



**ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**FACTORS INFLUENCING LOCAL NGO'S PROJECT PERFORMANCE
IN ADDIS ABABA: THE CASE OF PROJECTS IMPLEMENTED BY
ORTHODOX TEWAHDO CHURCH DEVELOPMENT AND INTER-
CHURCH AID COMMISSION (EOTC/DICAC)**

BY: BALEMLAY WALE

**JUNE, 2022
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**ST. MARYS UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

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LIST OF ABBREVIATIONS

ERP - Enterprise Resource Planning

EOTC/DICAC - Ethiopian Orthodox Tewahdo Church Development and Inter-Church Aid
Commission

NGOs - Non-Governmental Organizations

RBV - Resource-Based View

SPSS – Statistical Software Package for Social Sciences

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ABSTRACT

The purpose of this study was to investigate the effect of human resource factors, organizational culture, organizational leadership and resource allocation on project performance in EOTC/DICAC. The study employed a mixed research approach and explanatory and descriptive research design. A five-point Likert scale-based questionnaire was used to collect data for the assessment from 69 chosen respondents (project managers, project team members, support staffs and project coordinators) from EOTC/DICAC. Analyses were performed using four project explanatory variables – human resource factors, organizational culture, organizational leadership and resource allocation. The findings of the regression analysis revealed that all of the independent variables (human resource factors, organizational culture, organizational leadership and resource allocation) had a statistically significant and positive effect on project performance. It implies that an increase/decrease in human resource factors, organizational culture, organizational leadership and resource allocation will result in a proportional increase or decrease in project performance. The total effect of the independent variables in the model resulted in a 51 percent variations in project performance. This implies that these variables are needed to be considered in any effort to boost project performance in EOTC/DICAC. Finally, the study suggests that the organization should ensure that human resource policies are implemented and followed to ensure project performance, revise employee remuneration to ensure that it matches their responsibilities, develop coaching and mentoring programs to ensure professionalism and enhance staff skills and competence, and develop resource allocation policies to guide the management and allocation of limited resources.

Keywords: *Human resource factors, Organizational culture, Organizational leadership, Project Performance, Resource allocation*

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

A project is a short-term work carried out to create items or services that are different inside a clear ending point and unique ways and are carried out in accordance with the organization's strategic objectives (Ohara, 2015). Projects are carried out in a variety of ways, each differing in terms of size, scope, and industry, and all organizations expect projects to be completed in the shortest time, at the lowest possible cost, but of higher quality (Bradley, 2012). In this sense, good project management procedures are the only way to achieve these results since they lead to improved management of all resources essential for efficient project performance (Kerzner, 2015).

Project management includes a variety of factors, including how to plan, coordinate, monitor, and regulate project-related activities, as well as the engagement of all stakeholders in order to achieve project objectives within time, budget, and performance metrics (Turner, 2016). According to Adeyemi (2013), all organizations value the notion of project management since it is the ideal technique in which reliable project outcomes can be obtained throughout the execution of a new project and an influential instrument that might boost an organization's potential to accomplish higher performance. The success of a project involves achieving what the client expects from the project and all other parties involved, as well as achieving the project's reason (Arslan & Kivrak, 2014). According to Chua, Kog & Loh (2013), project success necessitates the creation of a suitable project plan in terms of time to be taken as well as consideration of the main aspects that contribute to its success. It enables the project manager and stakeholders to make better decisions and focus on the project's success.

According to Sanal & Nsubuga (2018), Non-Governmental Organizations (NGOs) are entities whose primary focus is on humanitarian activities, rather than commercial activities, and which primarily engage in activities aimed at alleviating the suffering of the underprivileged, protecting the environment, providing basic social services to the poor, and even promoting the interests of the needy in the community, or undertaking community development, primarily in developing countries. Non-profit organizations, on the other hand, have traditionally found it difficult to achieve and maintain high levels of performance while serving the community. The majority of NGOs' activities take the form of projects. Since projects are typically begun to develop organizational skills, satisfy new needs, realize new possibilities, or solve obstacles posed by the organization's constantly

changing environment, it is more probable that problems may arise during project implementation (Hailu, 2016). Various factors determine whether a project will succeed or fail and influencing these elements at the appropriate time makes success more likely (Savolainen, 2012).

Nongovernmental organizations face a number of common issues and challenges that have a substantial impact on their operation. For example, in non-governmental organizations (NGOs), there are difficulties between top management and employees because staff expects to be equal participants in decision-making. Another typical issue is organizational governance, as well as board members and staff relations (Bromideh, 2011). Furthermore, new project execution in non-governmental organizations needs changes, emphasizing the necessity of organizational change management strategies (Nahmias, Crawford & Combe, 2010). As a result, organizational factors that emphasize an organization's internal environment are critical to the execution of non-governmental organizations' projects.

Organizational elements such as top management support and dedication, organizational structures, employee workload, human resource management, effective communication, personnel qualification, and resource availability all have a substantial impact on project effectiveness (Aninkan & Oyewole, 2014; Dezdar & Ainin, 2011; and Thulth & Sayej, 2015). Therefore, project managers in non-governmental organizations cannot ignore the role of organizational factors in project performance (Zidane, Hussein & Gudmundsson, 2016).

Oliveira et al. (2012), also argue that leadership style and competencies are the most important characteristics influencing project performance. Similarly, Ragasa (2013) discovered that organizational elements such as human resource availability, organizational management systems, and physical resource availability influenced project performance. Mutula (2013) discovered that human resource elements such as worker wellbeing, salary, technical knowledge, and management had a substantial impact on project performance. According to Oluoch, Machuki & Awino (2015), organizational factors provide a platform for decision making and decision implementation, and the success of an organization's project is dependent on the interaction of factors such as organizational capabilities and competencies, structure, budgetary allocation, internal support systems, reward structures, and culture.

At this juncture, therefore, this paper will try to evaluate the factors influencing local NGOs' project performance of local NGO in Addis Ababa and specifically Ethiopian Orthodox Tewahido Church

Development and Inter-Church Aid Commission (EOTC/DICAC). The study specifically evaluated the effect of organizational factors (human resource factors, leadership style, resource allocation and organizational culture) on project performance.

1.2. Statement of the Problem

According to a study conducted by Patrick (2010), many non-governmental organizations are still in the process of adopting project implementation, with only a few organizations successfully implementing it. The majority of NGO projects face several obstacles that impede project completion (Muli, 2008). Management commitment and a failure to gain the necessary understanding about methods frequently result in poor implementation procedures, resulting in project delays (Lysons & Farrington, 2006).

The most crucial assurance that project funds have been used effectively to achieve project goals and targets is project performance. However, many projects continue to fall short of their goals and fail to provide the promised results (Achieng, 2016). As a result, several projects have experienced project delays and expense overruns. In developing countries, project failure is more alarming (Haughey, 2010). According to Njeri and Were (2019), the following essential project success factors impact project completion and performance: project leadership (80%), funding (80%), stakeholder engagement (85%), and sound planning (92.4 percent). Kerzner (2013) noticed that low morale, demotivation, poorly managed project team interactions, and commitment might cause projects to fail to meet their aims and objectives. As a result, transformational top management support and behaviors are a significant aspect in improving the success of diverse projects (Yang et al., 2011). According to Jason (2016), senior management support is necessary for any project to be effective in order to mobilize resources towards project goals. Well-performing projects begin with corporate culture and a vision of what is to be accomplished (Kraeger, 2011). Nongovernmental organizations must understand the fundamental internal factors that determine project success in order to establish effective methods for dealing with poor performance.

Moreover, Neberegn (2017) examined the practice of project monitoring and evaluation in The Ethiopian Orthodox Tewahedo Church Development and Inter - Church Aid Commission (Eotc-Dicac) Project, the Ensaro Wayu Rural Livelihood Improvement project. The study's findings showed that lack of enough funding is biggest problems during monitoring and evaluation. Other issues included donor-specific reporting formats for monitoring and evaluation and a lack of feedback. Overall, this analysis demonstrates that the project was not properly planned (insufficient),

contrary to what would be anticipated under actual monitoring and assessment. These results have the consequence that it is important to improve the organization's management and key stakeholders' capacity in terms of monitoring and evaluation.

Although some studies on project management practices and project performance concerning NGOs have been undertaken in Ethiopia, these studies have been confined to certain institutions, independent variables, and dependent variables. For instance, Yemisrach (2018) assessed the effectiveness of project management practice in NGO projects in the case of Ethiopia Reads. The study primarily assessed project management knowledge areas of the organization and concluded that limited skills and knowledge of project management knowledge areas are being practiced in the NGO. Azmach (2017) examined monitoring and evaluation experiences and challenges of local NGOs implementing NCDs projects and also to assess policy structures where the organizations operating. The findings of this study revealed that there is an absence of written M&E plan, M&E training and the organizations conduct M&E by involving external parties from government officials but only during summation evaluation. The study recommended that internally organizations need to show a commitment to improve M&E practices through establishing qualified M&E team and providing M&E training. Kirubel (2018) examined the critical factors affecting the successful implementation of projects in World Vision Ethiopia. The research findings showed that factors related to the category of project management, team and cost related factors to the project itself were found the most success affecting factors of projects implemented by the NGO. Samrawit (2021) studied the practices and challenges of Monitoring and Evaluation system in local NGOs in Addis Ababa. The findings of the study shows that the M&E practice of the NGOs under study is hindered by inadequate fund allocated to M&E, absence of sufficient and skilled M&E expertise, poor usage of ICT, undefined role and responsibility of M&E expert, poor recognition and involvement of management, absence of capacity building trainings, unfamiliarity with M&E tools and techniques, strict use of donor guideline and procedures, non-involvement of stakeholders specifically beneficiaries in M&E process, not documenting lessons learned, and selective dissemination of M&E findings. Sisay (2018) assessed the monitoring and evaluation factors affecting project performance in Addis Ababa Network of People living with HIV Positives Associations (ANOPA+). The research found out that Log frame, indicators, M&E plan and data collection and reporting have strong relationship on the dependent variable of project performance.

From the above review, it is evident that most of the studies conducted so far mainly focused on examining the challenges of monitoring & evaluation system and project success factors of project

management practices in local NGOs in general. Empirical studies, however, indicate that internal organizational factors such as leadership style, human resource factors, organizational culture and resource allocation are determinants of project success (Kraeger, 2011; Yang et al., 2011; Ragasa, 2013; Aninkan & Oyewole, 2014; Thulth & Sayej, 2015; and Oliveira et al., 2012). In view of this, therefore, this study tried to fill the gap by investigating the factors influencing the performance of projects under local NGOs in Ethiopia, particularly Ethiopian Orthodox Tewahido Church Development and Inter-Church Aid Commission (EOTC/DICAC).

1.3. Research Questions

The goal of this research is to gain a better understanding of factors affecting local NGOs' project success by focusing on the internal environment of the organizations. The study focused on studying the influence of the four specified internal factors on project success, which are as follows:

1. What are the factors influencing the performance of projects in local non-governmental organizations in Addis Ababa?
2. What is the level of project performance in local non-governmental organizations in Addis Ababa?
3. To what extent project performance factors are influencing project performance in local non-governmental organizations in Addis Ababa?

1.4. Objectives of the study

1.4.1. General Objective

The main objective of the study was to examine factors affecting local NGOs' project success, the case of Ethiopian Orthodox Tewahido Church Development and Inter-Church Aid Commission (EOTC/DICAC).

1.4.2. Specific Objectives

The specific objectives of the study are:

1. To examine the factors influencing the performance of projects in local non-governmental organizations in Addis Ababa.
2. To evaluate the level of project performance in local non-governmental organizations in Addis Ababa.
3. To ascertain the extent to which project performance factors are influencing project performance in local non-governmental organizations in Addis Ababa.

1.5. Significance of the study

Non-governmental organizations (NGOs) have a substantial impact on development and poverty reduction provided they are effectively managed. As a result, for policymakers and the NGOs board, the study provides information on the effect of organizational factors on project success in various local non-governmental organizations, which may be utilized as a foundation for developing rules and policies.

The study gives information to local non-governmental organization management on how organizational factors impact project performance, which can be utilized to develop strategies to improve project performance in such local non-governmental organizations. The development of organizational-related techniques increased staff commitment, resulting in greater project performance and sustainability.

This study is useful to researchers and academics since it provides material that may be utilized in a literature review. Furthermore, the study adds to the body of knowledge on the factors impacting the performance of local NGO projects in Addis Ababa. The study also serves as a foundation for future research studies on the impact of organizational factors on project success in other non-governmental organizations.

1.6. Scope and Limitations of the Study

The study is carried out at Ethiopian Orthodox Tewahido Church Development and Inter-Church Aid Commission (EOTC/DICAC). The study sought to identify organizational factors that influence project success with respect to organizational culture, organizational leadership, resources allocation and human resource factors. The scope of the study is limited to the context in that it focused on all the employees of the commission those involved in project work. In this study, higher officials and experts of the commission participated. This, therefore, limited the results being generalized to a wider population. In terms of time scope, this study was cross-sectional study and data were collected at a point in time.

This study has some drawbacks, much as any other studies. The key limitations of the study, a lack of adequate and up-to-date literature, and a lack of comparable studies in the Ethiopian context, was the major challenges while conducting this study. Furthermore, the current analysis has a methodological drawback. The study used quantitative data analysis methodology, which included a structured questionnaire with closed-ended questions. Nonetheless, surveys often have low

validity, making it difficult to determine if respondents are speaking the truth. The respondents had restricted number of replies to choose from. As a result, the study strategy is confined to answering “why” inquiries, which means contextual detail may be lacking.

Another limitation of the study is that other factors influencing project performance were not addressed. Furthermore, surveys contain a memory bias since they rely on respondents' capacity to remember. The validity and reliability of this instrument were used to determine if it satisfies the required requirements, therefore reducing the problem.

1.7. Organization of the Study

The study is organized into chapters which includes chapter one on the background of the study, the objectives, research questions and significance of the research. Chapter two includes the literature review consisting of theoretical review and empirical review. Chapter three consists of research methodology that was adopted in carrying the study. Chapter four comprises of the data analysis, interpretations and discussion of the findings. The study finalizes with chapter five on the summary of the key findings, conclusions and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

The theoretical basis for the key variables investigated in this research is provided in this chapter, encompassing the areas of interest for this research; the influence of the four targeted organizational factors: organizational culture, resource allocation, organizational leadership and human resource factor on project success or failure (time, cost, and quality). This is followed by an explanation of the hypothesized associations of variables in the conceptual framework, gaps in the literature, and literature summary.

2.2. Theoretical Literature Review

A theory is a set of recognized facts, assumptions, or propositions that aim to give a reasonable and convincing explanation for the relationships between cause and effect among a group of elements of some observable phenomena. The resource allocation theory and open system theory will be used in this study.

2.2.1. Resource-Based Theory

Resource-based theory was initially developed by Birger Wernerfelt in 1984. The theory is based mostly on the bundle of intangible resources or valued tangibles available to a firm (Kozlenkova, Samaha & Palmatier, 2014). To create a long-term competitive advantage from a short-term competitive advantage, the company need diversified resources that are not always completely mobile. This will successfully result in a value that is neither substitutable nor imitable without a considerable deal of work. As a consequence, while the conditions remain consistent, the firm's returns will be sustained (Kozlenkova, Samaha & Palmatier, 2014).

Gillis, Combs & Ketchen (2014) emphasize the distinction between resources and capabilities by defining a capability as a resource that is unique and organizationally fixed, is not transferable, and should aim to improve the firm's other resources. A resource, on the other hand, is a store of available variables that may be managed or owned by an organization. Capabilities are thus an organization's capacity to arrange the resources available to it. Building resources, in essence, increases capacities.

Resources are inputs that can be classed as intangible or tangible. Land, buildings, machinery, equipment, funds, and human resources are examples of tangible resources (Gillis et al., 2014). Physical resources are widely available in the market and hence provide no advantage because rivals

may simply purchase them. Intangible resources are those that cannot be touched yet belong to the organization. Brands, reputation, trademarks, and intellectual property are examples. Intangible assets, unlike physical resources, are produced over time, making it difficult for others to imitate and gain an instant competitive edge. According to the theory, a firm's resources affect its performance (Jensen, Cobbs & Turner, 2016). These resources include organizational procedures, knowledge, information, and attributes, as well as assets that allow the business to acquire and create strategies to increase its efficiency, quality, awareness, effectiveness, and image of products or services. When these resources are used correctly, they boost organizational performance.

Resources in non-governmental organizations include funds, equipment, staff skills and competency, and leadership abilities. Competencies/skills are a subset of resources with administrative and transformational powers, such as specialized talents, sets of activities, or practical process learning, and that assist an organization in performing effectively on critical objectives or against basic achievement aspects. Abilities should not be purchased on the open market; rather, they should be created within the organization.

2.2.2. Open System Theory

Open system theory was first developed by Ludwig von Bertalanffy established this idea in 1972. A creature is viewed as an integrated system of functions and interconnected structures from a biological standpoint. System theory, from a sociological standpoint, is an organization's trans-disciplinary approach. A sociological system is made up of four major components: characteristics, objects, interrelationships between distinct items, and the environment (Kast & Rosenzweig, 2011). Objects are pieces, variables, or elements that exist in a system (Zenko et al., 2013). Attributes are characteristics of a system and its objects. Internal relations occur among the numerous items in every organization. Furthermore, a system happens in an environment (Zenko et al., 2013).

As a result, a system may be described as a collection of items that impact one another in an environment, generating a better pattern that is distinct from any of the pieces (Puche et al., 2016). A system is a group of elements that work together to accomplish a certain goal. A boundary divides a system from its surroundings, as well as what is and is not in the system. It has two options: closed or open. The open systems are defined by the interchange of matter and information with the external environment. In other words, non-governmental organization (NGO) initiatives are open systems that engage with external factors such as consumers, suppliers, and other government agencies on a

regular basis (Hongwei, Huixin & Jian-bo, 2009). The open system theory is concerned with the interactions of numerous stakeholders in a project or organization. According to Kast and Rosenzweig (2011), using the notion of open system theory, an organization is constructed by an energetic input-output system, where the system is revived by the energy coming from the output. Another aspect of the open system idea is the impact of change on an organization. A change in one component of an organization affects all aspects of the organization.

Despite the fact that non-governmental organizations are open systems with both internal and external environments, this study will solely look at internal environmental factors. Project managers in non-governmental organizations work with complex systems that are typified by nonlinearity, various interdependencies, stakeholders, and feedback mechanisms. Progress updates, rework cycles, and performance assessments are the feedback systems. The interaction between diverse teams, leaders, and workers, as well as between departments, is critical to project success and performance (Raulea & Raulea, 2014). Communication is crucial in the execution of system concepts. It combines and connects the system networks' links. A processing system's constituents include information flow, energy, and material, and communication systems coordinate them (Turkulainen, Aaltonen & Lohikoski, 2015).

2.3. Project Performance

According to Bateta & Wagoki (2015), project success is one of the topics in project management that have been discussed among writers without reaching a consensus, and as a consequence, the definition of project performance remains ambiguous and varies from one author to the next. Nonetheless, there is widespread consensus among project stakeholders that project performance necessitates both effectiveness and efficiency. Project performance may be measured in terms of timeliness, safety, quality, cost, and user satisfaction. According to Afaq (2013), a project's performance is regarded excellent if it satisfies its technical criteria and if stakeholders such as end users, project team members, parent organization management, and donors or financiers are satisfied. According to Abok *et al.* (2013), a project's performance is regarded successful if it is completed on time, within budget, accomplishes the established goals, and provides user satisfaction. Traditionally, project success was judged in terms of meeting deadlines, staying within budget (cost), and meeting quality standards. Nonetheless, even if projects are completed on schedule, within budget, and are judged to be of high quality, they can be deemed failures, and projects that have beyond the specified time and budget can be considered successful. As a result, even if traditional

performance indicators such as quality, cost, and budget are crucial in gauging performance, additional measurements must be employed as well. User happiness, client satisfaction, and environmental effect are examples of these metrics. Nguyen & Watanabe, (2017) argues that the measurements of project performance should include completion time, completion within budget, efficiency, effectiveness, achieving stakeholder's expectations, minimum conflicts and disputes and safety.

Various writers employ various measurements of project performance. Wangu (2015), for example, assessed the performance of non-governmental organizations using metrics such as transparency, accountability, cost of completion, completion within budget, and user satisfaction. Musyula (2014), on the other hand, measured project success in non-governmental organizations in terms of objective completion, user satisfaction, and financial resource accountability. Muriungi (2012) measures the performance of non-governmental organization projects using completion time, cost of completion, and accomplishment of objectives. According to the associated literature, the project and the client are the two primary subjects engaged in the assessment of success. "Therefore, keeping the external stakeholders in mind, the success art is to appropriately utilize the assigned resources, wisely use the allocated budget, and achieve the strategic goals within the due date, because all of these factors are always dependent on each other, and brings a complicated reality into existence for the project leader" (Nixon, Harrington & Parker, 2012). External stakeholders will have a variety of subject-related performance metrics based on the unique operational area and critical elements for the individual commercial enterprise (Ahmed et al., 2013). Project performance in non-governmental organizations will be measured in terms of completion on time, completion within budget, and accomplishment of objectives in this research.

2.4. Empirical Literature Review

Related/ similar empirical studies conducted globally and locally are reviewed as follows:

2.4.1. Global Studies

2.4.1.1. The Effect of Organizational Leadership on Project Performance

Leadership is essential for the success of any endeavor, especially in collaborative organizations. In project management, leadership is much more vital. Munns and Bjeimi (2012) underline that project leaders decide whether a project succeeds or fails. Price (2009) stated that transformational leadership aspects such as inspirational motivation, individualized consideration, charisma, and intellectual simulations are important, but that transactional aspects such as active and passive

reward, contingent reward, and management by exception are even more important in leadership effectiveness. According to the research, a well-perceived leadership style in parts of professional building involves idealized traits, motivated inspiration, intellectual stimulation, idealized conduct, contingent reward, and personalized concern. NGOs should use transformational leadership in how they connect with their employees in order to improve employee performance and happiness.

Different organizational leadership studies have measured organizational leadership differently, but they all agree that leadership has a major effect on project performance. According to Chaudhry and Mahmood (2009), leadership is vital in providing directions to employees, efficiently managing them, and working with them to understand the nature of their work. Furthermore, Zakaria *et al.* (2015) indicate that leadership skills and characteristics of the project leader positively influenced the project's success in Malaysia, and it can be developed through never-ending learning and training; thus, leaders should possess seven leadership skills, which include communication skills, team building skills, decision making and problem solving skills, conflict resolution skills, a sense of responsibility, goal setting, and plenitude.

According to Hassan, Bashir and Abbas (2017), project managers' personality traits such as agreeableness, extraversion, and openness to experience are predictors of good project performance in Pakistan, whereas transformational leadership mediates these relationships. Conscientiousness as a personal dimension talent had a direct impact on the project's success through transformational leadership. According to Ekune, Oluseun and Ebong (2015), collaborative leadership attributes derived from emotional and management competences favorably affect team performance and team spirit in Nigeria, resulting in successful projects. The leadership goal of project management to satisfy the project team must be directed toward collaboration.

Kissi, Dainty and Tuuli (2012) discovered that transformational leadership style of selection managers had a positive connection with project performance in a study of 350 portfolio project managers in the United Kingdom to investigate the effect of transformational leadership style on project success. The findings were similar with the findings of Keller's (1992) study, which found favorable correlations between transformational style and project performance parameters such as time, cost, quality, and client satisfaction. However, the data was only gathered from project managers who worked for the same company. As a result, it is inappropriate to generalize the findings to the entire industry.

Tabassi and Babar (2010) discovered that transformational leadership style is more favored in the Iranian construction industry in a survey of 220 respondents in contracting businesses to establish a link between leadership style and project completion. Furthermore, the survey was performed just among project contractors, with no consideration given to project workers. Thwala *et al.* (2015) investigated the impact of leadership styles on project performance. The survey included 110 respondents who worked as construction managers in the South African construction sector. The link between transformational leadership style and project performance was stronger than the relationship between transactional and democratic leadership styles, while both showed a substantial relationship with project success. The same study discovered no substantial effect of laissez-faire and autocratic approaches on project building performance. This study, on the other hand, solely addressed construction project managers and did not include project team members, and hence may be vulnerable to single source bias.

Kariuki (2015) examined the impact of leadership style, team commitment, and project characteristics on project implementation. The study included project managers and project team members from 102 Kenyan water and sanitation projects. According to the study findings, transactional leadership style accounted for a 12% variance in project time performance; hence, the study promotes the adoption of transformational leadership style, which has a propensity to lead to better levels of project performance. The findings were similar with those of Kibuchi (2012), who discovered a strong link between human psychological variables and project performance in Kenyan home building projects. Kariuki (2015)'s study was centered on building projects in the water sector; thus, research in the home construction sector is required.

2.4.1.2. The Effect of Organizational Culture on Project Performance

Organizational culture is a term that encompasses all of the many actions carried out in a business including project management (PM). This indicates that implementing PM can lead to changes in organizational culture. In turn, assigning the appropriate traits to an organizational culture ahead of time might create ideal conditions for PM adoption. As a guideline for establishing an acceptable organization for PM, the Organizational Competence Baseline (International Project Management Association, 2016) stresses organizational alignment, which encompasses procedures, structures, and culture. According to Kerzner (2000), project management is more like a culture than policy or processes. However, justified, project management should not be implemented until the organization's leaders are committed to its usage and ready to create a culture conducive to project

management.

While some writers discover a considerable link between corporate culture and project performance, others discover a negligible relationship. Belassi, Kondra and Tukul (2007), for example, discovered a substantial association between culture, a favorable work environment with strong leadership, and the success of new product development initiatives. A "positive work environment" relates to employees' perceptions that their performance is most important to their organization and that they are free to initiate conversations with their supervisors. "Strong Leadership" means that long-term goals remain at the forefront of all top management decisions, and that people are encouraged to keep trying even if they fail throughout the creation process. Data for this study were gathered from 95 manufacturing businesses in the United States.

Ajmal and Koskinen (2008) investigated the influence of organizational culture on knowledge transfer in "non-project enterprises" that use a "project-style" strategy. The issue with such organizations is that knowledge generated in one project is not transferred to subsequent ones. According to the authors, for efficient knowledge transfer in project-based organizations, the organizational culture must be willing to embrace and implement innovative methods of knowledge transmission. The job of project managers is to create a unified project culture from disparate organizational and professional cultures, as well as to encourage effective knowledge management.

Nguyen and Watanabe (2017) discovered in the construction business that objective alignment, contractor commitment, and a focus on employees all contribute to higher performance and satisfaction among those engaged. Only two cultural variables may be used to predict labor productivity: contractor commitment and a cooperative attitude. Goal alignment, trust, and contractor commitment are critical in predicting learning performance. Morrison, Brown and Smit (2008) shown that organizational culture affects the efficacy of project management. Look, in particular, at the relatively significant relationship between successful PM and qualities like respect and inter-functional integration. Their research was carried out among matrix firms from a wide range of industries. The majority (28%) were civil engineering consultancy firms, with the remaining organizations coming from the defense industry (17%), the government sector (14%), the industrial engineering and manufacturing sector (14%), and the finance and insurance industry (10%); the remaining (17%) participants came from the mining, national parastatal, telecommunications, and information technology (IT) industries.

In Turkey, scholars discovered that an organization's culture has a considerable impact on project performance in non-governmental organizations (Metin & Coşkun, 2016). Metin and Coşkun (2016) defined organizational culture as an environment for motivation in the organization, where individuals' desire and confidence in taking on duties generates a positive atmosphere. Similarly, Ojo (2009) asserts that a strong corporate culture has the ability to improve project success because project success is based on good staff performance in Nigeria. a. Furthermore, the leaders' personal attitudes and actions were consistent with those of the project's workforce.

Furthermore, Njugi and Agusioma (2014) discovered that World Vision's performance was strongly impacted by organizational culture since it expressed how things were in the work environment, performance objectives the organization's ideology, and organizational stability. Employees in the business desire a working environment that will optimize their potential to be creative, imaginative, and independent of micromanagement while also allowing them to collaborate with their coworkers. Furthermore, Bateta and Wagoki (2015) demonstrated that solid strategic goals, compensation systems, and behavioral standards are powerful motivators in NGOs. Furthermore, some organizational and communication tactics in NGOs are highly desired in order to improve strategic plan execution. Furthermore, Abok *et al.* (2013) discovered a link between NGOs and organizational culture. To demonstrate that the success of Kenyan NGOs is rooted in local culture, the NGOs displayed cultural elements in a variety of methods. According to the findings, the effective NGOs had workers who demonstrated a friendly atmosphere with a spirit of criticism accepting when changes were made on any element, such as directions providing.

On the contrary, Yesil and Kaya (2013) discovered that the dimensions of an organization's culture had no effect on project performance. More precisely, the pattern of fundamental assumptions, beliefs, norms, values, and expectations had a negligible impact on change management and project success in terms of on-time and within-budget delivery.

2.4.1.3. The Effect of Human Resource Factors on Project Performance

Human resource is one of the most important resources for effective organizational growth. In many institutions, the problem of competency has been heavily emphasized. According to Heumann *et al.* (2007), particular issues in the context of human resource management are caused by project-oriented specific aspects that are not well understood in general management. Human resources are a critical factor that necessitates change since employees demand new skills and competencies. As a

result, when a new program or project begins, the organization's human resource structure must change. Pressure may be placed on the available human resources as well as the organization. To be successful in collaborating on the project, particular skills, knowledge, and competency will be required. Formally, it may be sponsored by the organization, but it is informally required given the nature of the initiative.

Huang (2000) addressed how human resource strategies influence workers' intents to quit, job satisfaction levels, and organizational commitment. Bratton and Gold (2007) demonstrate how, in order to increase performance, human resource management relates the function of human resources to the organization's strategic goals. Furthermore, Human Resource Management (HRM) is a management process in which human resource policies and procedures must be related to the organization's objectives. Increased performance leads to growth and the acquisition of a sustainable competitive advantage, which is prompted by an organization's resource management methods. HRM practices in a company lead to enhanced performance, hence boosting its development and capacity to obtain a sustained competitive edge.

Employee motivation via the use of a proper incentive system has a favorable influence on their behavior toward the job as well as their dedication, therefore enhancing their performance. This is, nevertheless, a demanding and challenging responsibility for the general managers. According to Armstrong and Baron (2007), HR practices should be linked with rewarding techniques so that they can reinforce and complete each other since they are critical in HRM in a business. According to Bratton & Gold (2007), an effective incentive system may boost staff productivity.

Various studies undertaken in various regions of the world emphasize various elements impacting project performance and project success. However, the conclusions of these research are inconsistent, with some indicating a favorable impact and others indicating a negligible influence. For example, Belout and Gauvreau (2004) discovered that, while there was a correlation between project success in Malaysia and people characteristics (competence, skills), the factors had no meaningful influence on project success. Cania (2015), on the other hand, demonstrates that human resource considerations have a major effect on project success in a company.

2.4.1.4. The Effect of Resource Allocation on Project Performance

In every company, resource allocation is critical to the success of a project. Its use in terms of finances and equipment may have an impact on project delivery time and cost. Several policies

regulate resource allocation, which determine the quantity of resources received by various tasks. The policy employed in resource allocation can have a significant impact on the project duration (Mutula, 2013). Time management is critical to the success of many projects. The resource quantities received by the various tasks are determined by resource allocation policies (Jensen, Cobbs & Turner, 2016). Managers have two strategies at their disposal that may be utilized to divert project duration: estimations in resource demand and resource adjustment timeframes (Gillis, Combs & Ketchen, 2014).

Increasing the volume, productivity, and use of resources through the use of an effective resource management system can assist enhance schedule performance. Improving overall resource quantity is often challenging; consequently, excellent resource usage is critical in reducing project time (Zenko et al., 2013). Managers may carefully execute policies on resource allocation despite the number of resources fixed, minimizing project length. In the event that all of the components are depleted, a designer manager can distribute the optimal amount of designers to the original design components (Kozlenkova, Samaha & Palmatier, 2014). Designs will be examined on a regular basis in order to identify the necessary changes and the kind of repairs applied to the various designs. When resources are sparse, the project's development is impeded; when resources are plentiful, productivity is lowered and resource waste may occur. As a result, in order to succeed in the project by lowering the project time, management should distribute precious resources wisely. Policies involving resource allocation are an excellent approach for reducing project schedules (Hongwei, Huixin & Jian-bo, 2009).

Empirical studies on resource allocation indicated that it has a major impact on project performance. According to Lee, Ford & Joglekar (2007), the allocation policy chosen can have a significant impact on project duration in the United States, though policies used to reduce project duration are difficult to implement and design due to closed loop flows of work that create dynamic patterns of demand and delays in resource shifting in activities. Managers can utilize estimations in resource demand and resource adjustment times as policy characteristics to change project durations. Furthermore, Yaghootkar and Gil (2010) argue that, while capturing resources may ensure that a business-critical project is delivered on time, if the organization lacks capacity to free resources and does not recruit more staff, this practice will harm the performance schedule of the projects derived from the resources.

2.4.2. Related Studies in Ethiopia

Girma (2018) investigated leadership style in the construction industry of Ethiopia on construction company high level managers and specifically on building construction sector. The study explored the profile of effective leaders in the construction industry, the availability of leadership styles, and the ways in which the industry is recognizing, developing and retaining its leaders. Different types of leadership are found in this research, young project engineers' leaders tend to use transformational leadership styles while elderly or long years experienced company and project managers likes to practice bureaucratic leadership styles. Regarding gender leadership style result shows insignificant outcome due to very few number of female leaders 'respondent. Although the educational background and work experienced leaders research result shows the modern transformational leadership styles choice.

Zinabu (2018) explored and evaluated three fundamental issues: first, it aims to compare leadership styles adopted by Ethiopian and Chinese construction mangers; second, it examines the culture effect on leadership styles; and third, the non-parametric (Mann-Whitney) and parametric result (T-Test) for five-point Likert scale analysis has been computed and compared. Analysis using MWW showed that both Ethiopian and Chinese contractors are prone to use transformational and transactional leadership respectively. However, T-Test showed that both countries are prone to use transformation leadership. Culture exerts a little impact on leadership style, demonstrated by strong correlation only for power distance and transactional leadership style Analysis of the effect of culture in leadership indicated that Ethiopia could be concluded to be a country of low power distance, high uncertainty avoidance, collective and feminine society. On the other hand, China is high power distance, high uncertainty avoidance and highly collective society.

Zinabu and Getachew (2015) conducted a study to identify the top five cost over-run factors and survey is conducted on 140 respondents. The samples were drawn using convenient sampling approach. Primary data is collected using the self-administered questionnaires. While secondary data is collected through reviewing of related materials and the analysis is conducted using SPSS version 20. The study indicated, as per the contractor' response, that the top five factors that causes cost overrun of construction projects were from medium to high. On the other hand, the top five factors as per the response of consultants and clients ranged between high to very high. The contractors outlined the top five factors that causes cost overrun in construction projects are poor planning,

fluctuation of price of materials, poor productivity, inflationary pressure and project financing in descending order.

Yemisrach (2018) evaluated the efficiency of project management approach in NGO initiatives, the case of Ethiopia Reads. A qualitative research approach was adopted, and data was obtained from 20 workers of the organization who are actively engaged in project activity using purposive sampling and in-depth interview questions. Respondents work as program managers, project finance officers, project officers, social workers, and facilitators. The findings revealed that the participants have some understanding of the project management knowledge areas. Despite the fact that they had not had formal project management training, they were exercising the knowledge domains without even realizing it, and they were managing projects using these knowledge areas. Furthermore, the results indicate that the knowledge domains' quality, time, scope, cost, and communication management were successful in achieving project success. The study concluded that limited skills and knowledge of project management knowledge areas are practiced in the NGO; thus, there is a need to build the capacity of project teams through proper training to acquire and develop the knowledge and skills required to achieve better project and project management success in the organization.

Azmach (2017) investigated the monitoring and evaluation experiences and problems of local NGOs executing NCDs programs, as well as the policy structures within which the organizations operate. The Ethiopian Diabetes Association, Ethiopian Cancer Association, and Mathewos Wendu Ye-Ethiopia Cancer Society were chosen for this study since they are undertaking NCD programs in Addis Ababa. The study intentionally includes the whole population of local NGOs and their project staffs who have been conducting major NCDs programs in Addis Ababa for the previous five years. To fulfill the targeted study aims, both primary and secondary data are gathered. SPSS was used to analyze the data, which was then interpreted in percentages, means, and standard deviations. According to the findings of this study, awareness initiatives are the most popular subject area, and more than 75% of their projects are donor reliant. The data also suggest that there is a lack of a formal M&E plan, M&E training, and that businesses execute M&E by incorporating external stakeholders like as government authorities only during the summing review. M&E processes were generally ineffective in these businesses executing NCDs programs. The number one difficulty they confront is a lack of funding for NCD intervention. The study indicated that policy frameworks on a global and local level require a paradigm shift to promote NCD treatments. Internally, organizations must demonstrate a commitment to improving M&E practices by establishing a qualified M&E team, providing M&E training, minimizing donor dependency and building local capacity through IGA,

consistent local fundraising activity, and introducing a very low cost sharing scheme for the services provided.

Kirubel (2018) conducted a research that focused on the essential aspects that influence the effectiveness of project execution at an NGO based in Addis Ababa, World Vision Ethiopia. This study employed survey questionnaires from diverse projects as a research instrument for data collecting and regression analysis, such as frequencies and percentages, to display quantitative data with various data presentation methods. According to the research findings, elements connected to the category of project leadership and management, organizational structures, team, and cost related aspects to the project itself were discovered to be the most success influencing factors of projects performed by the NGO. Specifically, the study concluded that the identified success influencing variables hampered the success of the NGO's programs. Because of these difficulties, projects were unable to provide the end goods as far as they were planned to perform.

Samrawit (2021) highlighted the practices and difficulties of the Monitoring and Evaluation system in 12 local NGOs in Addis Ababa. The study used a descriptive design with a qualitative approach. The primary data were gathered through a survey questionnaire and interviews with M&E experts, project managers, coordinators, and officers from the 12 selected NGOs. According to the study's findings, the M&E practice of the NGOs under study is hampered by insufficient funds allocated to M&E, a lack of sufficient and skilled M&E expertise, poor use of ICT, an undefined role and responsibility of M&E expert, poor recognition and involvement of management, a lack of capacity building trainings, unfamiliarity with M&E tools and techniques, strict adherence to donor guidelines and procedures, and a lack of involvement of stakeholders specifically beneficiaries. Despite the fact that the experts have a solid educational background and job experience, the data show that they have little M&E experience and practice. The disparity between real M&E practice and what is deemed optimal practice was enormous.

2.5. Summary and Research Gap

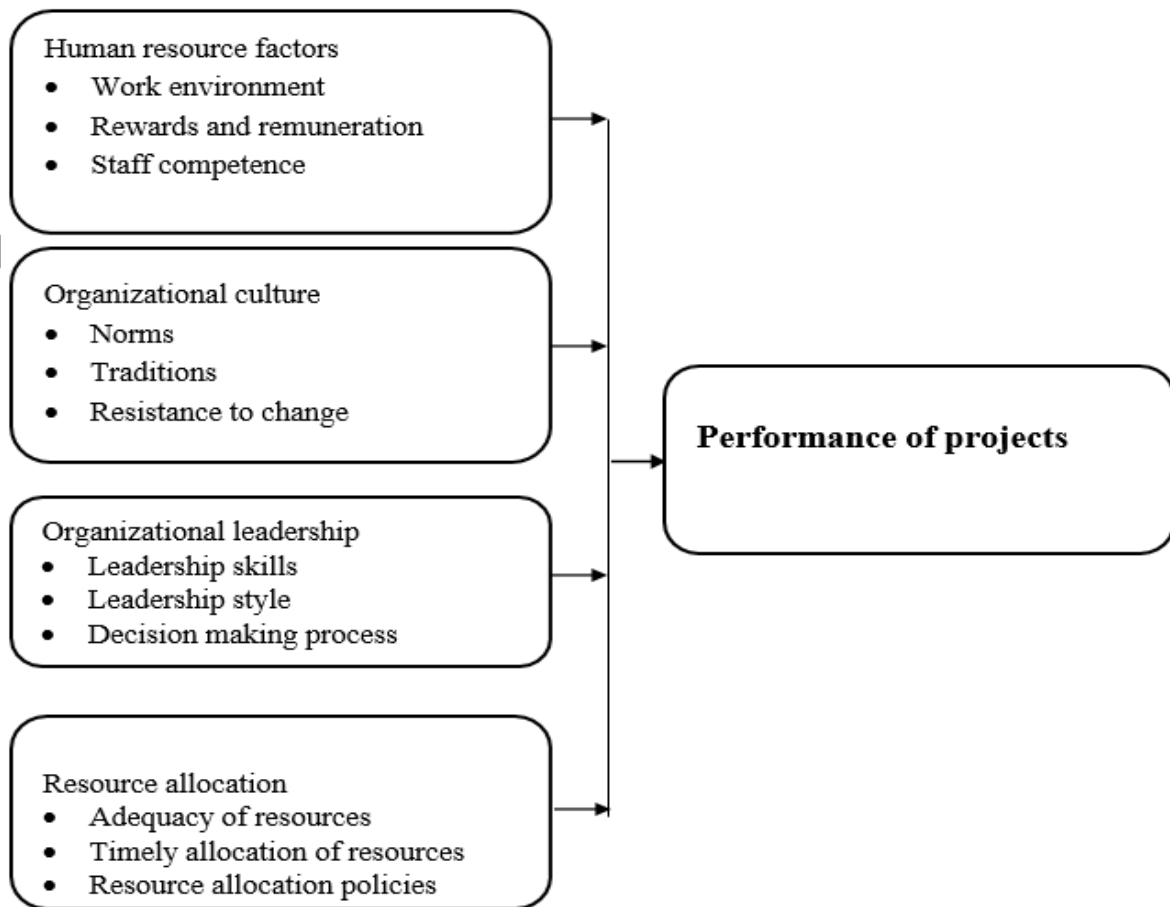
Although some studies (Yemisrach, 2018; Sisay, 2018; Azmach, 2017; Kirubel, 2018; and Samrawit, 2021) on project management practices and project performance concerning NGOs have been undertaken in Ethiopia, these studies have been confined to certain institutions, independent variables, and dependent variables. It is evident that most of the studies conducted so far mainly focused on examining the challenges of monitoring & evaluation system and project success factors

of project management practices in local NGOs in general. Empirical studies, however, indicate that internal organizational factors such as leadership style, human resource factors, organizational culture and resource allocation are determinants of project success (Kraeger, 2011; Yang et al., 2011; Ragasa, 2013; Aninkan & Oyewole, 2014; Thulth & Sayej, 2015; and Oliveira et al., 2012). In view of this, therefore, this study tried to fill the gap by investigating the factors influencing the performance of projects under local NGOs in Ethiopia, particularly Ethiopian Orthodox Tewahido Church Development and Inter-Church Aid Commission (EOTC/DICAC).

2.6. Conceptual Framework of the Study

Human resource factors, organizational culture, organizational leadership, and resource allocation are the independent variables of the study. The performance of projects in non-governmental organizations is the dependent variable.

Fig 2.1: Conceptual framework of the study



Source: Piwowar-Sulej (2021) and Belout & Gauvreau (2004) with modification by the researcher

2.7. Research Hypothesis

Based on the research objectives and prior empirical investigations, the following hypotheses are established.

H₁: Human resource factors have statistically positive and significant effect on the performance of projects in non-governmental organizations.

H₂: Organizational culture has statistically positive and significant effect on the performance of projects in non-governmental organizations.

H₃: Organizational leadership has statistically positive and significant effect on the performance of projects in non-governmental organizations.

H₄: Resource allocation has statistically positive and significant effect on the performance of projects in non-governmental organizations.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter sets out the study methodology that was employed in this study. It involves a blueprint for the collection, measurement and analysis of data. Specifically, the following subsections are included; research design, target population and sample, data collection and analysis technique.

3.1. Research Approach

In terms of research approach, the study used a mixed research method, with a survey questionnaire and interview that were utilized to collect data from the sample respondents. According to Creswell (2009), the quantitative method includes inquiry tactics such as experiments and surveys, and data is collected on specified instruments that give numeric data that can be examined using statistical processes. It is a method of evaluating objective ideas by studying the connection between variables. It is useful since it uses a scientific methodology to assess the instrument's reliability and validity. It leverages a large sample size to reduce bias from the researcher's influence. As a consequence, the results may be trusted and extrapolated to a broader population. It cannot, however, address concerns that cannot be measured.

3.2. Research design

A research design is the overall plan for relating the conceptual research problem to relevant and practicable empirical research. In other words, the research design provides a plan or framework for data collection and its analysis. The study adopted an explanatory research design since the study attempts to explain the effects of organizational culture, organizational leadership, resource allocation and human resource factors on NGOs' project success.

3.3. Target Population, Sampling and Sample Size

The term "target population" refers to the complete set of people or things from which the research hopes to generalize its results (Cooper & Schindler, 2014). The study population/participants of the study were all employees involved in project activities in the organization under study. According to the human resource department of organization, the number of total employees involving in project related tasks are 70. These constituted the target population of the study.

According to the human resource (HR) department of EOTC/DICAC, currently there are 70 employees (Project managers and program coordinators). Since the target population is small in number census method is used.

3.4. Data Types, Sources and Collection Instruments

3.4.1. Data Type and Sources

The study used quantitative and qualitative data that were collected through questionnaires and interview. The study also used both primary and secondary data sources. An advantage of using primary data source is that researchers are collecting information for the specific purposes of their study. In essence, the questions the researcher asked are tailored to elicit the data that helped the study. In addition to the sources of primary data, the researcher tried to refer to different books, published and unpublished documents, journals/articles, procedure, annual reports, and magazine (secondary sources) to support the facts that are acquired through primary sources to get information on theoretical factors of project success.

3.4.2. Data Collection Instruments

The researcher gathered information through closed ended questionnaire and interview with the general manager to get vital information which are viable for the study. Questionnaires are well established tools within social science research for gathering information on participant social characteristics, behavior, attitudes and their beliefs and reasons for action with respect to the topic under investigation (Bulmer, 2004). This tool is the most appropriate for this study seeing as the research seeks to measure participant's perceptions towards NGOs projects performance. As noted by Oppenheim (1996) when properly designed, questionnaires will motivate the respondents to give accurate and complete information. Therefore, it should provide reliable and relevant data in return (Beiske, 2002). The quantitative data were largely gathered using the survey technique, and the data were cross-sectional in nature.

The surveys are advantageous because they save time, are private, and eliminate interviewer bias (Kombo & Tromp, 2011). A structured, closed-ended questionnaire is used to collect the data. The survey instrument is designed in the form of a Likert-scale using secondary data obtained from prior research, with values ranging from "1" (Strongly Disagree) to "5" (Strongly Agree).

Interview was employed in the framework of this study, allowing the researcher to gather rich and thorough information from interviewees (s). In doing so, the researcher created a guide list to help him recall what he wants to bring up during the interview. The primary goal of the interview, in general, is to collect useful data from sample respondents. The researcher purposively sampled 4 program managers for this study purpose.

3.5. Methods of Data analysis

Data analysis is the process of evaluating data using the logical and analytical reasoning to carefully examine each component of the data collected or provided. Also is one of the many steps that are taken when a research experiment is conducted (Edewin, 2019). The data that were collected from these research questionnaires were entered by the data entry tools which is called statistical package for social science (SPSS) and analyzed. This research used descriptive statistics comprising of measures of central tendency such as mean and standard deviations and multiple regression analysis model were applied to establish the effect of the study variables on project success. Therefore, tables were used to present the study results to facilitate ease of understanding and interpretation of the results that were generated as well as the recommendations from outcomes. Multiple Regression analysis is used to predict dependent variable given the independent variables. Further, narrative analysis technique were user to analyse the data gathered through interview

Multiple Regression models: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Whereas:

Y= Project Performance

X₁= Organizational Leadership

X₂= Organizational Culture

X₃= Resource Allocation

X₄= Human Resource Factors

β₀= Constant

β₁- β₄= Regression co-efficient and

e= error term.

3.6. Validity and Reliability

Validity and reliability of the research measurement instruments influence, first the extent that one can learn from the phenomena of the study. Second, the probability that one will obtain statistical significance in data analysis and third the extent to which one can bring meaningful conclusion from the collected data.

3.6.1. Validity

According to Yin (2008) validity of a research can be achieved in two steps they are internal and external validity. Internal validity is accuracy or the quality of the research work, external validity is

the degree at which results or findings can be generalized. Given the fact that questionnaires were administered personally, the data collection method accurately measured what they are intended to measure. As the theoretical framework developed is broad, it enabled us to validate the survey internally and the respondent's answers enabled us to observe the degree of external validity. The theoretical framework encompassed certain theories which also enabled us to validate the survey which is validated with other similar research within the domain of our thesis; hence we can say that the survey developed is validated to a certain extent as it has been developed from several research works.

3.6.2. Reliability

According to Williamson (2002) reliability is the extent the study can be repeated with same results. The reliability for the survey can be seen as receiving quality answers for the questions, and how you are able to get the respondents to understand the questionnaire. To achieve this, sampling questions were used with a scaling system. A pilot analysis was conducted by taking 14% of the sample size to validate and test the data collection instrument. The pilot study included a group of ten employees. Cronbach's Alpha was used to assess the questionnaire's reliability, which tests internal accuracy and determines if objects on a scale measure the same construct. SPSS was used to calculate the index alpha, which calculated the average of observable objects as well as their correlation. Cronbach's Alpha was calculated for each variable that comprised a scale, as seen below. As a result, the data gathering approach produced consistent results, and there was openness in how the raw data are interpreted.

Table 3.1: Reliability Statistics

Variables	Item	Cronbach's Alpha
Human Resource	8	.910
Organizational Culture	8	.911
Organizational Leadership	11	.914
Resource Allocation	9	.888
Project Performance	7	.871
Overall	43	0.8988

Source: Survey Data (2022)

From the independent factors, organizational leadership has the highest efficiency ($\alpha = 0.914$), followed by organizational culture ($\alpha = 0.911$), human resource ($\alpha = 0.910$), resource allocation (α

=0.888), and project performance ($\alpha = 0.871$). This demonstrates that all the five variables were stable when their reliability values met the prescribed criterion of 0.7, as Field (2009) contended. The reliability test results also showed that all the five variables were stable, as the average index of 0.8988 met the threshold of 0.7. This indicates that human resource factors, organizational culture, organizational leadership, resource allocation and project performance factors have relatively good internal continuity and are measured in the same construct.

3.7. Ethical Consideration

Ethical issues are expected to consider in any kind of research study. Therefore, this paper took into consideration those ethical issues on access and use of data, analysis and report of the findings in a moral and responsible way. The respondents are informed about the purpose of the study and asked for their permission. Participants are assured that the data collected from them will remain confidential and that anonymity will be maintained.

CHAPTER FOUR: ANALYSIS AND DISCUSSION

The chapter contains the study's findings, interpretations, and discussion of the findings, all informed by the study's goal and objective. The goal of this study was to look at the factors that influence the performance of projects run by local non-governmental organizations in Ethiopia. The research specifically attempted to analyze the impact of human resource determinants, organizational culture, organizational leadership, and resource allocation on project performance in the Ethiopian Orthodox Tewahido Church Development and Inter-Church Aid Commission (EOTC/DICAC).

4.1. Response Rate

The sample size for this study was 70 EOTC/DICAC employees (project managers and program coordinators). Out of the 70 questionnaires provided, 69 were properly completed, yielding a response rate of 98.57 percent. This response is sufficient for making analysis and conclusions about the target audience since it is backed by Kothari (2004), who states that a response rate of more than 50% is sufficient for analysis.

Table 4.1 Response rate

Questionnaire Distributed	Frequency	Percentage
Returned Questionnaires	69	98.57
Unreturned Questionnaires	1	1.43
Total questionnaires administered	70	100

Source: Survey data (2022)

4.2. Demographic information

The study aimed to gather demographic knowledge about the respondents. Respondents were asked to show their age group, gender, level of education, the length of time they had been in service and their current position in the organization.

Table 4.2: Demographic characteristics of the respondents

No.	Items	Variables	Respondents	
			Frequency	Percentages
1	Age	26-35	18	26.1
		36-45	36	52.2
		Above 45	15	21.7
		Total	69	100.0
2	Gender	Male	51	73.9
		Female	18	26.1
		Total	69	100.0
3	Qualification	Diploma	6	8.7
		First degree	34	49.3
		Masters	27	39.1
		Other	2	2.9
		Total	69	100
4	Position	Project Manager	14	20.3
		Project Team Leader	10	14.5
		Project Team Member	26	37.7
		Support Staff	19	27.5
		Total	69	100.0
	Experience	Below 1 year	11	15.9
		1-5 years	18	26.1
		5-10 years	22	31.9
		Above 10 years	18	26.1
		Total	69	100.0

Source: Survey data (2022)

As shown in Table 4.2, the bulk of respondents (73.9 percent (51) are male, while 26.1 percent (n=18) are female. This demonstrates that there are less female project managers in the organization than males.

Furthermore, the majority of respondents (n=36) are between the ages of 35 and 45, 26.1 percent (18) are between the ages of 25 and 35, 21.7 percent (15) are above 45 years. In general, 78.3 percent of respondents are under the age of 45, indicating that the work force is primarily composed of young employees, which is an advantage for the organization because a young workforce is thought to be easily adaptable to change and willing to face new business challenges.

According to the table above (Table 4.2), 34 respondents (49.3 percent) have a Bachelor's degree, 27 respondents (39.1 percent) have a Master's degree, 6 respondents (8.7%) have Diploma and the remaining 2 (2.9%) have other educational qualification. This demonstrates that the vast majority of responders had a Bachelor's degree or higher. None of the respondents have a PhD credentials.

Regarding the respondents' educational background, it demonstrates that respondents are literate enough to accurately comprehend and reply to the research instruments, and respondents from various educational backgrounds are represented in the study.

The results in table 4.2 showed that respondents' experience in EOTC/DICAC below 1 year are 11 (15.9%). Also, between 1 to 5 years in EOTC/DICAC as a project manager is 18 (26.1%), while 31.9% (22) of the respondents have an experience between 5-10 years and the remaining 21.6% (18) of the total population are with experience in the company above 10 years.

According to the data in Table 4.2, 26 respondents (37.7 percent) are project team members, 10 (14.5 percent) of them are project coordinator, 14 (20.3 percent) of them are project managers and the remaining 19 (27.5 percent) are support staffs. This implies that respondents are relevant to accurately comprehend and reply to the research instruments.

4.3. Descriptive Analysis of Factors Affecting Project Success

The main objective of the study was to determine the relationship between human resource factors, organizational culture, organizational leadership, resource allocation and project performance at EOTC/DICAC. In examining these relationships, the data analysis is based on the reply by the respondents on their degree of agreement or disagreement with each of the questions on a five-point Likert response scale (Likert, 1932) that ranged from 5 “strongly agree” (scored as 5) to “strongly disagree” (scored as 1). Accordingly, the overall mean (M) score between 4.21- 5.00 is considered as the respondents strongly agreed (SA), if the respondents score between 3.41- 4.20 means they agreed (A), the score between 2.61-3.40 is considered as the respondents are neutral(N), the respondents score between 1.81-2.60 shows that they disagreed and if the respondents score between 1-1.80 shows that they strongly disagreed (Marenesh, 2018). The researcher used similar questionnaires to examine the project performance in EOTC/DICAC. This data was addressed and examined separately based on the average mean responses and are relevant to project management activities.

4.3.1. Human Resource Factors

The initial goal of this research was to determine the influence of human resource elements on project performance at EOTC/DICAC. Respondents were asked to rate how much they agreed with several assertions about the effect of human resource considerations on project performance in their non-governmental organization. Where 1 denotes strongly disagree, 2 denotes disagree, 3 denotes neutral, 4 denotes agree, and 5 denotes highly agree.

Table 4.3: Human Resource Factors

Human Resource Factors	N	Mean	Std. Dev.
My work environment is conducive for maximum Productivity	69	3.9565	1.14320
My work environment allows creativity and innovation	69	3.8406	.86811
My employer offers salaries that matches the work	69	3.4638	1.17047
My employer provides us with performance bonuses	69	2.6957	1.22839
My compensation matches with other NGOs Compensations	69	3.1884	1.14115
Staff in our organization have the skills required to achieve the goals of the organization	69	3.9565	.84774
My Organization provides frequent training to improve staff skills and competence	69	3.0435	1.16864
My Organization always follows the human resource policies	69	3.9391	1.05234
Average Mean & Std. Dev.		3.5105	1.077

Source: Survey data (2022)

According to the data, the employees agreed with a mean of 3.96 that the personnel in their organization have the abilities necessary to realize the business's goals. Furthermore, with a mean score of 3.74 and 3.96, the employees agreed that their organization had human resource policies and that their work environment was favorable to optimal production, respectively. The employees believed that their work environment encourages creativity and innovation, with a mean score of 3.84.

However, the employees were indifferent on the assertion that their employer provides salary that reflects their tasks, that their employer gives performance bonuses, and that their compensation equals that of other NGOs, as evidenced by a mean of 3.4, 2.69, and 3.18, respectively.

As indicated in table 4.3 above, the overall mean of respondents is 3.51. This indicates that the respondents agreed as to the influence of human resource related factors on project performance in local NGOs as it falls in the scale 3.41-4.20. The overall standard deviation of respondents regarding human resource related factors is 1.077 which is greater than one and implies that respondent's perception towards this item is somehow varied.

Respondents were also asked to explain how other human resource considerations impact project performance in their non-governmental organization. Based on the interview findings, the staff stated that the quantity and adequacy of employees should be sufficient to match the amount of work in order to avoid overworking some employees. Furthermore, they stated that employee morale, attitude toward work, and bosses are all strongly related to staff motivation. They also stated that the duties, powers, and responsibilities of each member of staff should be clearly defined. Furthermore, the

employees reported that the degree of qualification of the workforce has a direct impact on project performance. Furthermore, the staff noted that human resource empowerment improves project implementation efficiency, resulting in the attainment of the established goals.

The analysis discovered that EOTC/DICAC employees have the necessary abilities to meet the organization's objectives. These findings are consistent with Armstrong & Murlis' (2007) findings that specific skills, knowledge, and competence are required for successful project collaboration. The study found that the work environment at EOTC/DICAC was conducive for productivity. Creativity and innovation are also encouraged in the workplace. These findings are consistent with the findings of Bratton & Gold (2007), who discovered that the work environment and reward systems boost employee productivity and project performance.

According to the findings of the study, the organization does not provide salary that is commensurate with their tasks and other NGO compensations. These findings contradict Mutula's (2013) conclusions that project worker remuneration should be commensurate with their duties. The study also found that EOTC/DICAC does not provide frequent training to improve staff skills and competences. These findings are contrary to Kinyua and Warui (2013) argument that training has a significant influence on project performance.

The study found that the number of employees should be appropriate to fulfill the amount of workload in order to avoid overworking some staff. Furthermore, the study discovered that employee morale, attitude toward employment, and supervisors are all strongly related to staff motivation. Furthermore, each staff member's job, powers, and obligations should be clearly stated. These findings accord with Cania's (2015) conclusions that staff motivation effects project performance and should thus be improved through clear role definitions and reward systems.

4.3.2. Organizational Culture

The second goal of the study was to evaluate how organizational culture effects project performance in EOTC/DICAC. Staff at EOTC/DICAC were also asked to rate their degree of agreement with several assertions about the impact of organizational culture on project performance in their organization. The result is presented under in table 4.4.

Table 4.4: Organizational Culture

Organizational Culture	N	Mean	Std. Dev.
The norms and traditions in our organization influence employee productivity and commitment	69	3.7928	1.24408
The way of doing things in our organization is normally very flexible and easy to change	69	3.0087	1.17845
The norms and traditions in our organization affect project implementation	69	3.8851	1.07775
Different departments in our organization often cooperate to create change	69	3.9957	0.97475
Our organization often experiences resistance to change in different projects	69	2.8841	1.15728
Our organization normally utilizes change management practices	69	3.7768	0.94092
The management of our organization ensures employee involvement in all phases of a project	69	3.2899	1.01607
Communication in our organization enhances follow of information	69	3.9957	1.019
Average Mean & Std. Dev.		3.678	1.076

Source: Survey data (2022)

According to the data, the employees agreed with a mean of 3.79 that organizational norms and traditions impact employee productivity and dedication. Furthermore, the employees agreed with 3.88 and 3.99 that the norms and traditions in their organization impact project implementation, although communication in their organization improves the flow of information. The employees also agreed with the assertion that various departments in their business frequently collaborate to produce change, as demonstrated by a mean of 3.99. Furthermore, the staff agreed with the assertion that their organization often employs change management approaches as evidenced by a mean of 3.77. The staffs, on the other hand, were neutral with the statement that their organization frequently experiences resistance to change in different projects and that their organization's way of doing things is normally very flexible and easy to change, as demonstrated by a mean of 2.88 and 3.00, respectively. The respondents were also neutral whether their organization's management assures employee engagement in all phases of a project as evidenced by a mean of 3.28.

As indicated in table 4.4 above, the overall mean of respondents is 3.67. This indicates that the respondents agreed as to the influence of organizational culture on project performance in local NGOs as it falls in the scale 3.41-4.20. The overall standard deviation of respondents regarding organizational culture is 1.07 which is greater than one and implies that respondent's perception towards this item is somehow varied.

The respondents were then asked to explain how organizational culture impacts project performance in their non-governmental organization. According to the interview findings, performance assessment in a company helps employees understand their position in relation to the target. Furthermore, organizational traditions may not encourage project implementation, and how disagreements are managed affects project implementation efficiency. According to the staff, if the organizational structure allows for a smooth flow of information between departments and between personnel, it will have a beneficial influence on a project. The employees also stated that the organization's management should develop a favorable climate for information exchange on work quality, customer feedback, and project status.

These data support the findings of Denison and Mishra (2005) that organizational culture affects project performance. The findings also support Metin and Coşkun's (2016) finding that an organization's culture has a major impact on project performance in non-governmental organizations. The study discovered that EOTC/DICAC norms and traditions impact employee productivity and commitment. These findings support Nguyen & Watanabe's (2017) contention that employee commitment to contract agreements is one of the metrics of organizational culture and has a substantial impact on project performance.

The study discovered that organizational norms and traditions influence project implementation and that communication improves information flow. This means that if an organization's structure provides for a seamless flow of information across departments and between individuals, it will have a favorable influence on a project. These findings support the findings of Yesil & Kaya (2013), who discovered that the pattern of underlying assumptions, beliefs, norms, values, and expectations had a substantial effect on change management and project performance in terms of delivery on time and within budget.

4.3.3. Organizational Leadership

The third goal of the study was to determine the impact of organizational leadership on project performance at EOTC/DICAC. The respondents were asked to rate their degree of agreement with several assertions about the impact of organizational leadership on project performance in their non-governmental organization.

Table 4.5: Organizational Leadership

Organizational Leadership	N	Mean	Std. Dev.
Our leaders have the skills required to lead the Organization	69	4.2319	.80704
Our leaders set realistic and ambitious goals	69	3.3696	.90607
Our leaders clearly outline the organization's vision and mission	69	3.9710	.95442
Our leaders use transformational leadership Style	69	3.4652	.99230
Our leaders involve the staff in the decision making process	69	3.3768	1.07240
Our leaders are responsive to the ideas and thoughts of the employees	69	3.5217	.91730
Our leaders ensure that the staff are motivated though incentives	69	3.1304	1.01334
Our leaders encourage the staff to be creative and innovative	69	3.4783	.91730
The relationship between our organization leaders and employees is good	69	4.8725	.69280
There are coaching programs in organization to enhance the skills of the staff	69	3.2174	1.27036
Leaders in our organization mentor the junior staff to improve professional and personal goals	69	3.5797	1.03477
Average Mean & Std. Dev.		3.6377	0.9616

Source: Survey data (2022)

According to the findings, the staffs agreed that the leaders have the necessary abilities to run the organization, and the interaction between their organization's leaders and employees was positive, with mean values of 4.23 and 4.07, respectively. According to a mean of 3.52, the employees believed that their bosses are receptive to their ideas and opinions and encourage them to be creative and inventive.

As demonstrated by means values of 3.46, 3.37, and 3.13, the employees were also indifferent on the claims that leaders adopt transformational leadership style, they include the staff in decision making, and leaders ensure that the workers are motivated through incentives. As evidenced by a mean value of 3.21 and 3.36, the employees were likewise indifferent on the claims that there are coaching programs in the business to improve the abilities of the staff and leaders establish realistic and ambitious goals.

Staff were asked to describe how organizational leadership influences project performance in their organization. According to the findings of the interview, the staff claimed that the leadership style in an organization has a significant impact on project performance, and that project performance is heavily dependent on the management skills used. According to the staff, supervisors that give employees responsibilities outside of their area of competence may have a detrimental influence on productivity. In addition, leaders should set excellent example and be on the forefront in playing significant roles in ensuring objectives of the project are fulfilled.

Also, the importance of training and coaching programs in an organization in relation to the project's goals and objectives. Furthermore, if a project's leadership interferes negatively with personnel recruiting, the project's performance will suffer as well. Furthermore, the flow of information and instructions between workers and management has an influence on project performance. The staff also suggested that an organization's leadership should be aware of and capable of meeting the demands of its employees.

These findings are consistent with Munns and Bjeimi's (2012) findings that project directors determine whether a project succeeds or fails. According to the findings of the study, leaders in EOTC/DICAC possess the necessary competencies to lead the company. This finding is consistent with Zakaria *et al.* (2015)'s argument that the project leader's leadership skills and characteristics positively influenced the project's success in Malaysia. The investigation, however, discovered that the executives were not clearly expressing the organization's vision and objective. Furthermore, there were no coaching programs in place to help employees improve their abilities. These data contradict Ekune, Oluseun, and Ebong's (2015) contention that coaching and mentoring programs have an impact on project performance.

The study discovered that the leadership style in an organization has a significant impact on project performance, and that project performance is heavily reliant on the management abilities of the leaders. Furthermore, leaders should set a good example and be at the forefront of playing critical roles in ensuring the project's objectives are met. These findings agree with Chaudhry and Mahmood (2009) findings that leadership is important in providing guidelines to employees, managing them effectively, and working with them to understand the nature of their work.

4.3.4. Resource Allocation

The fourth goal of the study is to examine the influence of resource allocation on the performance of EOTC/DICAC projects in Ethiopia. The personnel were asked to rate their degree of agreement with several assertions about the effect of resource allocation on project performance in their non-profit organization.

Table 4.6: Resource Allocation

Resource Allocation	N	Mean	Std. Dev.
There are adequate financial resources in our organization	69	3.2899	1.13890
There are adequate tools	69	3.4203	1.03477
Resource availability in organization influences the timeline of completing project	69	3.7101	1.15174
The resources in organization are easily accessible	69	3.1014	1.13946
The management in our organization releases resources on time	69	3.2319	.98735
Resources in our organization are allocated based on Priority	69	3.7536	.82970
There are resource allocation policies in organization	69	3.3623	.89065
Our organization follows all resource allocation policies	69	3.3043	.95954
Our organization clearly stipulates how resources should be allocated in our organization	69	3.5362	.97889
Average Mean & Std. Dev.		3.4122	1.0123

Source: Survey data (2022)

According to the data, the employees agreed with a mean of 3.71 that the organization's resource availability affects the schedule for completing projects. The workers agreed to a modest extent, with a mean of 3.583, that the organization clearly specifies how resources should be allocated in their company. The respondents were also agreed on the statements that resources in their organization are allocated based on priority with a mean value of 3.75.

Respondents were neutral on whether their organization has adequate financial resources, whether its resources are easily accessible, whether its management releases resources on time, and whether it adheres to all resource allocation policies, with average mean values of 3.28, 3.10, 3.23, and 3.30, respectively. Further, the employees were indifferent on the assertion that there are resource allocation policies in organization as evidenced by a mean of 3.36. Furthermore, the personnel were indifferent in the assertion that their organization has appropriate tools and equipment to handle various projects, as evidenced by a mean of 3.42.

Staffs were also asked to explain how resource allocation affects project performance in their non-governmental organization. According to the interview findings, the availability of proper tools and equipment has a direct influence on project performance. Appropriate training on how to use existing resources should be prioritized in order for a project to meet its objectives. Furthermore, tools and equipment to accomplish certain jobs should be available at the proper time and location. The staff also suggested that the accountability of the existing resources should be improved. Modern technologies should be used in project implementation because they have a significant impact. To

fulfill the defined objectives, an organization's resources should be distributed in order of priority. The quality of project outcomes is determined by the availability and quality of tools and equipment. The study discovered that the organization's resource availability effects the project completion timeline. These data support Zenko *et al.* (2013) conclusions that implementing an effective resource management system, boosting resources, productivity, and resource utilization helps enhance planned performance. Improving overall resource allocation might be difficult at times, but optimal exploitation of these resources is critical for reducing project length.

The survey also discovered that EOTC/DICAC clearly defines how resources in their organization should be distributed. The analysis also indicated that the organization's resources were distributed based on priority, despite the lack of sufficient financial resources. The investigation also discovered that the organization's management was not distributing resources on schedule and seldom followed resource allocation regulations. These data contradict Zenko *et al.* (2013)'s claim that managers may conscientiously apply policies in resource allocation despite fixed resource allocation, lowering project time. Furthermore, according to Hongwei, Huixin, and Jian-bo (2009), organization management should efficiently deploy few resources in order to succeed in the project by shortening the project time.

The study discovered that project performance is directly influenced by the availability of adequate tools and equipment. Appropriate training on how to use the available resources should be a priority for a project to meet its goals. In addition, tools and equipment for various tasks should be available and stored in the proper area. These data support Umulisa, Mbabazize, and Shukla's (2015) conclusions that resource allocation has a beneficial impact on project performance.

4.3.5. Project Performance

The employees were asked to rate their degree of agreement with several assertions about their non-governmental organization's project performance.

Table 4.7: Project Performance

Project Performance	N	Mean	Std. Dev.
Our organization finishes projects within the set time	69	4.0870	.85301
Projects in our organization are finished within the Budget	69	3.9275	.94431
Projects in our organization are finished as per Specifications	69	4.0725	.81021
Projects in our organization are completed with the Scope	69	4.2899	.57141
Our projects achieve the intended purpose	69	4.3333	.53321
Our projects always achieve the set objectives	69	4.2319	.75039
Our projects achieve customer satisfaction	69	4.2899	.84194
Average Mean & Std. Dev.		4.176	0.757

Source: Survey data (2022)

The respondents agreed that initiatives in their organization meet the intended purpose and customer satisfaction, as indicated by 4.33 and 4.28, respectively, according to the data. With a mean score of 4.07, the respondents also agreed that projects in their organization are finished according to specifications. Mean value of 4.23 and 4.28, respectively, show that the project objectives were met and that the project was completed within the scope. The respondents were likewise agreed on whether the organization completes projects on time and on budget, scoring 4.08 and 3.92 respectively.

4.4. Regression Analysis

4.4.1. Assumptions Testing in Multiple Regression

The basic assumptions should be satisfied in order to maintain data validity and robustness of the regressed result of the research under the multiple regression models. Hence, this study has conducted the assumption tests such as, multi-collinearity and normality.

Multi-collinearity Test

The independent variables should not be substantially associated with each other in order to achieve good results. In multiple regression analysis, collinearity refers to the correlation among the independent variables (Pallant, 2007).

Therefore, to make sure that there is low collinearity, the values of Tolerance and VIF (Variance Inflation Factor) should be checked. According to Pallant (2007), tolerance reflects how much the independent variables do not explain of a specific independent variable's variability, and the value should not be tiny (less than 0.10) to demonstrate the lack of collinearity. In addition to that, VIF, the inverse of tolerance value, should have a value of less than 10 to avoid any concerns of collinearity (Pallant, 2007). Hence, the values in the Table 4.8 below indicate low collinearity because all Tolerance values are above 0.1 and all VIF values are less than 10. As a result, these tests show that the variables employed in the study are not multi-collinear.

Table 4.8: Multi-collinearity Test

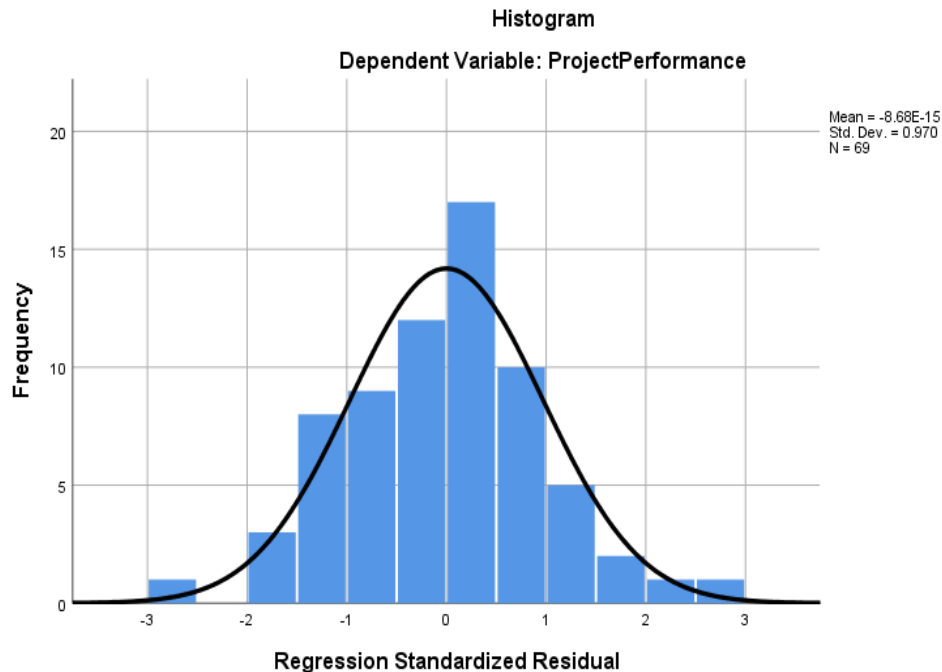
Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Human Resource	.440	2.272
	Organizational Culture	.485	2.060
	Organizational Leadership	.388	2.577
	Resource Allocation	.294	3.403

Source: Survey data (2022)

Normality Test

One of the most important statistical procedures is the normal distribution. A normal distribution with a mean of zero and a standard deviation of one is referred to as a standard normal distribution (Garson, 2012). Multiple regression analysis demands that the variables in the sample be naturally distributed. Assume that the histogram was bell-shaped and that the residuals were usually spread around its mean of zero. As seen in Figure 4.1, residuals were normally spread around their mean of zero, indicating that the results were normally distributed and conformed to the normal distribution assumption. Since the figures validated the data's normality assumption, it follows that the inferences drawn regarding population parameters from survey statistics are likely to be correct.

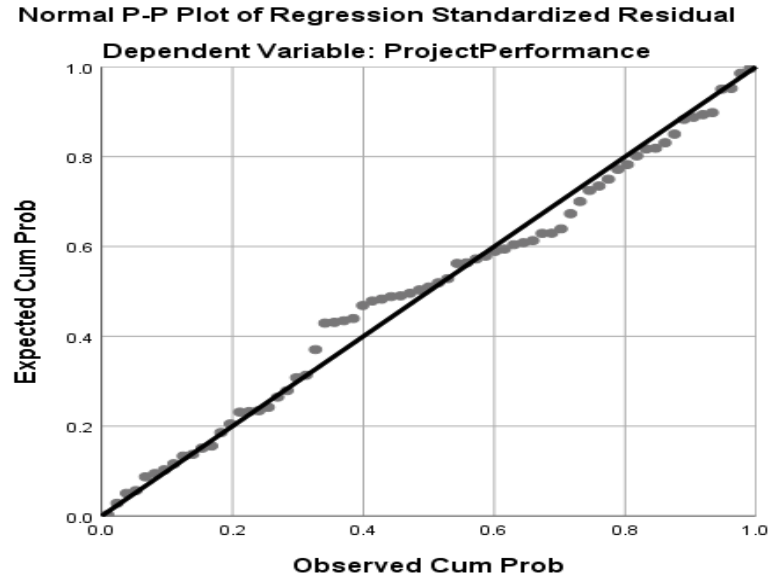
Figure 4.1: Normality Test, Histogram



Source: Survey data (2022)

Furthermore, the normal likelihood plots were used to verify the normality statement, as seen in Figure 4.2 of the Normal P P-Plot.

Figure 4.2: Normal P P-Plot



Source: Survey data (2022)

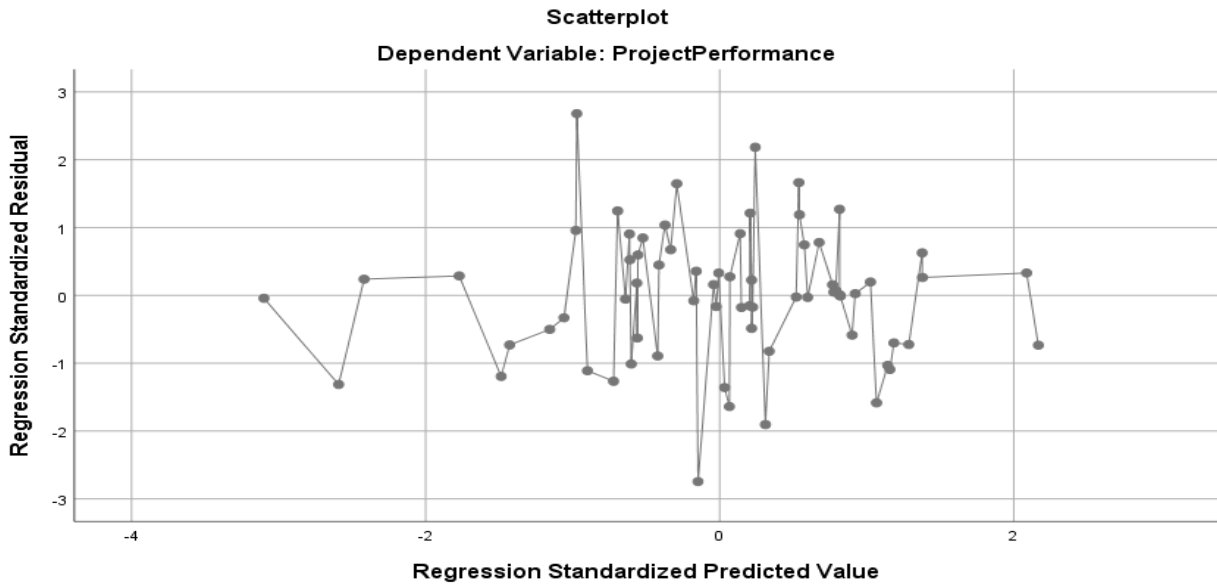
The normal probability plot is a graphical tool that may be used to determine whether or not a data set is normally distributed (Chambers et al., 1983). It aids us in examining the probability plot and determining how closely the data points match the fitted distribution line. The points fall closely along the straight line if the provided theoretical distribution is a good fit. The data is displayed in comparison to a theoretical normal distribution, with the dots forming an almost straight line. Deviations from this straight line denote a departure from normality.

The preceding graphic clearly indicates that the normal probability plot has a significantly linear structure. There are very minor differences between the line fit and the probability plot points. For this data, the normal distribution looks to be a viable model. The probability plot displays a significantly linear trend. As a result, the residuals' normal probability plot indicates that the error terms are indeed normally distributed.

Test for Homoscedasticity and Linearity

To test for homoscedasticity and linearity, a Scatter plot was used. The scatter plot compares the normalized residuals (ZRESID) to the standardized expected (ZPRED) values. The data graph is depicted in Figure 4.3.

Figure. 4.3 Scatter Plot of ZPRESID and the ZPRED values of the Data



Source: Survey data (2022)

To evaluate if the residuals in regression analysis are random, we simply check if they are randomly distributed around zero throughout the whole range of fitted values. When the residuals are centered on zero, it means that the model's predictions are on average correct rather than systematically excessively high or low. Furthermore, regression assumes that the residuals have a normal distribution and that the degree of scattering is constant across all fitted values (Pallant, 2007). Figure 4.3 depicts how the data is uniformly and randomly distributed around zero. It does not appear to funnel out, and there is no discernible curvature. It does not have an obvious pattern, there are points equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis. This is indicative of the fact that the conditions necessary for linearity and homoscedasticity have been fulfilled.

4.4.2. Correlation Analysis

To determine the existence and level of association, the study used bivariate correlation from which Pearson's correlation coefficient is considered. Pearson's correlation coefficient falls between -1.0 and +1.0, indicates the strength and direction of association between the two variables (Field, 2005). The Pearson's correlation coefficient (r) was used to conduct the correlation analysis to find the level and direction of the relationships between the dependent and independent variables. Correlations of 0.30 are regarded to mention worthy (Cohen, 1988). High correlation coefficients illustrate higher level of association between the variables i.e. dependent and independent. According to Cohen

(1988), the value of Pearson’s correlation is divided into three areas. A correlation coefficient between 0.10 and 0.29 will indicate a small correlation, a correlation coefficient between 0.30 and 0.49 will indicate a medium correlation, and a correlation coefficient between 0.50 and 1.0 will indicate a strong correlation.

The bivariate correlation of a two-tailed test confirm the presence of statistically significant difference at probability level $p < 0.05$ i.e. assuming 95% confidence interval on statistical analysis. The Pearson correlation analysis shown in the table 4.9 below all independent variables (human resource factors, organizational culture, organizational leadership and resource allocation) were significantly (statistically) and positively correlated with project performance.

Table 4.9: Correlations between dependent and independent variables

Correlations						
		Human Resource	Organizational Culture	Organizational Leadership	Resource Allocation	Project Performance
Human Resource Factors	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	69				
Organizational Culture	Pearson Correlation	.579**	1			
	Sig. (2-tailed)	.000				
	N	69	69			
Organizational Leadership	Pearson Correlation	.499**	.654**	1		
	Sig. (2-tailed)	.000	.000			
	N	69	69	69		
Resource Allocation	Pearson Correlation	.721**	.623**	.733**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	69	69	69	69	
Project Performance	Pearson Correlation	.871**	.799**	.728**	.867**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	69	69	69	69	69

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

Source: Survey data (2022)

Accordingly, the correlation matrix shows that human resource factors have significant positive and highest correlation with project performance ($r = .871$, $p = 0.00$). All the other independent variables also have positive and significant correlation with project performance i.e. organizational culture ($r = .799$, $p < 0.01$), organizational leadership ($r = .728$, $p < 0.01$) and lastly resource allocation with the value of ($r = .867$, $p < 0.01$). This indicates that all independent variables have positive and significant correlation with project performance.

4.4.3. Regression Results

Multivariate regression was used to establish the correlation between the independent variables (human resource factors, organizational culture, organizational leadership and resource allocation) and project performance (dependent variable) in EOTC/DICAC. The analysis applied the Statistical Package for Social Sciences (SPSS) version 25 to compute the measurements of the multiple regressions for the study. The goal of this analysis is to know the level to which project performance is affected by independent variables by considering R square value, beta coefficient and P-value for the significant of the relation.

Model Summary

The overall results of the subject study are as shown in Table 4.10.

Table 4.10: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720 ^a	.518	.510	.38805	2.040

a. Predictors: (Constant), Resource Allocation, Organizational Culture, Human Resource, Organizational Leadership

b. Dependent Variable: Project Performance

Source: Survey data (2022)

The model summary findings indicated that there is a strong ($R = .720^a$) relationship between the independent variables (Resource Allocation, Organizational Culture, Human Resource and Organizational Leadership) and the dependent variable (project performance) in EOTC/DICAC. R-square measured the goodness of fit of the explanatory variables in explaining the variations in dependent variable. The adjusted R-Square ($R^2 = 0.510$) shows the explanatory power of all independent variables involved in the study. Hence Resource Allocation, Organizational Culture, Human Resource and Organizational Leadership jointly determine (explain) 51.0% of the variance in project performance. Whereas, 49% of project performance were determined by other variables which were not included in the study.

Analysis of Variance (ANOVA)

The study further sought to establish the goodness of fit of the regression model using ANOVA statistics. According to Mugenda and Mugenda (2003), ANOVA is a statistical technique for the data analysis, which is applied in establishing whether any significant differences among two or

more groups or samples at a chosen level of probability exist, or not. An explanatory variable is said to be a significant predictor of the dependent variable if the absolute t-values of the regression coefficient related with that independent variable is greater than the absolute critical t-values. The results of the study are as shown in the table below.

Table 4.11 Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.675	4	9.919	17.207	.000 ^b
	Residual	36.893	64	.5765		
	Total	76.568	68			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Resource Allocation, Organizational Culture, Human Resource, Organizational Leadership

Source: Survey data (2022)

According to the findings in the study as above, the regression model had a significance level of 0.0% which indicates that regression model is perfect for predicting EOTC/DICAC’s project performance given the four independent variables. This is because the significant value (p-value) was less than 5% which was used as an indicator of statistical significance. Therefore, from the result, it can be concluded that with 51% of the variance (adjusted R-Square) in project performance is significant and the model appropriately measured it.

Coefficients of Determination

Regression co-efficient indicates the direction of the relationship between dependent and independent variables. The results of this study are as shown in Table 4.12.

Table 4.12: Regression Coefficient Analysis of the Model

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.488	.207		2.351	.020
	Human Resource	.116	.059	.125	1.989	.048
	Organizational Culture	.219	.056	.271	3.913	.000
	Organizational Leadership	.440	.051	.412	8.677	.000
	Resource Allocation	.139	.049	.151	2.852	.005

a. Dependent Variable: Project Performance

Source: Survey data (2022)

Table 4.12 presented results of project performance as dependent variable and human resource factors, organizational culture, organizational leadership and resource allocation as explanatory

variables. The explanatory power of this model is 51%. The regression F- statistic takes a value 17.2. F-statistics tests the null hypothesis that all of the slope parameters (β 's) are jointly zero. In the above case p-value of zero attached to the test statistic shows that this null hypothesis should be rejected even at 1% level of significance.

As it is shown in the above table human resource factors, organizational culture, organizational leadership and resource allocation were statistically significant factors affecting project performance of EOTC/DICAC.

Discussion of the Regression Results

The study's hypothesis testing was made based on β and P values. The values of the unstandardized Beta Coefficients (β) indicate the effects of each independent variable on dependent variable. Furthermore, the values of the unstandardized Beta Coefficients in the Beta column of the Table 4.12 above, indicate which independent variable makes the strongest contribution to explain the dependent variable (job satisfaction), when the variance explained by all other independent variables in the model is controlled.

Hence using those coefficient results, the proposed hypotheses for this study were tested as follows:

H₁: Human resource factors have statistically positive and significant effect on the performance of projects in non-governmental organizations.

To test the hypothesis multiple regression was run on SPSS which gives the overall fitness of the model which was presented in the previous paragraphs and the significance of each independent variable in affecting the dependent variable. The regression result shows that human resource factors has a positive and statistically significant effect on job satisfaction ($\beta = 0.116, t = 1.989$ & $p=0.048$). If our predictor variable (human resource factors) increases by one-unit, on average project performance will be improved by 11.6%. Thus, the study fails to reject the research hypothesis.

These findings are in line with Armstrong & Murlis (2007) findings that in order to be successful in working together on a project, specific skills, knowledge and competence are needed. This study result is also in line with Heumann et al. (2007), who argued that to be successful in collaborating on the project, particular skills, knowledge, and competency will be required. Huang (2000) also addressed how human resource strategies influence workers' intents to quit, job satisfaction levels, and organizational commitment. Bratton & Gold (2007) demonstrate how, in order to increase performance, human resource management relates the function of human resources to the organization's strategic goals. Cania (2015), also demonstrates that human resource considerations

have a major effect on project success in a company.

However, the study finding is inconsistent with Belout and Gauvreau (2004) who discovered that, while there was a correlation between project success in Malaysia and people characteristics (competence, skills), the factors had no meaningful influence on project success.

H₂: Organizational culture has statistically positive and significant effect on the performance of projects in non-governmental organizations.

The results of multiple regressions, as presented in Table 4.12. above, revealed that organizational culture had a statistically significant and positive effect on project performance ($\beta = 0.219$, $t = 3.913$ & $p=0.00$). This implies that if our predictor variable (organizational culture) increases by one-unit, on-average project performance will be improved by 21.9%. Thus, the researcher fails to reject the research hypothesis.

These findings agree with Denison and Mishra's (2005) findings that discovered that organizational culture influences project performance. The findings also concur with Metin and Coşkun, (2016) findings that indicates the culture of an organization had a significant effect on the project performance in non-governmental organizations. These findings are in line with Nguyen and Watanabe (2017) argument that employee commitment to contract agreements is one of the measures of organizational culture and it significantly influences performance of projects.

However, this finding is disagree with Yesil and Kaya (2013) findings that the pattern of basic assumptions, beliefs, norms, values and expectations had an insignificant influence on change management and project performance in terms of delivery with time and within the set budget.

H₃: Organizational leadership has statistically positive and significant effect on the performance of projects in non-governmental organizations.

The regression result shows that organizational leadership has positive and statistically significant effect on project performance ($\beta = 0.440$, $t = 8.677$ & $p=0.000$). If our predictor variable (organizational leadership) increase by one-percent, on average project performance will be improved by 44%. Thus, the researcher fails to reject the research hypothesis.

This finding agree with Munns & Bjeimi (2012) findings that project leaders determine the failure or success of a project. The finding is also in line with Zakaria et al. (2015) who argue that leadership skills and characteristics of the project leader positively influenced the project's success in Malaysia. Price (2009) also contend that transformational leadership should be adopted by NGOs in how they interact with their employees for them to realize better performance of employees and their satisfaction. Chaudhry and Mahmood (2009) also indicated that leadership is important in giving

guidelines to the employees, efficiently managing them and working with them to understand the nature of their work.

H₄: Resource allocation has statistically positive and significant effect on the performance of projects in non-governmental organizations.

The results of multiple regressions, as presented in Table 4.12. above, revealed that resource allocation had a statistically significant effect on project performance ($\beta = 0.139$, $t = 2.852$ & $p=0.005$). This implies that if our predictor variable (resource allocation) increases by one-percent, on-average project performance will be improved by 13.9%. Thus, the researcher fails to reject the research hypothesis.

This finding is consistent with Gillis et al. (2014) finding that resource allocation influences project performance. Similarly, Umulisa, Mbabazize and Shukla (2015) findings show that allocation of resources influences project performance positively Zenko et al. (2013) findings also indicates that increasing resources, productivity and utilization of the resources using a resource management system that is effective help improve the scheduled performance. Improving the total resource allocation is at times challenging, however, efficient utilization of these resources is important in project duration reduction. Hongwei, Huixin and Jian-bo (2009) further indicate that organization management should allocate the scarce resources effectively in order to succeed in the project through reducing the project duration.

Table 4.13: Summary of actual and expected signs of explanatory variables on the dependent variables

Variables	Expected Signs	Actual Signs	Sig.	Hypothesis
Human Resource Factors	Positive & Significant	Positive & Significant	.048	Supported
Organizational Culture	Positive & Significant	Positive & Significant	.000	Supported
Organizational Leadership	Positive & Significant	Positive & Significant	.000	Supported
Resource Allocation	Positive & Significant	Positive & Significant	.005	Supported

Source: Survey data (2022)

Summary of the Findings

Multiple linear regression analysis was used to explore the role of human resource factors, organizational culture, organizational leadership and resource allocations as predictors of project performance. The findings revealed that all the four independent variables included in the model were found to be significant predictors of project performance and to have a significant positive influence on project performance, namely human resource factors, organizational culture, organizational leadership and resource allocations. It is clear that these independent variables had

positive effect on project performance.

The following regression equation can be obtained from the analysis

$$Y = 0.488 + 0.116X_1 + 0.219X_2 + 0.440X_3 + 0.139X_4$$

Where;

Y = Project Performance

X₁ = Human Resource Factors

X₂ = Organizational Culture

X₃ = Organizational Leadership

X₄ = Resource Allocation

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the findings from chapter four, as well as the conclusions and suggestions. The chapter also included recommendations for future research in order to answer the research question or achieve the research aim.

5.2. Summary of the Findings

This section includes the influence of human resource considerations on project performance; the effect of organizational culture on project performance; the effect of organizational leadership on project performance; and the effect of resource allocation on project performance.

5.2.1. Human Resource Factors and Performance of Projects

The study found that human resource factors have statistically significant and positive influence on the performance of projects in EOTC/DICAC. The analysis discovered that EOTC/DICAC employees have the necessary abilities to meet the organization's objectives. The study found that the work environment at EOTC/DICAC was conducive for productivity. Creativity and innovation are also encouraged in the workplace. According to the findings of the study, the organization does not provide salary that is commensurate with their tasks and other NGO compensations. The study also found that EOTC/DICAC does not provide frequent training to improve staff skills and competences. The study found that the number of employees should be appropriate to fulfill the amount of workload in order to avoid overworking some staff. Furthermore, the study discovered that employee morale, attitude toward employment, and supervisors are all strongly related to staff motivation.

5.2.2. Organizational Culture and Performance of Projects

The study also found that organizational culture has a positive and significant influence on the performance of projects in EOTC/DICAC. The study also discovered that EOTC/DICAC norms and traditions impact employee productivity and dedication. Furthermore, organizational norms and traditions influence project implementation as well as communication, which improves information flow. Furthermore, if the organizational structure allows for a seamless flow of information between departments and between individuals, it will benefit a project. Furthermore, effective relationships between workers and management have a significant impact on project success.

The survey also indicated that many divisions within EOTC/DICAC work together to effect change. Furthermore, the organization's manner of doing things was often rigid and difficult to modify. The firm was also assuring employee participation in all phases of a project. The study discovered that organizational traditions may not encourage project implementation and that how disagreements are managed affects project implementation efficiency.

5.2.3. Organizational Leadership and Performance of Projects

The study revealed that organizational leadership has a positive and significant influence on the performance of projects in EOTC/DICAC. The study found that the leaders have the necessary abilities to run the organization, and the interaction between their organization's leaders and employees was positive. The employees believed that their bosses are receptive to their ideas and opinions and encourage them to be creative and inventive. However, employees were indifferent on the claims that leaders adopt transformational leadership style, they include the staff in decision making, and leaders ensure that the workers are motivated through incentives. The employees were likewise indifferent on the claims that there are coaching programs in the business to improve the abilities of the staff and leaders establish realistic and ambitious goals.

5.2.4. Resource Allocation and Performance of Projects

The study established that resource allocation had a positive and significant influence on the performance of projects in EOTC/DICAC. The study also discovered that the availability of resources in the organization determines the schedule for project completion. According to the report, EOTC/DICAC clearly specifies how resources should be allocated in their organization. However, the study also indicated that organizational resources were not distributed based on priority or enough financial resources. According to the findings of the study, the availability of proper tools and equipment has a direct influence on project performance. Appropriate training on resource usage should be prioritized for a project to fulfill its objectives. Furthermore, tools and equipment to accomplish certain activities should be available and in the proper position.

The study also discovered that adopting current technologies into project execution has a significant influence and should thus be implemented. The analysis also indicated that the organization's management was not releasing resources on schedule and was seldom adhering to resource allocation regulations. Furthermore, the analysis discovered that the organization's resources were not immediately accessible.

5.3. Conclusions

The study's broad objective was to establish the association between four explanatory variables (human resource considerations, organizational culture, organizational leadership and resource allocation) and the dependent variable (project performance) in EOTC/DICAC. The study's findings led to the following conclusions;

Human resource considerations, organizational culture, organizational leadership and resource allocation are fundamental components that assure the project performance in EOTC/DICAC and, as a result, promote an organization's total productivity. The four independent variable and project performance were shown to have strong positive relationship. Project performance is predicted by human resource considerations, organizational culture, organizational leadership and resource allocation, and all the four variables were discovered to be significant predictors of project performance. It clearly demonstrates that the more human resource considerations, organizational culture, transformational organizational leadership and adequate resource allocation, the greater the project performance.

5.4. Recommendations

Based on the findings of the analysis and the conclusions reached, the following suggestions are made:

- The study found that human resource considerations had a positive and statistically significant effect on project performance. Because the HR structure of the company changes with each new project, project-oriented HR practices must be significantly more intrusive. The current state of affairs is precisely the contrary, with many organizations paying little attention to it. In light of this, this research recommends that the HR department's job should change from that of a traditionally managed business. To cope with the many applications of traditional HRM procedures, the HR department must ensure that the rules and guidelines are sufficiently flexible to deal with the various requirements of the project-oriented areas of the business. They must also create policies, norms, regulations, and guidance to address the extra HRM processes demanded by those elements.

Accordingly, EOTC/DICAC should ensure that human resource policies are implemented and followed, revise employees' salaries and allowances to ensure that they are commensurate to staff responsibilities and roles and what other NGO's offer, provide more frequent staff

trainings to ensure that they obtain the necessary competent skills for project performance enhancement, and ensure employee involvement in all phases of the projects to improve project performance.

- The study established that organizational culture had a statistically positive and significant effect on project performance. It implies that organizational norms and traditions in EOTC/DICAC affect project implementation and communication enhances flow of information. Therefore, EOTC/DICAC's organizational structure should allow for a smooth flow of information between department and between employees so that it will have a positive impact on a project performance. In addition, the study recommends that the organization should make use of change management practices such as planning for change and ensuring effective communication.
- The study result also indicated that organizational leadership had statistically significant and positive influence on project performance. Thus, leaders at EOTC/DICAC should set a positive example and be in the forefront of playing essential responsibilities to guarantee the project's objectives are met. They should also implement training and coaching programs in connection to the defined goals and objectives to ensure professionalism and the growth of employee skills and competency, since this has a significant impact on project performance. Furthermore, the flow of information and instructions between employees and leaders should be improved because it affects project performance.
- The study further established that resource allocation had a statistically significant influence on project performance. As a result, the study suggests that EOTC/DICAC management should adopt resource allocation rules to govern the management and allocation of limited human and financial resources. The survey also discovered that the organization's limited resources were inaccessible and were not released on schedule. This research proposes that EOTC/DICAC should improve resource allocation efficiency and accessibility for responsible employees.

5.5. Areas for Further Research

This study was confined to EOTC/DICAC, one of numerous non-governmental organizations in Ethiopia. As a result, the study's conclusions cannot be applied to all non-governmental organizations functioning in Ethiopia. As a result, the study recommends more research on factors influencing project performance in all Ethiopian NGOs. Furthermore, the investigation was restricted to internal environmental influences (human resource factors, organizational culture, organizational leadership

and resources allocation). As a result, more research on the effect of external environmental variables on the performance of NGOs in Ethiopia is needed.

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Appendix

Appendix I: Introduction Letter

Dear Sir/Madam,

REF: Request for participation in a research study on ‘investigating the factors influencing the performance of projects under local NGOs in Ethiopia, particularly Ethiopian Orthodox Tewahido Church Development and Inter-Church Aid Commission (EOTC/DICAC).’

I, Balemlay, am St. Mary’s University student conducting a research project which is part of course fulfillment for Master of Arts in Project Management. The purpose of this study is to investigate the factors influencing the project performance under local NGO in Ethiopia.

The findings of the study will be treated with high confidentiality and will be used in academia only and there will be no mentioning of your name anywhere in this report. Honest participation in the study will be appreciated highly.

Best Regards

Balemlay

Appendix II: Questionnaire
SECTION A: General Information

1. Gender

Male

Female

2. Kindly indicate the age bracket you belong

Below 25 years

Between 25 and 35 years

Between 35 and 45 years

Above 45 years

3. For how long have you been working in your organization?

Below 1 year

Between 1 and 5 years

Between 5 and 10 years

Above 10 years

4. Which is your highest level of education?

Diploma

Undergraduate Degree

Postgraduate Degree

PhD

Any other (specify)

5. Your position in the project:

Project Manager

Project Coordinator

Project Member

Support Staff

SECTION B: Human Resource Factors and Performance of Projects

6. Using the below Likert scale, state the extent to which you agree with the statements on the influence of human resource factors on the performance of projects in your nongovernmental organization (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree) Please mark with a CROSS (X) in the applicable box.

Statements on human Resource Factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My work environment is conducive for maximum productivity					
My work environment allows creativity and innovation					
My employer offers salaries that matches the work					
My employer provides us with performance bonuses					
My compensation matches with other NGOs compensations					
Staff in our organization have the skills required to achieve the goals of the organization					
My Organization provides frequent training to improve staff skills and competence					
Organization always follows the human resource policies					

SECTION C: Organizational Culture and Performance of Projects

7. Using the below Likert scale, state the extent to which you agree with the following statements on the influence of organizational culture on the performance of projects in your nongovernmental organization (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree) Please mark with a CROSS (X) in the applicable box

Statements on organizational culture	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The norms and traditions in our organization influence employee productivity and commitment					
The way of doing things in our organization is normally very flexible and easy to change					
The norms and traditions in our organization affect project implementation					
Different departments in our organization often cooperate to create change					
Our organization often experiences resistance to change in different projects					

Our organization normally utilizes change management practices					
The management of our organization ensures employee involvement in all phases of a project					
Communication in our organization enhances follow of information					

SECTION D: Organizational Leadership and Performance of Projects

8. Using the below Likert scale, state the extent to which you agree with the following statements on the influence of organizational leadership on the performance of projects in your nongovernmental organization (1=**strongly disagree**, 2=**disagree**, 3=**neutral**, 4=**agree**, 5=**strongly agree**) Please mark with a CROSS (X) in the applicable box

Statements on organizational leadership	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our leaders have the skills required to lead the organization					
Our leaders set realistic and ambitious goals					
Our leaders clearly outline the organization's vision and mission					
Our leaders use transformational leadership style					
Our leaders involve the staff in the decision making process					
Our leaders are responsive to the ideas and thoughts of the employees					
Our leaders ensure that the staff are motivated though incentives					
Our leaders encourage the staff to be creative and innovative					
The relationship between our organization leaders and employees is good					
There are coaching programs in organization to enhance the skills of the staff					
Leaders in our organization mentor the junior staff to improve professional and personal goals					

SECTION E: Resource Allocation and Performance of Projects

9. Using the Likert scale, state the extent to which you agree with the following statements on the influence of resource allocation on the performance of projects in your nongovernmental organization (1=**strongly disagree**, 2=**disagree**, 3=**neutral**, 4=**agree**, 5=**strongly agree**) Please mark with a CROSS (X) in the applicable box

Statements on resources allocation	very great extent	great extent	moderate	low extent	No extent at all
There are adequate financial resources in our organization					
There are adequate tools and equipment in our organization to undertake different projects					
Resource availability in organization influences the timeline of completing project					
The resources in organization are easily accessible					
The management in our organization releases resources on time					
Resources in our organization are allocated based on priority					
There are resource allocation policies in organization					
Our organization follows all resource allocation policies					
Our organization clearly stipulates how resources should be allocated in our organization					

SECTION F: Performance of nongovernmental organization

10. Using the Likert scale, state the extent to which you agree with the following statements on the performance of projects in your nongovernmental organization (1=**strongly disagree**, 2=**disagree**, 3=**neutral**, 4=**agree**, 5=**strongly agree**) Please mark with a CROSS (X) in the applicable box

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our organization finishes projects within the set time					
Projects in our organization are finished within the budget					
Projects in organization are finished as per specifications					
Projects in our organization are completed with the scope					
Our projects achieve the intended purpose					
Our projects always achieve the set objectives					
Our projects achieve customer satisfaction					

Thanks!

Appendix II

Interview Questions

1. How do human resource factors influence the performance of projects in your non-governmental organization?
2. How does resource allocation influence the performance of projects in your non-governmental organization?
3. How does organizational leadership influence the performance of projects in your nongovernmental organization?
4. How does organizational culture influence the performance of projects in your non-governmental organization?
5. Which factor/s do you consider as the most critical in the successful implementation of projects within your organization?
6. Which factors are most indicative to you to show that a given project had been effectively implemented.
7. How do you measure the project success in your organization?
8. What else do you think contributes to project success and failure in your organization?

Thank you for taking the time to answer these interview questions!!!