</b>
<b>III.</b>	<b>Long and unrealistic scheduling of the Project timelines</b>					
a	Timeliness of problem-solving during project implementation contributes to failures	5.28	5.52	8.16	18.24	22.8
b	Ability of understanding the operational requirement and meeting customer requirements	2.64	5.04	4.32	16.32	31.68
c	Ability of completing the Project in a timely manner	1.92	4.56	7.92	23.28	22.32
d	Not delivering the services in accordance with the contract causes failure	2.64	4.56	8.64	20.88	23.28
e	Project implementation and delivery according to plans reduces failures	5.28	4.56	8.88	18.24	23.04
f	Local Projects execute in multinational organizations leads to long and unrealistic scheduling	3.84	4.32	7.2	21.36	23.28
g	Handling projects by virtual teams leads to long and unrealistic scheduling	5.04	5.52	6	21.84	21.6
	<i>Sub Total 3</i>	<b>6%</b>	<b>8%</b>	<b>12%</b>	<b>34%</b>	<b>40%</b>
<b>IV.</b>	<b>Lack of use of tools and best practices</b>					
a	Lack of ability to understanding the technology and have project specialists	3.12	3.36	7.92	20.4	25.2
b	Non availability of new tools and techniques hampers progress	3.36	3.84	7.44	20.88	24.48
c	Ability to deliver the projects with quality is helped by use of tools	5.28	6.96	4.56	22.32	20.88
d	Having no Professional Project management capability is one of the essential factor for project failures	2.88	4.08	6.72	26.64	19.68
e	The quality of engineering subcontracted	8.16	10.56	6.72	18.72	15.84
f	Telecom Projects failed because of lack of use of tools and best practice	7.92	5.04	6.48	17.04	23.52
g	Handling projects by virtual teams usually failed because of lack of use of tools and best practice	5.28	8.16	4.32	13.44	28.8
	<i>Sub Total 4</i>	<b>9%</b>	<b>10%</b>	<b>11%</b>	<b>32%</b>	<b>38%</b>
<b>V.</b>	<b>Cultural and ethical misalignment among teams</b>					

a	Deviation from ethical Standards and personal principles exists	3.36	4.56	5.04	24.96	22.08
b	Telecom Projects execute have ethical and cultural misalignments	4.32	5.04	5.52	23.28	21.84
c	Handling projects by virtual teams have ethical and cultural misalignments	3.36	3.36	6.48	19.92	26.88
d	Does the organization handle cultural and ethical issues in an effective manner	5.52	7.92	12	16.08	18.48
e	Cultural and Ethical misalignment affects the projects performance	3.36	4.08	9.12	22.32	21.12
<i>Sub Total 5</i>		<b>7%</b>	<b>8%</b>	<b>13%</b>	<b>35%</b>	<b>37%</b>
<b>VI.</b>	<b>Lack of Documentation, Progress tracking and reporting</b>					
a	Documents from technical experts are not conveniently obtainable during project	3.6	5.52	8.64	20.88	21.36
b	Trainings and training materials are useful to the project team	3.36	4.32	4.8	13.68	33.84
c	Documentation of every project completion is not available	8.16	5.76	6.72	20.88	18.48
d	Telecom Projects usually failed because of lack of documentation, progress tracking	4.32	5.04	8.16	21.12	21.36
e	Handling projects by virtual teams failed because of lack of documentation, progress tracking and reporting	4.32	4.56	6.96	22.32	21.84
<i>Sub Total 6</i>		<b>8%</b>	<b>8%</b>	<b>12%</b>	<b>33%</b>	<b>39%</b>
<b>Grand Total</b>		<b>6%</b>	<b>9%</b>	<b>11%</b>	<b>33%</b>	<b>41%</b>

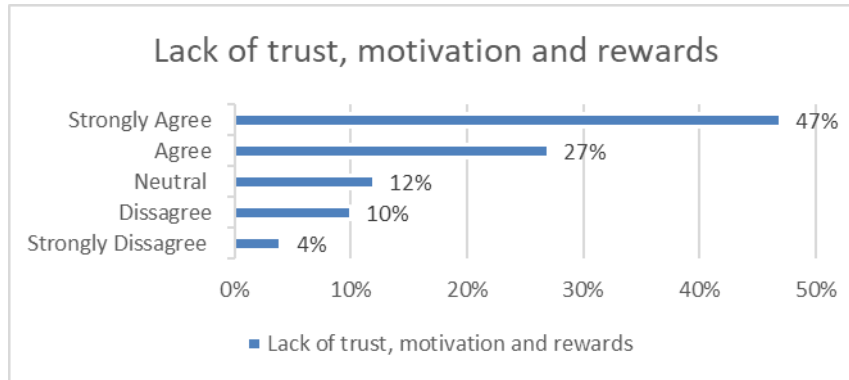
### 4.3.1 Lack of Communication

Looking at the data, it is clear that 83% of the respondents shows that poor communication contributes significantly to project failure. Only 2% and 9% are in disagreement, while 6 percent are unsure of its impact.



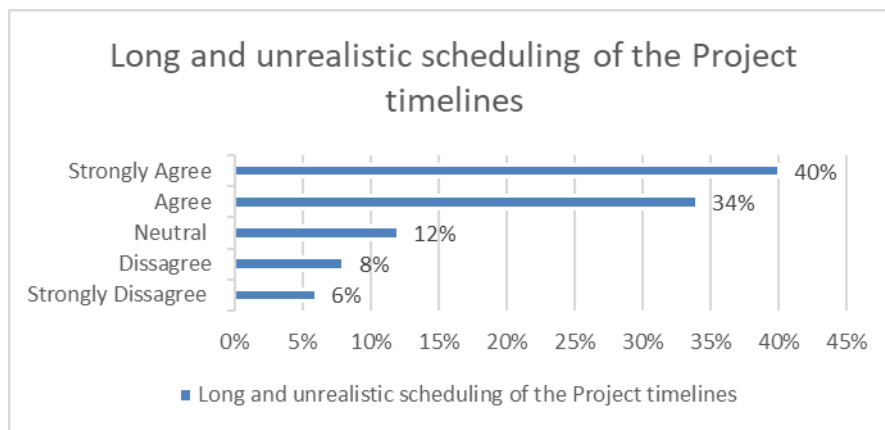
### 4.3.2 Lack of trust, motivation and rewards

Here we see a slight shift with 47% and 27% people agree to the trust, motivation and the rewards factor. It should be noted that around 14% of the people seem to think that there is something bigger pertaining to trust, motivation and reward which might be loyalty.



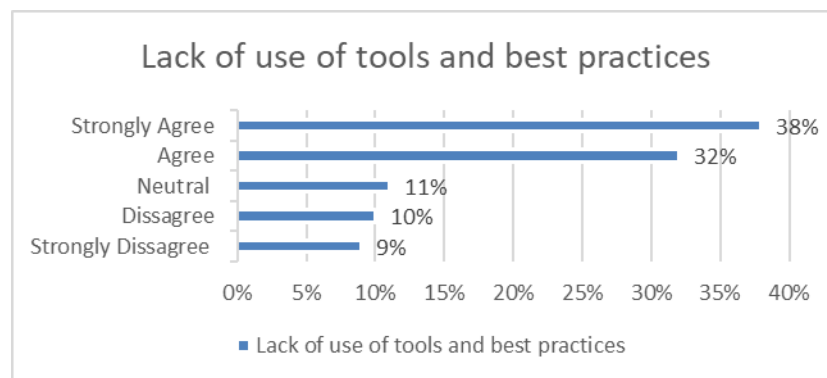
### 4.3.3 Long and unrealistic scheduling of the Project timelines

Around 73% people tend to agree with the fact that long and unrealistic scheduling of the project is a major cause of projects being not successful.



### 4.3.4 Lack of use of tools and best practices

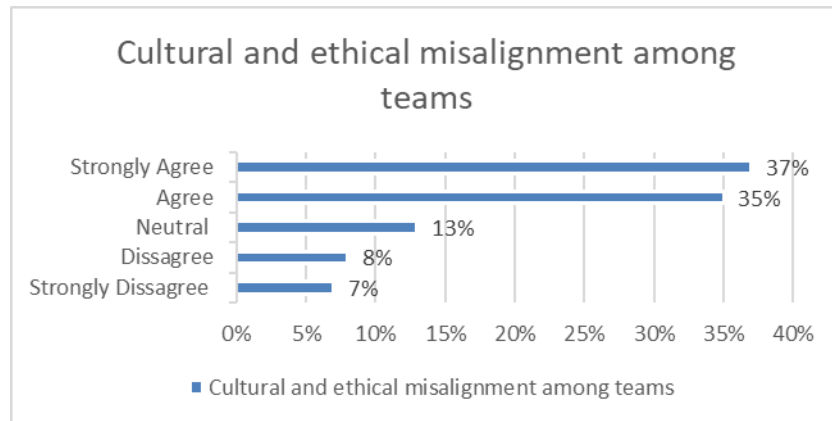
Around 30% here are not attaching too much emphasis on the lack of tools, however this is also a depiction of the mindset to adopt to new systems/tools.



### 4.3.5 Cultural and ethical misalignment among teams

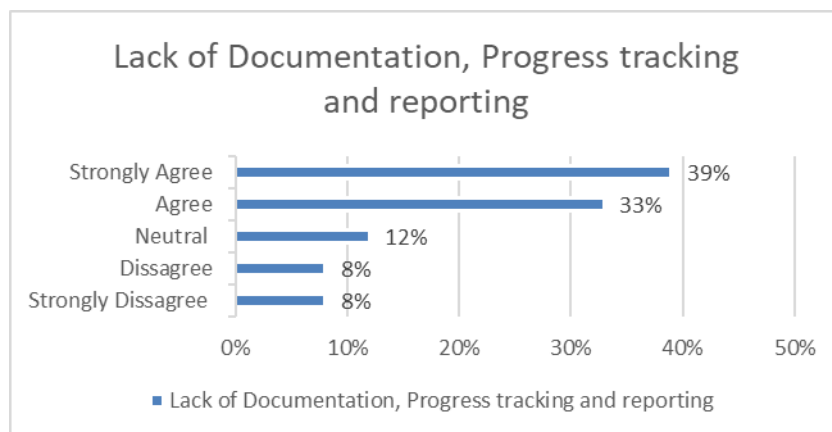
Here we have 37% in strong agreement, 36% in agreement with 13% falling in

the list of being neutral. The remaining 8% and 7% fall under dissatisfaction levels.



### 4.3.6 Lack of Documentation, Progress tracking and reporting

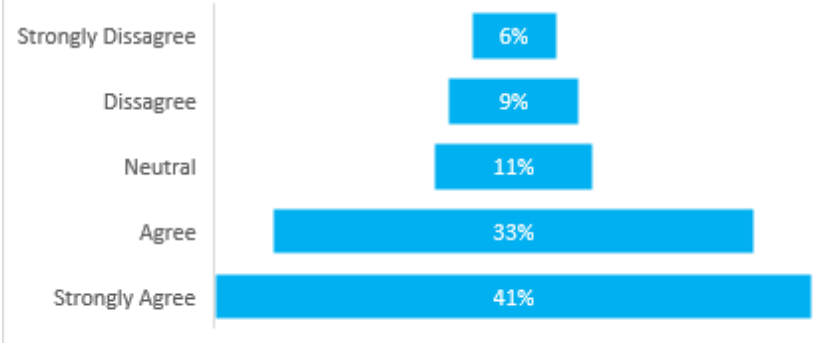
72% of the respondents here believe in the fact that lack of documentation and progress tracking is an important element in the failure of the projects.



### 4.4 Overall Response

To acquire a comprehensive understanding of the respondents' responses, it is crucial to look at the integrated response to all six criteria. Here, 74 percent of respondents believe that one of the six reasons for failure that have been identified is the main cause of project failures. A 15% rise from 6 percent of significant disagreement to 9 percent of disagreement is not very notable when viewed in the context of the total percentage.

### Overall Responses Regarding the Six Factors



## **CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter provides the summary of findings, gives the conclusions and recommendations of the study based on the objectives of the study

### **5.2 Summary**

The result shows how each of the six failures—"Lack of trust, motivation, and rewards," "Long and unrealistic scheduling of the Project timelines," "Lack of use of tools and best practices," "Cultural and ethical misalignment among teams," and "Lack of Documentation, Progress tracking, and reporting"—leads to the "Communication Deficiencies." Telecom initiatives suffer a lot as a result of this Communication Deficiency breakdown. The subsequent result demonstrates that the project's collapse as a whole is unavoidable. Essential factors must be taken care of from the beginning in order to prevent project failures.

The results in this study reveal that trust is a central element of highly performing teams leading to effective project performance and an anchor of establishing a culture of norms for members of the group. Telecom project leaders remain responsible for creating opportunities for members to build trusting relationships, maintain constant communication within the group, and for identifying and guiding the team to meet project performance targets. The communication among team members and external stakeholders must receive priority consideration in order for ethio telecom to reach the full project performance in support of meeting the project schedule, budget and quality. The following are recommendations ethio telecom project leaders can implement to avoid the critical failure factors based upon the study results:

### **5.3 Conclusions**

The primary objective of this study was to assess the critical failure factors that the project performance of ethio telecom and find out which factors contribute the most for failure and which one are deficient. From the above findings of the study, one can conclude that all the critical failure factors under study have affected the project performance negatively and might leads to project failure. The actual presence of the variables under each failure factors has contributed negatively on the performance of the projects. —"Lack of trust, motivation,

and rewards," "Long and unrealistic scheduling of the Project timelines," "Lack of use of tools and best practices," "Cultural and ethical misalignment among teams," and "Lack of Documentation, Progress tracking, and reporting lead to poor performance of the project and finally to project failure.

This thesis, understand and analyze the critical failure factors that affects the project performance of the telecom industry and pinpoint to avoid these factors for which new competitor of telecom providers are now entering in to the Ethiopian telecom market (Safaricom is already joined to the Ethiopia telecom market.

#### **5.4 Recommendations**

Based on the data analysis, the researcher recommends the following points:

- Lack of communication between various parts/sections in any organization is crucial to the success of the business. The findings of this study have unmistakably demonstrated that a failure of various initiatives due to a breakdown in the dissemination of critical information throughout the firm. Communication is not just about using electronic and computer infrastructures; it also has to do with interpersonal relationships and how the office staff communicates with one another in a way that is productive and consistent with business policies and objectives.
- The main causes of project failure are a lack of motivation, trust, and rewards. These also pertain to psychological elements of people. To ensure the success of any project, all team members or employees must follow the team leader with complete trust. A sense of motivation is sparked after this trust has been formed. But given the nature of people, there should also be some reward systems in place. The employees are not only seeking monetary comfort as a reward. Sometimes a simple thank you in front of coworkers and colleagues is enough to boost motivation and spirit. Regular non-financial awards and annual financial rewards based on performance reviews are essential. This lack of motivation, trust, and reward systems is to blame for the project teams' trajectory towards disaster. This clearly fails, as the outcome.
- Project managers frequently set arbitrary deadlines, which leads to increased

stress and decreased productivity. Some managers have a tendency to overlook the quality sacrifice when doing this. When a task is completed incorrectly, it has long-term effects since we have started an ongoing defect or failure. Evaluation of each and every executional phase is necessary for managing timeframes. A breakdown technique is used, where any work is further divided into manageable chunks and time lines for each of those chunks are set while keeping realistic aims in mind. To prevent the timeframes from extending too far, there must be balance and equilibrium. Failure to follow these procedures can result in stalled and disjointed initiatives.

- The world in continues technological advancement. The proliferation of user-friendly tools made possible by technology has made life much easier for project managers. Consider tasks that require the management of hundreds of little objects. For the human mind to simply recall so many facts at once becomes an impossible feat. Tools offer a simple method for managing numerous jobs simultaneously. By assessing the available data, the usage of tools aids in decision-making as well. Organizations who don't invest in acquiring the necessary/relevant tools to support their workforce just go out of business. Project mismanagement and service degradation result from not using tools.
- The problem of cultural and ethical misalignment is clear given the size of the setup and the virtual teams working on the project. Humans are neither predictable robots nor a jigsaw that can be solved by arranging different components in the right order. Cultural variety arises when working with humans in the project human chains, and it can be both beneficial and fatal. To be successful, the project's stakeholders must all act ethically at all times. Failure or disregarding the problems could spell complete devastation. When virtual teams are also involved, operating in completely different cultural, moral, and ethical contexts thousands of kilometers away, the problems become more significant.
- Whatever occurs in a split second transcends into the next moment. Life is about making a history of things that happen. The adoption of documentation and document control practices is equivalent. The personnel

must always have access to the necessary documents. It becomes crucial to look back at earlier decisions made in comparable situations when making specific decisions. Any organization that wishes to succeed must maintain thorough records in both paper and electronic format. These documents must to include a complete list of all the procedures, timetables, SOPs, directions, etc. Project managers ought to investigate the controls over documentation as well. Not all documents must be circulated to the entire team. It is necessary to establish each level of document control in order to adhere to certain security protocols. The project's health and sustainability are undoubtedly impacted by improper documentation.

### **5.5 Limitation and Suggestion for further study**

This research study has been restricted to the Telecomm area; however, the same approach can be used to investigate the causes of failures in any organization involved in any other area. However, this model can also be used as a general model which can then be tailored to specific organizations as the failure factors identified in this research are more or less common to many organizations.

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# **Annex**



**Addis Ababa University**  
**School of Commerce**  
**Department of Project Management**  
Questionnaire

Dear Respondent:

This questionnaire has been prepared in view of assessing the objectives of research titled ***“Critical failure factors affecting Projects Performance in Ethio Telecom Projects”*** The purpose of the study is to analyze the prevailing contract Management practice in ethio telecom projects. The primary objective of the questionnaire is to collect data, information & opinion for the conduct of a Thesis for partial fulfillment of the requirement for award of Master of Project Management.

Participation in this project is completely voluntary. Results will be recorded anonymously, and strict confidentiality will be maintained. Individual responses will not be identified in the Researcher’s project work.

The questionnaire has two parts: Part -I is about your personal information. Part-II is the overall questions about contract Management practices. Please give your honest response to each item.

Thanking you in advance for your valued time & cooperation, the researcher believes that your genuine response, opinions & views are used only for academic purpose

Yours Faithfully,

Haftamu Gebreselassie

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### Part I - Personal Information

N.B- Please give your answer on the space provided & put tick  a mark in the box corresponding to your response.

1. Sex

Male

Female

2. Age

20-30Yrs  31-40 Yrs  41-50 Yrs  51-60 Yr

3. Educational Background

Diploma  1<sup>st</sup> Degree  2<sup>nd</sup> Degree & above

4. Year of Experience 1-5 yrs  6-10 yrs  11-15 yrs    
More than 16

5. Company Position

Ac   Specialist  Supervisor  Manager  Expert   
Director

6. Department

Contract Management Department  Functional   
Departments

**Part –II - Close Ended Questionnaire**

S.No	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
<b>I. Lack of Communication</b>						
a)	We achieve win-win solutions in terms of the Project completion using communication channels					
b)	Technical infrastructure like Internet, E-Mail etc helps in effective communications					
c)	Lack of effective communication channels in technical support contribute towards project failures					
d)	Excellent Communication with client during the project implementation and execution is the key					
e)	Problem solving performed by standard operating procedures and best practices helps					
<b>II. Lack of trust, motivation and rewards</b>						
a)	Timeliness of problem-solving during project implementation contributes to failures					
b)	Ability of understanding the operational requirement and meeting customer requirements					
c)	Ability of completing the Project in a timely manner					
d)	Not delivering the services in accordance with the contract causes failure					
e)	Project implementation and delivery according to plans reduces failures					
f)	Local Projects execute in multinational organizations leads to long and unrealistic scheduling					
g)	Handling projects by virtual teams leads to long and unrealistic scheduling					
<b>III. Lack of use of tools and best practices</b>						
a)	Lack of ability to understanding the technology and have project specialists					
b)	Non availability of new tools and techniques hampers progress					

c)	Ability to deliver the projects with quality is helped by use of tools					
d)	Having no Professional Project management capability is one of the essential factor for project failures					
e)	The quality of engineering subcontracted					
f)	Local Projects handle by multinational organizations failed because of lack of use of tools and best practice					
g)	Handling projects by virtual teams with failed because of lack of use of tools and best practice					
<b>IV.</b>	<b>Cultural and ethical misalignment among teams</b>					
a)	Deviation from ethical Standards and personal principles exists					
b)	Local Projects execute in multinational organizations have ethical and cultural misalignments					
c)	Handling projects by virtual teams have ethical and cultural misalignments					
d)	Does the organization handle cultural and ethical issues in an effective manner					
e)	Cultural and Ethical misalignment effects the projects					
<b>V.</b>	<b>Lack of Documentation, Progress tracking and reporting</b>					
a)	Documents from technical experts are not conveniently obtainable during project					
b)	Trainings and training materials are useful to the project team					
c)	Documentation of every project completion is not available					
d)	Local Projects handle by multinational organizations failed because of lack of documentation, progress tracking					
e)	Handling projects by virtual teams failed because of lack of documentation, progress tracking and reporting					

=====The end=====