



St. Mary's University

SCHOOL OF GRADUATE STUDIES

**DETERMINANTS OF OUTSOURCING PRACTICE IN ADDIS ABABA WATER AND
SEWERAGE AUTHORITY IN THE CASE OF KOLFE BRANCH**

BY: - SAMRAWIT GHIRMAI

JULY, 2024

Addis Ababa Ethiopia

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SEWERAGE AUTHORITY: IN THE CASE OF KOLFE BRANCH**

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ADVISOR

MULUADAM (PHD)

**A THESIS SUBMITTED TO THE SCHOOL GRADUATE
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REQUIREMENTS FOR THE AWARD OF MASTERS OF
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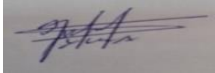
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DECLARATION

I declare that the research thesis entitled: “Determinants of outsourcing practices in the case of Addis Ababa water and sewerage authority (AAWSA) in Kolfe branch Project” has been carried out by me and the research thesis is original and it has not been submitted for the award of degree or diploma at any university or institutions.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a College advisor.

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JULY, 2024

Addis Ababa Ethiopia

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List of Acronyms

PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
CM	Communication Management
RM	Risk Management
QM	Quality Management
CLM	Cultural Management
OP	Outsourcing Processes
DOP	Determinants of Outsourcing Performance Practices
AAWSA	Addis Ababa Water and Sewerage Authority

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ABSTRACT

Effectiveness of outsourcing is affected by many factors. Therefore, for the successful implementation of outsourcing initiatives, it is essential for company's executives to assess its internal capability relative to the suppliers, identify which processes to outsource and properly manage the outsourcing processes and its implementation including other risk factors which could have influence on it. Similarly, in the case of AAWSA, it needs to be determined why and how outsourcing is practiced, and its effectiveness. Outsourcing is a newly emerging concept in Ethiopia, particularly, in its existence in the academic institutions. Since the past few years, many organizations consider outsourcing with an assumption that if institution is unable to provide a service or product at less cost than, and of equal quality to, an external agent, then it should purchase the service or product from an external supplier. Organizations prefer to transfer non-core business functions to be performed by an external third party with the aim of reducing considerable transaction costs, improving quality of service delivery and to concentrate on their core competencies. The specific objectives of this study is to describe the existing practices of project management outsourcing performances, to examine communication managements, to explain how risk managements and quality managements are determinants of outsourcing performances, and to show how cultural managements is determinant factor for outsourcing practices. The methodology of the study is the research is explanatory follows by quantitative approaches and the total numbers of top managements of a project are 102 these are the target group for this research. Censes method is used and the data is primary and survey questionnaires. Risk management, quality management and Cultural managements are practiced above the averages of project management determinants of outsourcing practices within lower standard deviation than the averages standard deviations except cultural management that had higher than the averages of the standard deviations. Model summary of multiple regressions R-square is 0.889 this shows the independent variables are 88.9% accounted the variance for outsourcing practices of sewerage project. Water and Sewerage projects could maintain their Project monitoring and controlling process group on determinants of outsourcing practiced well consistently (convergent/similarly) since they are strong in terms of running these process groups.

Key words are: - Determinants of Outsourcing practices, communications managements, Risk managements, Quality managements, Cultural management & Outsourcing Processes

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

A project is a temporary planned endeavor usually having a specific goals, objectives and scope to accomplish by several stages by doing in a team or group in order to achieve the organizational objectives (PMI 2016). A project is a set of finite activities that are usually prepared only once and have well designed objectives, using a combination of human and non-human resources within limits of time. Most of the time construction projects have a delay that takes more than the contract agreement time this make loose in cost, values of the project will decrease, and satisfactions of a stakeholders will decrease. A project is unique because of we do not do such type of activates before or after, and it is temporary do you to it has specific time or starting and ending time. A project time taken is no matter how long it takes because a project exist until it solves a particular problems that are raised by beneficiaries. There are four major types of projects these are manufacturing project, constructions project, Management project and Research projects.

All projects are similar in their phases any projects have five major phases namely initiations, planning, implementations or execution, monitoring and controlling and closures phases. Initiations is the first phase of a project in this phase the company's owners decides the needs of the project and how they benefit from the project. Planning is the second phase next to intentions in this phase a small team will be created and design, task plan, resource plan, budget plan, communication plan and so on will be delegated for every teams (PMBOK 2017). Implementing/execution phase this is the third phase which is the plan will be changed in to action. Monitoring and controlling phase is the act of managing the overall actions based on agreement. Closures phase is the last phase in any project which is a confirmations of completions of a project. A project has a definite starting time and a definite ending time and it has a definite scope and resources.

A project management is the applications of knowledges, skills, tools and techniques for project activities in order to achieves the specific goals and objectives by using specific success criteria's these all must be managed to deliver the on time and on budget results. A project manager always focus in triple constraints cost, time and quality some project manager includes scope other than the three in order to achieve a successful project. Project Management is planning, organizing, monitoring and controlling of all aspects of a project and motivation of all involved to achieve

project objectives of safety and within a defined time, cost performance. Project management is important for a successful meeting of the objectives of a project. Project Management processes are five namely initiation, planning, implementations, monitoring and controlling and closing (PMBOK® Guide. 3rd). The application of project management (PM) tools and techniques is still it's in early stages in developing nations. As resources become more precious, project management's adoption and growth are continuing to rise. In order to complete tasks successfully in an organizations must focus on best practices and outputs that are appropriate for the task at hand in the context of the ever-changing business environment. An effective project management approach must be used from the planning stage to completion of the project in order to implement projects successfully and achieve the functional goal of the projects within its service duration. Lack of information and poor project management led to project cost overruns, completion delays, and project cancellation before completion, which had a detrimental effect on the project team's reputation (PMI 2017).

Outsourcing is the process of hiring third parties to conduct services that were typically performed by the company. Often, outsourcing is used so that a company can focus on its core operations. It is also used to cut costs on labor, among others. While privacy has been a recent area of controversy for outsourcing contractors, it has also drawn criticism for its impact on the labor market in domestic economies. “Outsourcing is a business agreement, either domestic and/or international (known as offshoring), and strategic management initiative for gaining a competitive advantage of a firm by contracting out their existing internal and/or external non-value added functions, and/or value-added functions, and/or core competencies to competent suppliers to produce products and/or services efficiently and effectively for the outsourcing firm (Ishizaka, et al, 2019).

The broad definition of outsourcing is that it obtains activities that an organization has the knowledge and resources to execute, from outside of the organization according to (Harland C, et al, 2005). Outsourcing is the business practice of hiring a party outside a company to perform services or create goods that were traditionally performed in-house by the company's own employees and staff. Outsourcing is a practice usually undertaken by companies as a cost-cutting measure. As such, it can affect a wide range of jobs, ranging from customer support to manufacturing to the back office. Outsourcing can help businesses reduce labor costs significantly. When a company uses outsourcing, it enlists the help of outside organizations not affiliated with

the company to complete certain tasks. The outside organizations typically set up different compensation structures with their employees than the outsourcing company, enabling them to complete the work for less money. This ultimately enables the company that chose to outsource to lower its labor costs. Businesses can also avoid expenses associated with overhead, equipment, and technology (PMI 2016).

In addition to cost savings, companies can employ an outsourcing strategy to better focus on the core aspects of the business. Outsourcing non-core activities can improve efficiency and productivity because another entity performs these smaller tasks better than the firm itself. This strategy may also lead to faster turnaround times, increased competitiveness within an industry, and the cutting of overall operational costs. Companies use outsourcing to cut labor costs and business expenses, but also to enable them to focus on the core aspects of the business (PMI 2016).

Outsourcing's biggest advantages are time and cost savings. A manufacturer of personal computers might buy internal components for its machines from other companies to save on production costs. A law firm might store and back up its files using a cloud-computing service provider, thus giving it access to digital technology without investing large amounts of money to actually own the technology (PMI 2017).

Most companies view outsourcing as strategy for cutting costs, accessing new skills and capabilities and achieving greater financial flexibility. But a few companies have successfully implemented an outsourcing strategy to achieve these objectives. Critics of outsourcing claim that it has not consistently delivered on the promised objectives such as high quality, and low cost service. Particularly in public sector outsourcing is now a well-established mechanism for government service provision (Jensen & Stone Cash, 2004). Despite a great deal of practical experience by governments at all levels, in many countries, there is still relatively little agreement about whether outsourcing is uniformly beneficial or what the magnitude of reductions in government expenditure might be (Pollitt and Bouckaert, 2000). Particularly, in the public sector, the probability of success in implementing change through outsourcing/contracting/, may be significantly influenced by the political environment, the alleged reason was concern over potentially substantial job losses (Simon, 1998). According to livelihood canon of the company:- Addis Ababa Water and Sewerage Authority is also like other public sector in order to save time and minimize cost delegate the organizations works security, cleaning, sales (bill collection),

contracting out part of distribution line constructions, the installation and maintenance of water pipes and sewerages lines to private companies and the management contract. This outsourcing of the company is useful for cost minimizing and time saving and also the employees of the organizations to focus on other new plan and works to do it effectively and efficiently.

Effectiveness of outsourcing is affected by many factors. Literatures describe the critical success factors such as, strategy/drivers and alignment/, company culture, availability of suitable supplier, people skill, outsourcing processes, and nature of organization and technology (Alpesh & Hemendra, 2005). Therefore, for the successful implementation of outsourcing initiatives, it is essential for company`s executives to assess its internal capability relative to the suppliers, identify which processes to outsource and properly manage the outsourcing processes and its implementation including other risk factors which could have influence on it. Similarly, in the case of AWSSA, it needs to be determined why and how outsourcing is practiced, and its effectiveness in view of the literatures and conceptual framework.

1.2 Statement of the problem

Outsourcing is a newly emerging concept in Ethiopia, particularly, in its existence in the academic institutions. Since the past few years, many organizations consider outsourcing with an assumption that if institution is unable to provide a service or product at less cost than, and of equal quality to, an external agent, then it should purchase the service or product from an external supplier. Organizations prefer to transfer non-core business functions to be performed by an external third party with the aim of reducing considerable transaction costs, improving quality of service delivery and to concentrate on their core competencies. Even though outsourcing really provides a numerous benefits to the client, it is not without having any negative impacts to the receivers of the services. Some of the problems that arise due to outsourcing non-core business functions are: The problem related to outsourcing is the operational difficulties in that service provider may deny specific technical expertise, capability and capacity for delivering the desired performance. Gilmer (1997) points out during implementation of outsourcing, jobs can be handover from the service users to service providers performing the outsourced function, which may result in decreased salaries or benefits (PMI 2017).

Similarly, the outsourced staff may have less loyalty to the client than if they were employed directly by the institution and express disappointment with the resulting inadequate services which

affect the business sectors in many regards. Similarly, big problem with outsourcing emanate from the employees themselves as they are in doubt of loosing of jobs (Malhorta 1997). On the same tradition, managers are required to regularly monitor, establish constant communication, and evaluate outsourced functions to be confident that they are beneficial to their organization. Hence, burdens of managers with transactional administrative tasks may increase once again (Guterl 1996). Moreover, negative attitude, resisting to new changes and morale problem are real problems that will cause ineffectiveness to the clients (Siegel 2000; Mobley and Maurer 1998). There is also evidence that outsourcing does not reduce costs as expected in some cases (Beaumont, N. and Sohal, A. 2004; Gonzalez, 2005). According to Barthelemy, J. (2003), through a survey of nearly a hundred of outsourcing efforts in Europe and United States found that one or more of seven “deadly sins” underlie most failed outsourcing efforts. In spite of its aggressive application in the international environment, the use of outsourcing in Ethiopia is almost none.

These are some of the reasons for outsourcing failure; selecting wrong service providers; writing a poor contract; overlooking personnel issue; losing control over the outsourcing activity; overlooking the hidden costs of outsourcing; and failing to plan an exit strategy. Most of the time, these outsourcing failures are rarely reported because firms are reluctant to publicize them. It is obvious that outsourcing may bring many benefits to the organization with imposing some negative impacts. For successful performance of outsourced functions, it need to be carefully bid, contracted, and managed, with performance measures monitored regularly. By considering the above issues this thesis was tried to examine how outsourcing noncore business functions influence the company’s performance in terms of (customer satisfaction & service quality) by raising research questions as stated below. Moreover, the researcher believes that this paper will contribute to fill the gap by demonstrating the effect of careful contracting, managing and monitoring regularly for successful performance of outsourced functions (PMI 2017).

Currently, organizations have increased their focus on outsourcing in an attempt to enhance their performance. Customers are also highly demanding quality services from organizations in order to realize its benefits and expectations. Companies are increasingly viewing outsourcing strategies as a means of reducing costs, increasing quality, and enhancing a firm’s overall competitive position (Frayer et al., 2000), but a few companies have successfully implemented an outsourcing strategy as expected. Realization of outsourcing benefits needs the company to receive and execute

suitable outsourcing prepare choice system which guides administrators to form the proper outsourcing choices. In spite of the fact that, scholastic considers have centered on understanding diverse victory variables enemy outsourcing, there have been issues to recognize and utilize those components reliably in arrangement with their viewpoints (Gilley et al. 2004).

In addition to the global practice, companies in Ethiopia are also increasingly using outsourcing as a new management tool. However, it is not matured in Ethiopian which is limited to noncore functions like security and janitorial service and applied mostly in NGO and PLC (Meresea, 2007). Therefore, even though there is plenty of research studies on outsourcing practices by different researchers as briefly cited above, there has been observed differences in scope, context and focus of the studies that lack generalizability to all type of organizations like AAWSA's case where a large and public organization operating across the country. There is no also available study conducted previously on outsourcing practice in AAWSA's case, and only few conducted on other businesses organizations in Ethiopia. Therefore, it requires further study with sufficient scope focusing on the reasons of outsourcing, the decision process and its relationship with the outcomes. The probability of success in implementing change through outsourcing may be significantly influenced by the political environment particularly in the public sectors (Simon, 1998).

Many researches were done before this study on similar title in the world but my study went to fill conceptual gap, knowledge gap and contextual gap compared to similar research which had been done previously.

Some researches were done in related to this title some of them were:

- In 2021 by Fistum Menberu Assessment of benefits and challenges of outsourcing practices its specific objectives were not similar. This study want to fill omission of variables gap. In 2016 by
- Selamawit Tesfay Outsourcing in commercial bank of Ethiopia but there is a gap in omission of variables, knowledge, conceptual gap etc.

1.3 Research questions

1. What is the effect of Communication to determine outsourcing?
2. To what extent Risk Management determine outsourcing?
3. What is the cause of Quality Management on outsourcing practices?

4. To what extent Culture causes to determine outsourcing practices?
5. What is the cause and effect of outsourcing processes to explaining outsourcing practices?

1.4 Objectives of the study

1.4.1 General objectives:-

This study aims to explain the determinants of outsourcing practices in Addis Ababa Water and Sewerage Authority (AAWSA) in the case of Kolfe branch.

1.4.2 Specific objectives

- To examine causes and effects of communications to determine outsourcing practices.
- To explain causes and effects of risk management in determining outsourcing practices.
- To determine Quality Management is determinant of outsourcing practices.
- To show causes and effects of culture to determine outsourcing practices.
- To determine how outsourcing processes is determinants of outsourcing practices.

1.5 Scope of the study

The scope of the study is to explain outsourcing of Addis Ababa Water and Sewerage Authority in the case of Addis Ababa Kolfe branch. There are a number of components which influence the extend adversely that causes of determinants of outsourcing in the case of Addis Ababa Water and Sewerage in arrange to pay additional costs and additional time in expansion to the contract understanding in this think about the centering portion is the major determinants of outsourcing in the case of Addis Ababa Water and Sewerage Authority. In arrange to meet the goals of consider there are distinctive information collection strategies in this case survey, perception and secondary data are utilized to realize the destinations of ponder.

1.6 Limitation of the study

The limitation of this study area is conducted at only the case of Addis Ababa Water and Sewerage Authority in the case of kolfe branch. Due to different reasons a researcher would select this project for study. Geographical areas of the study was Addis Ababa Water and Sewerage Authority in the case of Kolfe branch. Which is available for data collections due to a researcher is live in Addis Ababa. The conceptual scope of the research:- due to the research is in Addis Ababa the researcher

would decrease the cost, time, quality of the research, readability of the research, acceptancy of the research and the scope of the research would not wider. Why this research is needed? To determine the major determinants of outsourcing projects in Addis Ababa Water and Sewerage Authority in the case of kolfe branch what was the purpose of the study? For determining outsourcing projects in Addis Ababa Water and Sewerage Authority in the case of kolfe branch, Where is the project found? The project is found in Addis Ababa around Bethel Hospital, When the research does is began? The project duration is prepared for six consecutive months starting Oct 2023 to May 2024. To whom were the respondents? The top managements of the projects that are 35 peoples were target populations. How the research was done? Using Descriptive and explanatory research method followed by both qualitative and quantitative approaches.

1.7 Significant of the study

The study is important for constructions sectors and businesses sector of all participants who are participants in similar projects for example; Government, Engineers, clients, stakeholders, professions, contractors, but the specific importance is for the Addis Ababa Water and Sewerage Authority in the case of Kolfe branch Water and Sewerage Project participants of parties like client of the project, contractors of that project, Addis Ababa's populations and Addis Ababa Water and Sewerage Authority the major determinants of outsources in Addis Ababa Water and Sewerage Authority. The study have both theoretical and practical importance for the major participants of the stakeholders and the beneficiary by reducing to cut labor costs and by protecting the populations from extra costs of sewerage. This study contribute for construction organizations such as government, consultants, contractors and clients to show the impact of outsources, to become time saving, to cut labor costs, documentations for empirical study as well as References for further studies on this types of topics. Academically contributes for further knowledge how the determinants of outlet in Addis Ababa Water and Sewerage Authority effects in construction sectors.

1.8 Definition of Key Terms for this study

- **Construction** is the act or handle of building something PMBOK Guide 2017.
- **A project** is a set of limited exercises that are ordinarily arranged as it were once and have well planned destinations, employing a combination of human and non-human assets inside limits of time PMBOK Guide 2016.

- **Risk** is future powerlessness nearly deviation from expected benefit or expected result.
- **Project management** is the particular information, abilities, devices and strategies to supply something of esteem to individuals PMBOK Guide 2013.
- **Culture** is all the ways of life including arts, beliefs and institutions of a population that are passed down from generation to generation.
- **Communication** is the sending and receiving of information and can be one-on-one or between groups of people, and can be face-to-face or through communication devices.
- **Project manager** is a person who control the whole activities in a project PMBOK Guide 2016.
- **Project completion** implies you've got given what you concurred to as portion of the venture.
- **Stakeholder** is people, bunches or organizations that have a true blue intrigued or association within the choices and exercises of a company, organization or project PMBOK Guide 2017.
- **Out sources means:** - to procure (something, such as some goods or services needed by business or organization) from outside sources and especially from foreign or nonunion suppliers: to contract for work, jobs, etc.
- **Business Process Outsourcing:** - the delegation of one or more entire business process to an external service provider (Gewald and Dibbern, 2005).
- **Management Outsourcing:** - An outsourcing solution in which the customer entrusts to an external services provider, the responsibility for operations and maintenance of one or more facilities (Borisova, 2011).
- **In-sourcing:** -applying outsourcing's discipline to internal suppliers, often having them competes with external suppliers (Beaumont and Sohal, 2004).
- **Offshore Outsourcing:** - the transfer of organizational activities carried out locally to product and service providers in other countries (Bojan and Lewandowski, 2010).
- **Out-tasking:** -indicate work being done outside the organization, but the organization retaining full control over the operation over how it is to be done. The vendor has no discretion and performs a programmable task (Beaumont and Sohal, 2004).

- **Financing** is cash given by a government or organization for a specific reason PMBOK Guide.
- **Quality** is the totality of highlights and characteristics of thing or advantage that bear on its capacity to fulfill given needs PMBOK Guide 2013.
- **Determinant** is a factor which decisively affects the nature or outcome of something.
- **Sewerage** is the removal and disposal of sewage and surface water by sewers.

1.9 Organizations of the study

This study is organized in five chapters. Chapter one provide a background of the study, statement of the problem, research questions , research objectives, significance of the study, scope and limitations of the study that the study looks forward to answer, purpose of the study, and significance of the study, definition of key terms and scope of the study. Chapter two is about the literature reviews of different scholars that were written similar titles in different time and this chapter has theoretical reviews, empirical reviews and conceptual frameworks. Chapter three is about methodology data approaches and design, sources of data, data collection method, sampling of collected data, target populations, data analyzing methods. Chapter four data presented, analyzed and interpreted of the collected data in this chapter the collected data would changed in to practicable meeting its objectives of the study and in this chapter the study would gave a meaningful. Chapter five is about conclusions and recommendations in this chapter checked whether the objectives meets its target or not and from the output we would conclude something that was true.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introductions

In this section, review of literature on the concept of outsourcing, Communication management of outsourcing, Risk management of outsourcing, Quality Management of outsourcing, culture and outsourcing processes of outsourcing practices are comprehensively reviewed. Finally, empirical review of the findings of prior studies on outsourcing practices was made based on the conceptual framework.

2.2. Theory on Determinants of outsourcing performance

The history of outsourcing in agencies goes lower back to 18th century for the first time, however used to be not welcomed till 1980s. In the early 1990s, outsourcing grew to become necessary phase of organizing and managing step by step streamlined in exceptional stages. The preliminary stage of outsourcing used to be no longer formally recognized as a commercial enterprise method till 1989. However, most businesses had been now not completely self-sufficient; they outsourced these features for which they had no competency internally. Since the Industrial Revolution, businesses have confronted with how they can make the most their aggressive gain to expand their markets and their profits. The mannequin for most of the twentieth century was once a massive built-in organization that can own, manage, and immediately manipulate its assets. In the Fifties and 1960s, the focal point used to be the want to diversification to develop company bases and take benefit of economies of scale. Subsequently, organizations trying to compete globally in the Seventies and 1980, the place handicapped by means of a lack of agility. This has been resulted from bloated administration structures. To extend their flexibility and creativity, many giant groups developed a new approach of focusing on their core business, which required figuring out crucial approaches and determining which may want to be outsourced. In Ethiopia also outsourcing has emerge as a new administration device to reply the make bigger demand of customers and competition, even though it is no longer as such matured (Meresea, 2007).

The present day stage in the evolution of outsourcing is the improvement of strategic partnerships. The center of attention these days is much less on possession and greater on growing strategic partnerships to deliver about more desirable results. Consequently, agencies are probably to choose outsourcing extra on the basis of who can supply extra positive outcomes for a unique function. (Michael F. Corbett (2004)).

Dictionary meaning of outsourcing: - Merriam-Webster Dictionary defines outsourcing as to procure (something, such as some items or offerings wanted through a commercial enterprise or organization) from outside sources and particularly from overseas or nonunion suppliers: to contract for work, jobs, etc., to be finished by means of outdoor or overseas workers. According to Power et al (2006), outsourcing refers to “the act of transferring work, responsibilities and choice rights to anybody else”. Companies ought to supply out work due to the fact there are others who can do it cheaper, faster, and better. Outsourcing can be considered as “finding new suppliers and methods to tightly closed the transport of uncooked materials, goods, factors and offerings with the aid of using knowledge, trip and creativity of outside suppliers no longer used previously” (Kraker,1995). Similarly, Quinn and Hilmer (1994) define outsourcing as a contract which is the potential by using which the planning, responsibility, knowledge, and administration of tactics is transferred to an exterior party. The different complete definition of outsourcing as “a strategic choice that entails the external contracting of decided non-strategic things to do or enterprise approaches quintessential for the manufacture of items or the provision of offerings by using potential of agreements or contracts with higher functionality companies to undertake these things to do or enterprise processes, with the intention of improving aggressive gain (Espino-Rodriguez and Padron-Robaina, 2006).” In general, the above definitions have frequent traits is that outsourcing can be seen as administration device through which strategically chosen activities/functions are reduced in size out to higher functionality agencies relative to in-house, with the intention of improving success of organizational objective.

2.3 Communications Management of Outsourcing

Communication is a handle that includes sending and getting messages through the verbal and non-verbal strategies. Communication could be a two-way implies of communicating information within the shape of contemplations, conclusions, and concepts between two or more people with the reason of building an understanding. According to PMI 2017 Communications Management is the forms required to guarantee opportune and suitable era, collection, dissemination, capacity, recovery, and extreme mien of extend information”. Compelling communication incredibly contributes to the victory of a development extend. A productive development extend director guarantees execution of arranged development extend sand more communicate vital data well and pass on it to everybody included within the development group in time Cheng, Li, H, Cherish, P, & Irani, Z. (2001). Viable communication strategies guarantee that everybody data stream, shared

by all extend group her individuals (Fryer, 2004).tell Data moreover alludes to keeping data in a clear arrange to encourage communication over the Web.. Organize at desired time. Construction and Communication, Coordination and Communication very connected. Fruitful management often involves effective communication. Issues of coordination and communication consist of aspects like: poor of communication and ineffective communication between project parties and slow response to communication among project team (Toor & Ogunlana, 2008).

Instances of the lack of proper communication between project participants include failure of the contractor for information demand or their petition time, the lack of coordination among design team and contractor the lack of client's consultation etc. for instance poor communication among building project participants include slow in the progress of contractor's reports to owners or consultants (Dissanayaka&Kumaraswamy,1999) and failure to use of modern information technology (Toor & Ogunlana,2008). Delay in reply to communication between construction project participants includes slow response of contractor to instructions, client's slow decision making which leads to slow response from consultant's slow response to engineers regarding inspection and testing the contactors inquiries.

2.4 Risk Management on Outsourcing

Project Risk Management is the process of conducting risk management planning, identification, analysis, response planning, and monitoring and control on a project. Its objectives are to increase/decrease the probability and impact of positive/negative events. Project risk management, which is a crucial topic, falls short of the ideality implied by best practice standards. The set of assumptions of a primarily objective examination of risk, according to Renn (1998, cited in Kutsch, 2008). Project risk management proof and decrease are fundamental components of venture administration victory. Forms just like the ones recorded underneath are portion of extend chance administration (PMI, 2013). Arranging hazard administration includes distinguishing dangers, conducting subjective and quantitative chance examinations, arranging hazard reactions, and controlling dangers. The goals of project chance administration are to extend the probability and effect of positive occasions, and decrease the likelihood and effect of negative occasions within the extend. Employing a life cycle extend administration strategy, from conventional extend administration to strategy-based venture administration, which incorporates real-time chance, instability, and opportunity administration. Hazard administration and examination shouldn't be

seen as isolated operations for arranging and reacting. A mode of considering and a logic called chance and opportunity administration ought to invade each viewpoint of extend exercises. It is significant to move to trade objectives and concentrate on the dangers and benefits of living a full life.

Risk management is concerned with foreseeing what might go wrong and putting measures in place to reduce uncertainty to a manageable level. Risk can be seen favorably (as opportunities) or adversely (as dangers) (downside threats). A risk is the possibility that a circumstance or occurrence will have an impact on the accomplishment of particular goals (PMI 2017).

2.5 Quality Management on Outsourcing

Project Quality Management incorporates the forms and exercises that decide quality approaches, destinations and obligations so that the venture will fulfill the requirements for which it was attempted. The process of persistently evaluating the quality of all exercises and taking remedial activity up until the group comes to the desired quality is known as venture quality administration. Forms for quality administration help in: Keeping venture costs beneath control. Set objectives and benchmarks. Distinguish the steps required to meet criteria. The total composite item and benefit qualities of showcasing, designing, generation, and upkeep by which the item and benefit in utilize will satisfy the desires of the buyer" is the definition of quality. In order for extend to meet the requirements for which it was embraced, extend quality administration includes the strategies and exercises of the performing organization that build up quality arrangements, targets, and duties (2001, Cited in Oschman, et al., 2006). Venture quality administration works to guarantee that the venture necessities, counting item prerequisites, are met and approved (PMI, 2013). Extend yields that represent the project's objective are the most accentuation of extend quality. Through these quality administration forms, such as: arrange quality administration, perform quality confirmation, and control quality, the extend supervisor is mindful for making a venture usage component that gives a clear understanding of the expected extend yields and the quality determinations.

2.6 Culture of outsourcing

For business organizations, culture is a very broad concept, but it is also one of the most effective factors of entrepreneurial behavior and choices. This article discusses the organizational implications culture of outsourcing options, providing conceptual insights to better understand this regime organizational culture can influence the evaluation of factors influencing the outsourcing decision. Even although the choice of outsourcing is mainly based on rational factors, the results show that the organization culture could significantly influence the attitude towards outsourcing either when planning the choice or in the production phase or implementation, referring to the nature and structure of the client-supplier relationship Methodologically, this article is conceptual and uses and attempts to review existing research to contribute to the existing literature by bringing together theoretical aspects related to organizational culture and strategies outsourcing Keywords: organizational culture, organizational change, outsourcing options, cultural differences in outsourcing, critical factors of organizational change, uncertainty avoidance Outsourcing options have been a spectacular phenomenon in business practice, now affects almost all business activities, functions and processes (Feeny, Lacity, & Willcocks, 2012; Leavy, 2001; Marjit and Mukherjee, 2008). More than a large spread from a quantitative point of view the development of the outsourcing phenomenon concerned mainly the continuous expansion of objectives and content is not limited to the outsourcing of companies and activities characterized by a lack of management complexity and somewhat strategic importance (goods), but also included other activities, functions and even entire processes characterized by a strong impact on the competitiveness and value of the company creative processes.

Finally, various forms of outsourcing became abundant from more traditional tactical outsourcing to more complex strategic outsourcing, a business process outsourcing and transformational outsourcing. The development of the phenomenon can be viewed from the perspective of its goals, and especially as a one-off the main goal of outsourcing was cost savings, now the goals are related to knowledge, expertise and dominated by technology from third-party firms (Maskell et al., 2007; McIvor, 2000); those goals are based on a high management and control ability of relational dynamics developed by companies experiential learning (P. Popoli and A. Popoli, 2009). Companies have learned to strategically approach outsourcing discuss the perspective of the company's outsourcing strategy, which is the most innovative feature of the business system

organization in the hyper-competitive and globalized competition in which we live (Brown & Wilson, 2005; Popoli, 2011).

2.7 Outsourcing process

For profitable overall performance of outsourcing endeavors, it is essential to recognize the manner of outsourcing decisions. Outsourcing choices may also have an effect on company's price structures, long-term competitive scenario and can additionally alter the nature of dangers that the employer have to manipulate (Noradiva et al, 2010). Hence, it is integral for corporations to recognize and have a clear conceptual framework of their outsourcing selection processes. The system of outsourcing has a clear evolutionary route and a particular process. According to the learn about by means of Samantha (2011), the outsourcing system has 4 phases: - (1) Decision-Making Phase, (2) Selection and Negotiation, (3) Transition phases, and (4) Performance Management Phase. These primary phases have its personal sub gadgets to be carried out for the nice implantation of outsourcing. Alignment of the outsourcing method with the respective commercial enterprise approach of organizations is an essential phase of profitable outsourcing selection process. The find out about by way of Ronan McIvor (2008) examined how overall performance dimension concerns should be higher built-in into the outsourcing process. The find out about concluded that the outsourcing decision-making method should be linked with the agencies usual enterprise strategy, and including businesses want to understand truly the relationship and interdependencies between enterprise procedures prior to outsourcing. Similarly, research by using Deloitte consulting (2008) additionally emphasize the significance of strategy alignment that confirms solely few organizations have applied it properly. Outsourcing initiatives are frequently designed in isolation barring articulating a clear outsourcing approach and linking it to the broader enterprise techniques and goals. Indeed, solely 6% of the seller executives surveyed stated that consumers had a clear outsourcing strategy that was once tied to their commercial enterprise strategy.

2.8 The Empirical Review

In this section an overview of findings of different studies focusing on outsourcing practices based on the conceptual framework focusing on Communication Management on Outsourcing, Risk Management on Outsourcing, Quality Management on Outsourcing and Culture on Outsourcing.

Akwansi A. (2012) conducted an empirical study on the impact of outsourcing on organizational performance in the case of selected financial institutions in Ghana. The study found that during outsourcing, the performance of service providers was not measured as most of the 4,444 contractors did not have built-in performance management mechanisms. Coordinating internal tasks and outsourced activities is not common in most sectors. Most of the time, organizations monitor and control what is done by the service providers. In most cases, there is no internal system set up to do things in a well-coordinated and professional manner.

In the practice of outsourcing organizations, preparation and planning of outsourcing activities are not developed. Additionally, no market research was done to evaluate what the market had to offer. Research conducted by Charity N. (2014) on the impact of strategic outsourcing on organizational performance, a case study of Bidco Africa Limited indicates that although the implementation process shows some good results but partly it creates a negative image of outsourcing. The achievement registered is cost saving in cleaning and security and ease of administrative burden. The complaint is high in terms of completion time, quality, customer satisfaction, integrity and deriving service assets utilization related to poor service level agreement, contracts administration and ethical problems of providers.

Sang (2010) examined outsourcing practices in Kenyan public universities to investigate the challenges and opportunities presented by outsourcing activities in the universities. The finding was that the universities involved in outsourcing had some general policy statements on outsourcing but without known regulatory framework. He also identified Security and Cleaning as the major activities currently outsourced in public universities while the least outsourced activity was catering. Research has proven that outsourcing reduces costs and improves efficiency. The main challenges of outsourcing in public universities include negative staff attitudes, poor monitoring and evaluation, student non-cooperation towards the outsourcer, and interference from the community. Study confirms that for a university to successfully outsource its functions, it requires appropriate assessment and planning. Although Sang's (2010) study listed the challenges of business process outsourcing in public universities, the results cannot be replicated in other organizations due to the specific nature of the business. Each organization. This study was also based on educational institutions and not manufacturing organizations. According to research conducted by Meresa M. (2007) on outsourcing in Ethiopia, Ethiopian organizations are willing to

outsource non-core business functions, such as maintenance and cleaning services, security services and IT services. In contrast, accounting and administration outsourcing service providers will face major challenges from the Ethiopian organization in providing their services. This is mainly because organizations fear losing confidential information and losing control.

Under this section the previous empirical findings of major reasons, benefits, and challenges in the context of outsourcing are reviewed as follows:

Reasons to Outsource.

A study conducted by (Mekuria, 2017) to assess Challenges and Prospects of Outsourcing Practice in Commercial Bank of Ethiopia revealed that 77.6 % to help the bank to focus on more strategic areas rather than none core activities, 35.1% to bring reduction in cost, 16.6% to enable the bank to access new skills, 24.2% to get quality improvement, 77.7% to save management time through reduced control and day to day monitoring. Another study made by (Kayumba, 2019) showed that many organizations outsource in order to get specialization (100% of respondents accepted), to 51 reduce cost (96% of respondents accepted) and to deal with problematic activities (81.1 % of respondent accepted).

Outsourcing Benefits Based on a study on the Benefits and Risks of Outsourcing Logistics in the Romanian Industry conducted by (Irina, Liviu, & Ioana, 2012), the findings on the benefits pursued by companies that resort to logistics outsourcing were: 55.6% focus on the company's core competences, 96.5% Cost reduction, 66.7% increase customer service level, 44.4% increase competitiveness, 25.9% access to new technologies and 68% for risk sharing. (Sang, 2010) examined outsourcing practices in Kenyan public universities to investigate the challenges and opportunities presented by outsourcing activities in the universities. The finding was that the universities involved in outsourcing had some general policy statements on outsourcing but without known regulatory framework. He also identified Security and Cleaning as the major activities currently outsourced in public universities while the least outsourced activity was catering. The study established that outsourcing enables cost reduction and improves efficiency.

Outsourcing Challenges The challenges encountered during the outsourcing of logistic activities in the above Romanian study were: 43.5% supplier's failure to meet the required quality standards, 39.8% events of default, 33.5% poor communication with the supplier, 13.1% Loss of control on

the process, 18.9% Lack of compatibility between the two parties' strategies, 25.9% Insufficient competences on the supplier side and 67.9% on hidden costs. As per the study (Mulat, 2007) to assess the current outsourcing practice of Ethiopian organizations, the finding was that 72% of companies in Ethiopia outsourced one or more of any of their business functions whereas 28 % in house all their functions. There is also a high variation in the quality of services received from the outsourced services. As per his findings, 14% very satisfied, 57% is satisfied, 14% indifferent, 10% unsatisfied and only 5% were very unsatisfied. (Sang, 2010) in his study found out that the major challenges of outsourcing at public Universities included negative attitude of staff, poor monitoring and evaluation, noncooperation by students to the outsourced and interference by community. The study affirmed that for a university to successfully outsource its functions, it requires proper evaluation and planning. Previous research findings have proved contradictory results on the effect of outsourcing strategy on performance. While some including those of (Agyemang-Duah, Aikins, Asibey, & Broni, 2014), ; (Rajee & Hamed, 2013); (Akewushola & Elegbede, 2013); (Irefin, Olateju, & Hammed, 2012); (Nazeri, Gholami, & Rashidi, 2012); (Hayes, Hunton, & Reck, 2000), presented a positive effect, those of (Isaksson & Lantz, 2015); (Yeboah, 2013) and (Gilley, Greer, & Rasheed, 2004); found out no effect or relationship between outsourcing and performance. Empirical survey research to date reports mixed results on the relationship between outsourcing and firm performance. (Gilley et al 2004).

2.9. Conceptual framework

The following conceptual framework is adapted from reliable source, and slightly customized to fit the context of this study taken as relevant to create clear understanding on the elements of the outsourcing process in detail.

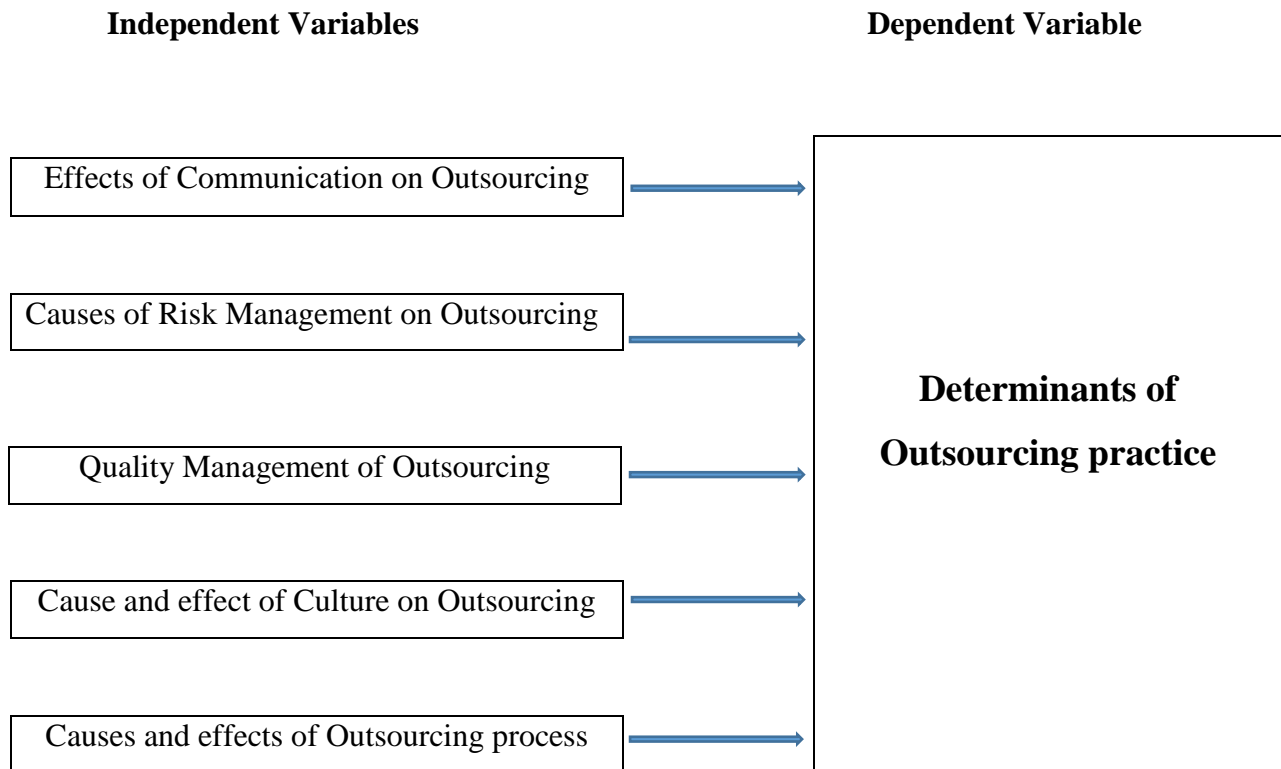


Figure 2.1: conceptual frame wok

CHAPTER THREE: METHODOLOGY

3.1. Introduction

In this chapter the study will convey out how the objectives of the study will addressed and it includes the research design part, the study areas, target populations, sources of data, and method of data collections, validity and rehabilltee of the collected data, methods of data analysis and seen during the study.

3.2 Research Approaches

This study sought to show the determinants of outsourcing practices in Addis Ababa Water & Sewerage Authority (AAWSA) in the case of Kolfe Branch. For this study both quantitative & qualitative research approaches was used. An investigate approach and strategy for inquire about cover steps from harsh suspicions to point by point strategies of information collection, investigation and elucidation. This arrange includes a few choices, and it require not be taken within which it make sense to us and introduction here. The general choice includes which approach ought to be utilized to think about a theme. Quantitative approach is one in which the investigator primarily uses positivist claims for developing knowledge (i.e., cause & effect thinking, reduction to specific variables) (Creswell, 2003). In most cases quantitative research places emphasis on quantification in the collection and analysis of data and the data can be expressed in numbers, percentages, tables (Babbie, 2010:35). It includes the use of closed survey methods (Myers, 1997). Quantitative research is associated with the deductive approach (Babbie, 2010:36). Quantitative researchers emphasize the need for research to be reliable and generalizable and the results from the limited sample to apply to the population from which the sample was drawn (Collis, 2009).

In this study, a structured survey instrument was adopted to measure variables to make determinants of outsourcing inferences from a sample of Kolfe branch. Deductive processes, generalizations leading to predictions, explanations and understandings of the outsourcings were carried out in this study with respect to the methodological assumption. In view of the above discussion; the positivist paradigm was best approach; therefore, quantitative & qualitative approaches were preferred for this study.

3.3 Research design

This research used both descriptive and explanatory research design and follows quantitative and qualitative data collections approaches to identify the determinant factors affecting the determinants of outsourcing practice on water supply and sewerages projects within the Addis Ababa water and sewerage authority (AAWSA) in the cause of Kolfe branch. The research design were descriptive but on some extent it also used explanatory.

3.4 Data collection methods and instruments

This study is designed to answer the research question possess and to achieve the intend objectives of the research and it uses quantitative properties. The proper achievement of the researchers uses primary and secondary data collections of sources.

- Primary data was collected in a structured manner questionnaire using survey methods. This method would uses for measuring respondent's opinion and attitude. The data collection tool that is used to gather data from sample respondents is questionnaire and observations of the site. The questionnaire is an instrument by which information is obtained from respondents in written form. Questionnaires were prepared in English and answered the research question posed, the researcher examines a set of data collection procedure. Observation is used in this research to compare the real actual existing site with the reports. These steps help researchers obtain real and relevant data after receiving the letter of approval from the sample unit from Maryland International College. The first step in the data collection process is asking subjects to Self-introduction questionnaire survey return in a short period of time and collects voluntarily manager of each area. Finally, a questionnaire was distributed to all respondents.
- The secondary data sources will be collected from published and unpublished various documents, annual reports, Monthly reports, guidelines and various books written on related subjects topics.

3.4.1 Questionnaire structure

Questionnaires are one of the doubtless primary sources of obtaining data in any research endeavor. However, the critical point is that when designing a questionnaire, the researcher ensured that it is "valid, reliable and unambiguous" according to (Richards & Schmidt, 2002). On the whole, questionnaires can appear in three types: 1- closed-ended (or structured) questionnaires 2- open-ended (or unstructured) questionnaires 3- a mixture of closed-ended and open-ended questionnaires.

In connection, a well-structured questionnaire is prepared and administered to the various respondents. The survey questionnaire is consisting of two main parts: the first section consisting of the demography of respondents while the second section addressed the specific objectives of the causes, and effects of water supply and sewerage projects assessment practicing outsourcing. Practically, all the questionnaires have both closed and open ended questions to certify consistency of respondent feedback. As it is not totally possible to design all questions as closed-ended, some of the questions will be left open-ended to acquire numerical data or to lobby some written comment.

As a matter of fact, closed-ended questionnaires provide the inquirer with quantitative or numerical data and open-ended questionnaires with quantitative or text information. Seliger and Shohamy (1989) have the opinion that closed-ended questionnaires are more efficient because of their ease of analysis. On the other hand, Gillham (2000) argues that “open questions can lead to a greater level of discovery.” He too admits the difficulty of analyzing open-ended questionnaires.

3.5. Target population and sampling

3.5.1 Census Techniques

Population is the total number of people to whom the researcher wishes to attribute the results of the study use. According to Kothari (2004), the term "target population" is used to mean subjection to the intended target. A surveyed population in a specific geographic area, such as a country, region, or city by age group or gender and professions and positions of their duty. Therefore, the target group for this research work is the top managements of a project that are 40(forty) including contractors, subcontractors, engineers, inspectors, project managers, work supervisors, Structural Engineers, Engineering Services and management team leaders and consulting firms. To determine sample participants from the entire study population, probability census method total top management of the project. This method was used to ensure that each number reaches its destination the populations are also equally likely and independent to be included in the sample. Surveys will be sent to the contractors, subcontractors, engineers and laboratories engineer, project manager, work execution, Engineering Services, Support and Materials Maintenance management team leader and consulting company only key staffs, total 40 (forty) employees. According to Kothari (2004), the sample size is demand for efficiency, representativeness, reliability and

flexibility. The number depends on the required precision, population size, population heterogeneity, and available resources. So, the sample size should be determined using censuses.

3.6 Method of Data Analysis

For this study, both descriptive and explanatory method is employed in the data analysis and follows both qualitative and quantitative approaches. Analysis methods will be used to answer the questions to meet basic research questions and research goals. Quantitative Data analysis, data from questionnaires would be entered into a computer using a statistical package for Social Sciences (SPSS) Version 20 Computer Programs for Data Analysis and Quantification. Analyze using descriptive statistics such as percentages, frequencies, standard deviation and mean. How Researchers Analyze Data, Understand It, and Succeed a study is conducted and data will be collected from a variety of primary and secondary sources. Record, process, organize, analyze, interpret and present in relation to a research question. The data collected by the above instruments is analyzed quantitatively. Quantitative data are interpreted and presented through questionnaires, graphics and tables with frequency distributions, standard deviations and means.

3.7 Ethical Standards and Procedures

These are the principles or standards that protect research rights. These are measures to ensure your safety and to ensure that your rights are not violated. These criteria include voluntary participation, informed permission and confidentiality of information, obscuring to research participants, and regulatory approval. They will ask to ensure the confidentiality of the information, and to ensure this, participants will ask to provide their names or identify them in research tools and links to research documents and reports was given. Don't give anything useful. In this part of the study, one and all of the independent variables are the sum of the independent variables that contribute to identify the causes of Determinants of outsourcing practices on outsourcing (dependent variable) project of the dependent variable.

3.8 Validity and reliability analysis

3.8.1 Validity

Validity refers to the extent to which a measure adequately represents the underlying construct that is supposed to measure (Anol Bhattacharjee, 2012), and to ensure validity of instruments, initially the instrument is prepared by the researcher with guidance from the advisor. The validity of the data is determined by the strength of the final conclusions drawn and inferences made (Cook and Campbell, 1979). To ensure the validity of the instruments used in this study (the

questionnaire and conceptual framework) will adopted from reliable sources with extensive review of previous research literatures, and customized to fit the research context. In addition, the questionnaire is pretested and necessary adjustments will made to prepare the final correct questionnaire based on the comments given. Interviews and discussions will made with different staffs that have direct experience in water supply construction decision and implementation. These variables included to Determinants of outsourcing practices on outsourcing (dependent variable) projects, Communication Management of outsourcing, Risk Management of outsourcing, Quality Management of outsourcing, Culture of outsourcing and outsourcing processes.

3.8.2 Reliability

Reliability is the internal consistency of items incorporated in the instrument is check by using Cronbach's Alpha. Mean of each variable is compute and then the reliability is check based on the Means. Reliability, as defined by Cohen, et al. (2007), is the consistency, dependability and reliability of the measuring instrument over time, and with the same respondents. It is the extent to which the measuring instrument yields consistent and accurate results when the characteristic being measured remains constant (Leedy&Ormrod, 2001). This involved a set of related questions which designed to measure a certain concept being associated with each other. Alpha Cronbach's coefficient test is applies to test the reliability. Thus, if the association in reliability analysis is high, the scale yields consistent results and is therefore reliability. According to Reynold & Santos (1999), alpha more than 0.7 implies the instrument is acceptable.

Table3.1 Reliability Statistics Cronbach's Alpha

NO	Detail description on the Determinants of Outsourcing Performance	No of items	Cronbach's alphas Values
1	Communication Management on Outsourcing	7	0.809
2	Risk Management on Outsourcing	6	0.769
3	Quality Management on Outsourcing	7	0.842
4	Culture effect on outsourcing	8	0.868
5	Outsourcing Processes	9	0.872
	Overall reliability result	37	0.832

Source: Own Survey Data 2023

According to the above table the questions are reliable and highly internal consistency. According to Cronbach's coefficient principles if Alpha is more than 0.6318 or 63% then the questions are reliable, in this case the total Cronbach's coefficient is = 0 .960 or 96.0% so the questions are reliable and highly internal consistency.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents analysis and findings of the study as set out in the research methodology. The study findings were presented on to analysis the determinants of outsourcing performance in the cause of Addis Ababa Water and Sewerage Authority (AAWSA) Projects. Data was gathered exclusively from the questionnaire, and document review as the research instrument. The questionnaire was designed in line with the objectives of the study. First, the background characteristics of respondents is shown and following that the internal consistency of the measurements used in the present research context is displayed. Finally, the result for outsourcing performance is shown.

Background of the Respondents

Based on sample size, questionnaires were prepared and distributed to the respondents, from the total respondent that I was distributed total of 40 (forty) population size among these 38 (thirty eight) of the respondents were return back the questionnaire by filling all the questions and 2 (two) of the respondents were not return back the questionnaire. Due to this reason, 95% of the distributed questioners were collected, the remaining 5% of the respondents were not return back questioners. According to Mugenda (2003) a response rate of 50% is adequate for analysis and reporting, 60% is good and 70% and above is excellent. So the response rate of this researcher was excellent for analysis due to 95% were effectively returned.

A total of 40 respondents, Water and Sewerage Authority Project in Addis Ababa in the cause of Addis Ababa Water and Sewerage Authority (AAWSA) project, 38 of them were returned the filled out questionnaire. Seven in ten of the respondents were males and two in ten had a master's level of educational attainment. More than a fifty (57.9%) was project officer and more than second (27.5%) were one to five years' experience and third (32.5%) were six to ten years' experience (Table 4.2).

Table 4.1 general data collection statics

No	Data collection tools	No. of respondents	No. of answered	No. of un answered	Response rate
1.	Questionnaires	40	38	2	95%

Source: Own survey, 2024

4.2 Demographic Characteristics of the Respondents

Table 4.2 demographic statics

Characteristics and categories	No.	%
Gender		
Male	27	67.50
Female	13	32.50
Educational level		
Degree	26	65.0
Masters	8	20.0
PhD	6	15.0
Current Position		
Project Manager	17	42.5
Project Officer	23	57.5
Work Experience		
1 to 5 Years	11	27.5
6 to 10 Years	13	32.5
11 to 15 Years	8	20.0
16 to 20 Years	5	12.50
Above 20 Years	3	7.5
Total	40	100

Source: Own Survey, 2024

Table 4.2 shows that, 27(67.5%) of the respondents were male whereas 13 (32.5%) of respondents were female. This trend shows male supremacy over female counterparts in the population a construction areas. Next among current position of the worker 17(42.50%) of the total respondents were project manager while 23 (57.50%) of them were project officer. Education signifies one of

the vital success factors that an organization needs in order to succeed in their production activities. As can be seen in the table, the qualification of respondents was found to be It shows that 26(65.0%) were first degree level, 8 (20.0%) were Masters Level and 6 (15.0%) of the total respondents PhD level. Education signifies one of the vital success factors that an organization needs in order to succeed in their production activities. This result ascertains that respondents have enough knowledge with the factors affecting completion of water and sewerage project being undertaken in their respective organization and this would allow each to share their experiences, understandings and knowledge of the practices via the questionnaire.

4.3 Project management outsourcing performance practice of Descriptive analysis

The average and standard deviation of the scores of project management determinants of outsourcing practices were shown in the table below. The scores of outsourcing performance practices were produced by combining all the items/questions that were used to measure each of these variables. Following were discussion on the findings.

4.3.1 Communication management

According to respondents, there is an average of 3.89 rates out of 5 for the practice of project communication management. This rating value indicates there is an average of 77.8% performance of project communication management in the project. It is below the overall practice score (78.96%) of project management determinants of outsourcing practice. Accordingly, this project management the communication management is not practiced well. It is also shown in the table that there is a 0.733 standard deviation of the rating 14.55% in terms of percent rating. The average standard deviation of the overall communication management in terms of percent is 14.6%. That means the respondents indicated that there is slightly similar deviation of project communication management practice from the overall project management outsourcing performance practice. As a result, it can be concluded that there is a neither divergent nor convergent it is similarly practice of project communication management across respondents. The practice of a good project communication management is vital to avoid burden of responsibility by appropriately coordinating project activities and smoothly, the positive outcomes of communication management reflect the fact that it is important to develop project management plans. . According to Toor & Ogunlana,2008 if a project has good communication management construction project is increasingly relevant, that means the timely completion of road projects and communication management has directly relationship to complete a project on time good communications of

stakeholders are mandatory in addition to other projects in order to finish a project on time. According to Marcus udokung (2010) communication with executives is very different from communication with other stakeholders. The Communication Plan, Stakeholder Engagement Plan, the Sustainment Plan (for when the project ends) are all critical forms of documentation that spell out the path on how the PM and BA get buy-in from stakeholders. In this project interpretations communications is one of the major part for project to be complete on time and required quality in order to minimize the costs of the project and schedule by using outsourcing performances.

Among the previous research which was listed in the empirical study of chapter two none of them were discuss communication management specifically hold on determinants for outsourcing practices like this one.

4.3.2 Risk management

According to respondents, there is an average of 3.933 rates out of 5 for the practice of project Risk management. This rating value indicates there is an average of 78.66% performance of project Risk management in the project. It is below the overall practice score (78.96%) of project management determinants of outsourcing practice. Accordingly, this project management outsourcing performance practice the risk management is practiced well. It is also shown in the table that there is a 0.735 standard deviation of the rating 14.6% in terms of percent rating. The average standard deviation of the overall risk management in terms of percent is 14.66%. That means the respondents indicated that there is slightly similar deviation of project risk management practice from the overall project management outsourcing performance practice. As a result, it can be concluded that there is a neither divergent nor convergent it is similarly practice of project risk management across respondents. The practice of a good project risk management is vital to avoid burden of responsibility by appropriately coordinating project activities and smoothly, the positive outcomes of risk management.

According to the data interpretation risk management has good management and ended on a required time. So risk management has its own contribution for timely and required quality completion of a sewerage project. According to Pamela Akinyi Oyieyo (2002) Building Construction and Planning Research Risks have great impact on the performance of construction projects because they affect their quality, time and cost. The general remedy to such potential risk

factors is adoption of reliable prediction mechanisms which would estimate those factors using a probabilistic model that does not rely on expert judgments as they tend to be unreliable.

The earlier researches were not discuss risk management influence on determinants of outsourcing practice on sewerages projects when you compared with empirical studies which was listed on chapter two.

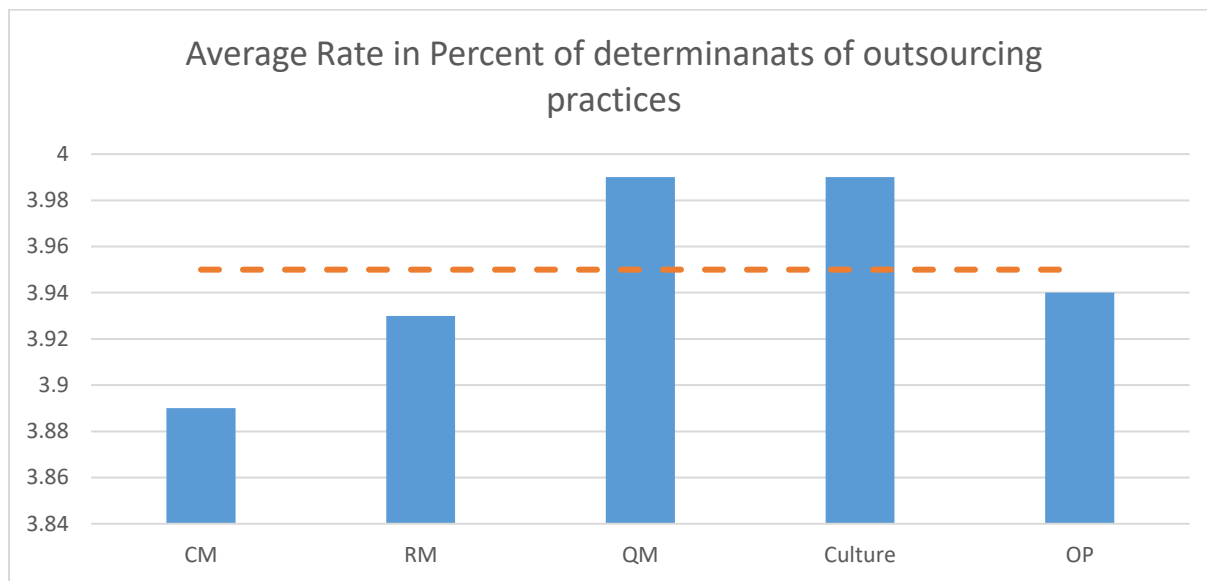


Figure 4.1 mean average relationship of dependent and independent variables

Source: Own Survey, 2024

4.3.3 Quality management

According to respondents, there is an average of 3.989 rates out of 5 for the practice of project Quality management. This rating value indicates there is an average of 79.78% performance of project Quality management in the project. It is above the overall practice score (78.96%) of project management determinants of outsourcing practice. Accordingly, this project management determinants of outsourcing practice the quality management is practiced well. It is also shown in the table that there is a 0.738 standard deviation of the rating 14.76% in terms of percent rating. The average standard deviation of the overall quality management in terms of percent is 14.66%. That means the respondents indicated that there is higher deviation of project quality management practice from the overall determinants of outsourcing practice. As a result, it can be concluded that there is a divergent of deviation practice of quality management across respondents. The practice

of a good project quality management is vital to avoid burden of responsibility by appropriately coordinating project activities and highly run projects to outsourcing performance practices and with great quality. As a result, it can be concluded that there is a high practice of project quality management across respondents. The decline in project quality was the result of several independent and interacting factors. Poor project time management combined with rising material prices associated with longer project durations is probably the main cause of poor project quality control practices. According to PMI, 2013 quality control in a project has an output of completion of a project within budget, schedule and scope. In the case of this research the quality management of the project was approximately intermediate that was equal with the average of the total outsourcing performance practices.

So the project was within required budget but it was out of the schedule time extension was required by the contractor due to several reasons, managing quality properly has a great value for timely completion of a project because of quality has a direct relationship with cost and schedule, as a project goes according to the required quality the project will has a high probability to end within the budget and schedule. Global Knowledge (2020) quality is managed and maintained through the project life cycle and to meet the needs of stakeholder, in this project data interpretations quality is not only to satisfy stakeholders interest but also to manage costs and time bounded of budgeted for specific project.

Quality management was discussed on privies research but which was on manufacturing company not this one was done on water sewerage projects. The study want to show the significant of quality managements on water sewerage projects, most of the empirical study was focus on manufacturing project no in industrial one.

Table 4.3 descriptive determinations of average

Outsourcing Performance	Average (out of 5)	Standard Deviation	Average (%)
Communication Management	3.89	0.733	77.8
Risk management	3.93	0.735	78.6
Quality Management	3.989	0.738	79.78
Cultural Management	3.988	0.714	79.76
Outsourcing Processes	3.944	0.716	78.88
Overall	3.948	0.727	78.96

Source: Own Survey, 2023

4.3.4 Culture management

According to respondents, there is an average of 3.944 rates out of 5 for the practice of project culture practice in outsourcing performance practices. This rating value indicates there is an average of 78.6% performance of project Cultural management in the project. It is above the overall practice score (78.96%) of project management determinants of outsourcing practice. Accordingly, this project management determinants of outsourcing practice the culture management is practiced well. It is also shown in the table that there is a 0.715 standard deviation of the rating 14.3% in terms of percent rating. The average standard deviation of the overall culture management in terms of percent is 14.6%. That means the respondents indicated that there is lower deviation of project culture management practice from the overall outsourcing performance practice. As a result, it can be concluded that there is a convergent practice of culture management across respondents. The practice of a good project culture management is vital to avoid burden of responsibility by appropriately coordinating project activities and highly run projects to outsourcing performance practices and with great culture. As a result, it can be concluded that there is a high practice of project culture management across respondents. The decline in project culture was the result of several independent and interacting factors. Poor project time

management combined with rising material prices associated with longer project durations is probably the main cause of poor project cultural control practices.

According to PMI, 2013 culture control in a project has an output of completion of a project within budget, schedule and scope. In the case of this research the culture management of the project was approximately intermediate that was equal with the average of the total determinants of outsourcing practices. So the project was within required budget but it was out of the schedule time extension was required by the contractor due to several reasons, managing culture properly has a great value for timely completion of a project because of culture has a direct relationship with cost and schedule, as a project goes according to the required culture the project was has a high probability to end within the budget and schedule. Global Knowledge (2020) culture is managed and maintained through the project life cycle and to meet the needs of stakeholder, in this project data interpretations culture is not only to satisfy stakeholders interest but also to manage costs and time bounded of budgeted for specific project.

None of the empirical study which were listed in chapter two were show the significant of cultural management to determine the determinants of outsourcing practices but this study shows how cultural management determine determinants of outsourcing practice compared to empirical study which were listed in this research.

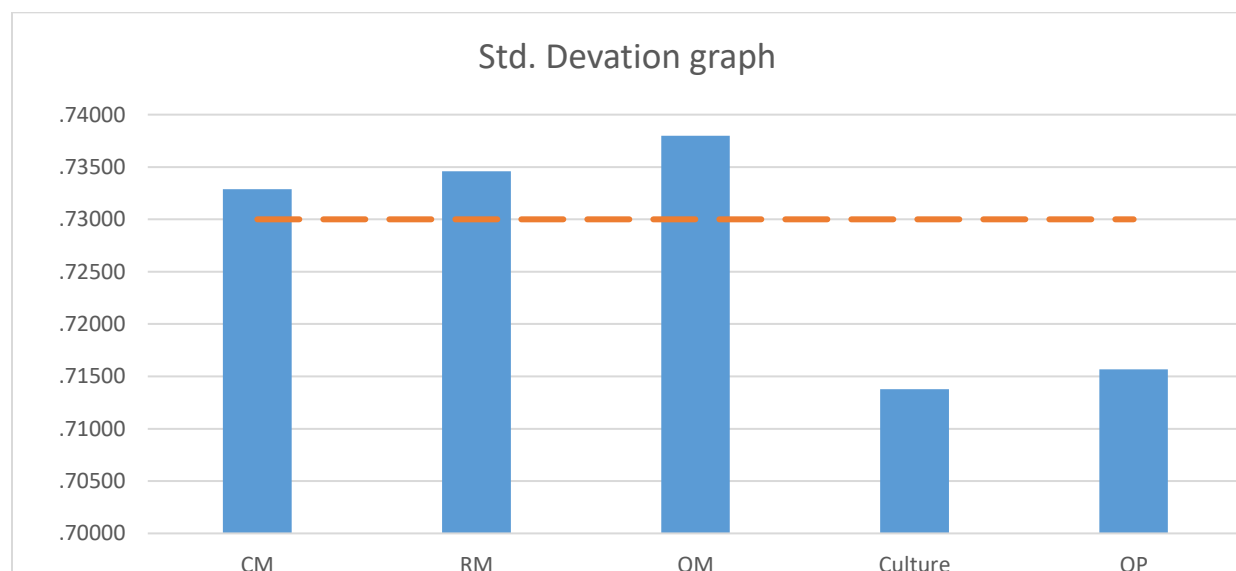


Figure 4.2 standard deviations relationship of dependent and independent variables

Source: Own Survey, 2024

4.3.5 Outsourcing processes

According to respondents, there is an average of 3.944 rates out of 5 for the practice of project processes practice in determinants of outsourcing practices. This rating value indicates there is an average of 78.88% performance of project outsourcing processes management in the project. It is nearly similar to the overall practice score (78.96%) of project management determinants of outsourcing practice. Accordingly, this project management determinants of outsourcing practice the outsourcing processes management is practiced well. It is also shown in the table that there is a 0.716 standard deviation of the rating 14.6% in terms of percent rating. The average standard deviation of the overall outsourcing processes management in terms of percent is 14.6%. That means the respondents indicated that there is mild deviation of project outsourcing processes management practice from the overall determinants of outsourcing practice. As a result, it can be concluded that there is a similar practice of outsourcing processes management across respondents. The practice of a good project culture management is vital to avoid burden of responsibility by appropriately coordinating project activities and highly run projects to outsourcing performance practices and with great outsourcing processes. As a result, it can be concluded that there is a mild practice of project outsourcing processes management across respondents. The decline in project outsourcing processes was the result of several independent and interacting factors. Poor project time management combined with rising material prices associated with longer project durations is probably the main cause of poor project cultural control practices.

According to PMI, 2013 outsourcing processes control in a project has an output of completion of a project within budget, schedule and scope. In the case of this research the outsourcing processes management of the project was approximately intermediate that was equal with the average of the total determinants of outsourcing practices. So the project was within required budget but it was out of the schedule time extension was required by the contractor due to several reasons, managing outsourcing processes properly has a great value for timely completion of a project because of culture has a direct relationship with cost and schedule, as a project goes according to the required outsourcing processes the project was has a high probability to end within the budget and schedule. Global Knowledge (2020) outsourcing processes is managed and maintained through the project life cycle and to meet the needs of stakeholder, in this project data interpretations outsourcing

processes is not only to satisfy stakeholders interest but also to manage costs and time bounded of budgeted for specific project.

In this study the effect of outsourcing processes was discussed more than the empirical study which were listed in this research. In my study outsourcing processes was one of the major determinants of outsourcing practice when you compared to others empirical study my study focuses on construction industry were as the others were in manufacturing company.

4.4 Internal consistency of the measurements

Recreations of the determinants of outsourcing practices in order to see the relationship with the dependent variable that is called determinants of outsourcing practices of sewerage projects of model summery.

Tests of Assumptions

- The dependent variable (DV) is continues variable for this project, because it can be measured by scale and expressed in ordinal. The independent variables (IVs) are continues and ordinal variables because of there is unequal interval for their measurements.
- Linearity test it is significant linearity between dependent and independent variable of a project.

According to the data interpretation of this project the linearity correlation between the dependent variable/determinants of outsourcing and the five independent variables the 't' values for this five independent variables were greater than two (2) values for t, so it is linearly correlation with the dependent variable. The other one in order to check the linearity correlation of independent variables and dependent variables were Collinearity Statistics. In this Collinearity Statistics we check the tolerance of the independent variables for each variables the tolerance of each independent variables should be greater than 0.2 and less than 0.9. In our case in data analysis of the collected data and interpretations five (5) of the independent variables were communication, risk, quality, culture & outsourcing processes had a tolerance values had greater than 0.2 and less than 0.9, so it shows internal consistency of the independent variables management were good linearity correlation ship with the dependent variable that is determinants of outsourcing practices. The other Collinearity Statistics checking method is seeing the values of the variance inflation factor (VIF).

In order to check the linearity correlation between the dependent and independent variables in multiple regression the VIF (variance inflation factor) values of the independent variables should be less than ten(10) greater than one(1). In our case of data collection and interpretation the VIF values for the determinants of outsourcing practices all of the five independent variables risk, quality, culture & outsourcing processes were greater than ten but only communication is greater than one less than ten so only communication management is pass linearity correlation. Due to this reason in coefficient of statics quality management fail. The other four independent variables that were not passes linearity were risk, quality, culture and outsourcing processes.

According to the data interpretation of this project as a general there is multicollinearity for dependent variables/determinants of outsourcing practices and independent variables (communication, risk, quality, culture & outsourcing processes).

Table 4.4 multicollinearity taste

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.052	5	4.010	204.851	.000 ^b
	Residual	.666	34	.020		
	Total	20.717	39			

a. Dependent Variable: dop

b. Predictors: (Constant), op, c, q, ce, r

Source: Own Survey, 2024

The significance of the linearity 'P' value is less than 0.05 so the dependent and independent variables for this project is significantly linear because 'P' value for this interpreted data is 0.000 which is less than 0.05 of linearity standards.

- All values of the outcome for the correlation in table 4.5 on below persons value of this data interspersions is different so this indicate that all questions for the independent variables are independent to each other or the dependent and independent variables are correlate each other.

Table 4.5 correlation table

		Correlations					
		c	r	q	ce	op	dop
c	Pearson Correlation	1	.865**	.845**	.873**	.900**	.970**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	40	40	40	40	40	40
r	Pearson Correlation	.865**	1	.911**	.989**	.983**	.869**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	40	40	40	40	40	40
q	Pearson Correlation	.845**	.911**	1	.925**	.957**	.864**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	40	40	40	40	40	40
ce	Pearson Correlation	.873**	.989**	.925**	1	.986**	.894**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	40	40	40	40	40	40
op	Pearson Correlation	.900**	.983**	.957**	.986**	1	.914**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	40	40	40	40	40	40
dop	Pearson Correlation	.970**	.869**	.864**	.894**	.914**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40

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

Source: Own Survey, 2024

Correlation analysis is reported in what is called a correlation matrix. This is a simple matrix because there are only two variables in the analysis. However, if we had many variables in the analysis, the matrix would be appropriately expanded to include all the variables. Each cell in the matrix contains the Pearson correlation coefficient, the 2-tail significance level, and the number of cases in the analysis. Notice that the cells in the upper right to lower left diagonal show coefficients of 1.00. This result shows the relationship of each variable correlated with itself. The off diagonal cells contain the coefficients showing association between the two variables. The cells are identical because they reflect the relationship between the same two variables. The Pearson relationship coefficient (r) is the foremost common way of measuring a linear correlation. It could be a number between -1 and 1 that measures the quality and course of the relationship between two factors.

When one variable changes, the other variable changes within the same course. A Pearson relationship coefficient of 0.5 shows a direct positive relationship. More by and large, a relationship coefficient between 0.4 and 0.7 is ordinarily considered a direct relationship of emphatically relationship of the factors, though the negative Pearson appears the converse relationship of the factors. In these venture information translation appears extend was apply all independent variable in great administration, because the individual of most factors are above 0.7 that's moderately connect and there is strong relationship among them.

Independency error/ plotting a scatter diagram to appear the relationship between subordinate and autonomous factors. In this case for any match of perception the mistake terms ought to be uncorrelated to each other.

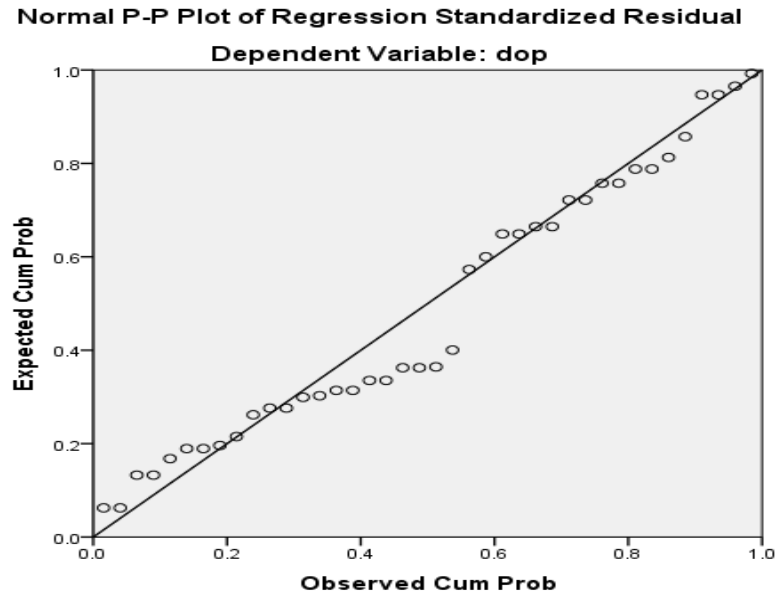
This scatter plot indicates a relationship between dependent and independent variables. This relation is determine by an interval between negative three and positive three for both the dependent and the independent variables, the relationship shows exactly rectangular shape. In the case of this project data intersession the scatter plot shows curved relationship because the scatter plot of dotes are distributed in a wide ways, it's for curved path. The test for independency error in the case of this data presentation there is a good independency error because of the distributions of variance error is equally.

- Homoscedasticity in this assumption we test the values of each predicators variances of the error terms constant or not, if it is constant we conclude the relationship is Homoscedasticity if it is not constant the relationship is heteroscedasticity. Homoscedasticity describes a situation in which the error term (that is, the “noise” or random disturbance in the relationship between the autonomous variables and the dependent variable) is the same across all values of the independent variables. In this data integration of the given project the amount of error for the distance across the line is similarly increasing or decreasing, not move very far away from the line so there is a slightly similar distance from the line so the dependent variable/determinants of outsourcing practices and the independent variables (communication, risk, quality, cultural management & outsourcing processes) are homoscedasticity.
- In table 4.6.2 shown below the Durbin-Watson has a positive correlation because the independent variables has less than two (2) Durbin-Watson values for the project of data

interspersed is 2.496. According to data presentation of this project the Durbin-Watson is 2.496 that tell us the independent variables and the dependent variables have a positive relationship, because for any regression if the value of Durbin-Watson is between 1.5 to 2.5 the dependent variables and the independent variables are positive relationship. For Durbin-Watson values between 2.5 to 4.0 the variables has a negative relationship, if the values of Durbin-Watson is between 0 to 1.5 the dependent and the independent variables has a weak relationship. In this study the data presentation tells us there is a positive relationship between dependent/Determinants of and independent variables and the outsourcing performance practices.

- Multicollinearity assumptions of the regression test if indicator variance inflation factor (VIF) is less than or equal to ten (10) we conclude there is multicollinearity for the dependent and independent variables. According to table 4.6.4.in the coefficient table there was a multicollinearity problems for all independent variable because of the FIV values for all the independent variables (risk, quality and culture management) has a multicollinearity relationship because the FIV value is less than ten (10) only communication management pass this tastes.
- Normality test of assumption of multiple regression is used to test the normal distributed of errors. According to skewness and kurtosis the variables are normality distributed because the skewness and kurtosis was at the range of -1 and +1 based on descriptive taste. While checking the shapiro-Wilk of the data presentation of this project the 'P' values of the variables are greater than 0.05 it is according to shapiro-Wilk the variables are normally distributed if and only if the 'P' value is greater than 0.05. Using descriptive and exploring it to check the normality of all the four variables only all of them were normally distributed.

Figure 4.4: Normal P-P Plot of Regression standardized Residual homoscedicity of dependent and independent variables.



Source: Own Survey, 2024

This probability- probability plot (P-P Plot) utilized to appear the ordinarieness disseminations of the subordinate and free factors, in this information introduction us you see within the figure 4.4 the free factors are dispersed ordinarily since on the off chance that you see the straight line the debt that goes inside the line is similarly conveyed the remove between them is slightly break even with. So typically utilized to conclude that the typicality of the factors are conveyed ordinarily

Multiple Regression

Different relapse examination permits analysts to evaluate the quality of the relationship between result (the subordinate variable) and a few predictors/independent factors as well as the significance of each of the indicators to the relationship, regularly with the impact of other indicators measurably disposed of.

Table 4.6.1 multiple regression Variable entered table

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	op, c, q, ce, r ^b	.	Enter

a. Dependent Variable: dop

b. All requested variables entered.

Source: Own Survey, 2024

Table 4.6.2 multiple regression Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.984 ^a	.968	.963	.13992	2.496

a. Predictors: (Constant), op, c, q, ce, r

b. Dependent Variable: dop

Source: Own Survey, 2024

96.8% of the variance is coming for in determinants of outsourcing practices and the independent variables. The R Square statistic tells us the proportion of variance in the dependent variable that is accounted for by the independent variables. In this case the model accounts for 96.8% of the variance in the independent variables, Respondent's. The adjusted R square is the coming for number of predicted variables that is including in the model. The adjusted R Square is lower, indicating 96.8% of the variance is the dependent/ determinants of outsourcing practices of sewerage project is accounted for by the model. This is interpreting by 96.8% of the dependent variable is explained by the independent variables.

The "R" column represents the value of R, the multiple correlation coefficient. R can be considered to be one measure of the quality of the prediction of the dependent variable; in this case. A value of 0.984, in this research, the value of R indicates a good level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be determined by the independent variables (technically, it is the proportion of variation accounted for by the regression model above and beyond the mean model). You can see from our value of 0.968 that our independent variables explain 96.8% of the variability of our dependent variable.

This study analysis and discussions of the Model summery for these five independent variables were never listed this much present necessity of the independent variables and dependent variable (determinants of outsourcing practices) compared to the empirical study which were listed in this study.

Table 4.6.3 multiple regression ANOVA

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.052	5	4.010	204.851	.000 ^b
Residual	.666	34	.020		
Total	20.717	39			

a. Dependent Variable: dop

b. Predictors: (Constant), op, c, q, ce, r

Source: Own Survey, 2024

When doing regression analysis we decide whether or not there's a relationship between the autonomous variable and the subordinate variables by analyzing the ANOVA table. This were thought of as generally fit of the regression show. On the off chance that the F measurement was noteworthy, we were expected the autonomous variable, taken together, have a relationship with the subordinate variable. In this case, the likelihood of the F measurement for the regression analysis is 0.000, it is less than the level of noteworthiness of 0.05. So we say that there's a solid relationship between the subordinate variables and the free variables.

In the previous study of empirical studies researches which were discussed in chapter tow of my study the independent variables were not similar to my study, so this study contribute reference for further researches in similar title and related work. The alpha (P) value for the independent variables 0.000 this show the significance of independent variables to determine dependent variable.

Table 4.6.4 multiple regression Coefficient

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.073	.132		-.550	.586	
	c	.700	.077	.704	9.110	.000	.158
	r	-1.061	.249	-1.069	-4.266	.000	.015
	q	-.213	.135	-.216	-1.577	.124	.050
	ce	.721	.245	.706	2.943	.006	.016
	op	.857	.377	.842	2.274	.029	.007

a. Dependent Variable: dop

Source: Own Survey, 2024

According to the data that is collected from the project and interpreting it in multiple regression among the five independent variables except cultural management all of them had alpha (P) value of less than 0.05 (5%), only cultural management 15.8% which was greater than 5% it was due to linearity failures. So this indicate that all of the independent variables were significantly related to the dependent variable which was determinants of outsourcing practices. Cultural managements were insignificant. The Beta coefficient of the five independent variables were explain due to the alpha (P) values were less than 5% Beta coefficient as the standard deviation increase by one (1) the communication management also increase by 0.704, cultural management was increases by 0.706, outsourcing processes also increases by 0.842 but risk management decreases by 1.069 and quality management was also decrease by 0.216. All independent variables were significant, so we conclude controlling outsourcing practice gives of successes full projects.

Table 4.6.5 multiple regression Residual Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1559	4.9103	3.8813	.71704	40
Residual	-.21476	.33998	.00000	.13064	40
Std. Predicted Value	-2.406	1.435	.000	1.000	40
Std. Residual	-1.535	2.430	.000	.934	40

Source: Own Survey, 2024

In multiple regression for coefficient of statics my study was different from similar researches which were discussed in the empirical study among the five independent variables (communication, risk, quality, cultural managements & outsourcing processes) only communication management were insignificant for determinants of outsourcing practices the other four independent variables (quality, risk, cultural managements & outsourcing processes) were significant for dependent variable (determinants of outsourcing practices). On Anova table we were seen the sum of independent variable significance, when we come to coefficient of statics table we would observe significance of each independent variables individually, due to this quality management were failed in this table because of its alpha (P) value was 0.124 (12.4%) that was greater than 0.05 (5%). This discussion & analysis was only for this data interpretation none of the empirical study had such type of discussion & interpretation

The independent variables were significant that means in order to have successful outsourcing project managing these independent variables properly. The model summary of multiple regression result tell us how much present of the independent variables were needed for the dependent variables in this case we seen the model summary table and the R square result tell us ninety six point eight percent (96,8%) of the independent variables were needed for determinants of outsourcing practices. When you come to Anova table the average of independent variables were significant to the dependent variables that was 0.00 values of alpha or P values that means significances values of the independent variables for dependent variables. The Coefficients tables of multiple regression tell us how each independent variables were significant to the dependent variable. In this study each independent variables were significant to the dependent variable except communication management it was 15.8% that was greater than 5%.

CHAPTER FIVE: - CONCLUTIONS AND RECOMMENDATIONS

5.1 Summary of the findings

The finding that there was a significant relationship between each of the independent variables and dependent variable determinants of outsourcing practices. All the independent variables have their own significant relationship with determinants of outsourcing practices sewerage projects. According to data interpretations the findings were as shown below

- ❖ Cultural managements was practiced above the averages of determinants of outsourcing practices within lower standard deviation than the averages standard deviations.
- ❖ Communication managements and Risk managements were practiced lower with the average determinants of outsourcing practices within higher standard deviations than the average standard deviations.
- ❖ Quality management was practiced higher than the average determinants of outsourcing practices within higher standard deviations than the average standard deviations.
- ❖ Outsourcing Processes was practiced similar to the average determinants of outsourcing practices within lower standard deviations than the average standard deviations.
- ❖ In the data presentation of this project before multiple regression analysis is applied there was different assumption of regression tastes were used, some of the assumptions regression taste used in result findings were; variable types taste, linearity taste, independency taste, independency errors, Homoscedasticity taste, multicollinearity taste and normality tastes were tasted. From the pretests of the projects data interpretation all of the tastes were green pass for multiple regression, due to this there were no fault on the multiple regression.
- ❖ For multiple regression of a given project variables model summery indicates R square value has 96.8% of the dependent variables variance is depend on independent variables. This model summery also have a Durbin-Watson values of 2.496 indicates positive interactions of variables.
- ❖ The Anova table of multiple regressions of dependent and independent variables the 'P' value is 0.000, it less than 0.05 or 5% according to the regression rule if the 'P' value is

less than 0.05 the variables have significant result, so this 0.000 'P' value indicates the given project has a significant result of dependent and independent variables.

- ❖ In coefficient of multiple regression all of the independent variables (communication, risk, quality, cultural managements and outsourcing processes) were had less than 0.05 'P' value which is good relationship with determinants of outsourcing practices and it fulfill significant result for the given project data interpretation.

5.2 Conclusions

The main objectives of this study is to explain determinants of outsourcing in the case of Addis Ababa Water and Sewerage Authority (AAWSA). The questions were prepared weather the five independent variables were factors of determinants of outsourcing practice in Addis Ababa water and sewerage authority sewerage projects or not. In the above section of findings, major findings were listed. Based on these findings, conclusions were gathered by the study.

- A project to be successful if and only determinants of outsourcing practices all determinants equally as expected level, managing only some determinants cannot make good determinants of outsourcing practices. In this study all the independent variables such as communication management, Risk Management, Quality Management, Cultural Managements and outsourcing processes were practice according to the above findings.
- Communication management, Risk management, Quality management, Cultural managements and outsourcing processes were good practiced in the project. According to this study to become successful project management this three independent variables should continue us usual. Communication management and risk management's need a little bit increase in managing at the project according to the above finding.
- For multiple regression the dependent and independent variables of data interpretation of a given project there is a strong relationship between dependent and independent variable. Overall multiple regression shows the dependent variable is strongly related with independent variables according to the above finding.
- According to model summery findings the dependent variables were significant to the dependent variables.

- The Annova table on the finding table shows the independent variables were very important to determine the dependent variables that was about ninety six point eight percent of the project were completed while a project manager properly managed on the five independent variables.
- The company uses these three ways of communication on the outsourcing projects namely:
 - on written documents, on audio and company's social media.
- Communication was significant for outsourcing in sewerage works due to the outsourced needs to guide each activities of a works.
- Outsourcing is important in the future if they control it properly in order to finish a work on time, on the given budget and in a required quality and also it is important to work opportunity for young's.
- The main risk taker in outsourcing is the company itself. The outsourced workers were not have a capacity for higher risk that were the death of human being, but for the material damages and work error the workers can take a risk.
- Culture is important in outsourcing in order to finish the given work on time, the habits or conditions of a place, languages and workers religious ceremony. The main outsourcing cultures were religious ceremony which is on working days, working hour, workers languages and rural culture on the work.

Outsourcing performance practice in Sewerage project Needs to Improve

- Communication management and Risk managements were slightly practiced. So it needs to improve these determinants of outsourcing practices and enhance success of projects by monitoring the existing performance on these determinants of outsourcing in order to complete a project more than know.
- Quality management, Cultural managements and Outsourcing Processes could be similarly managed as usual in order to have good determinants of outsourcing in water and sewerage projects.

5.3 Recommendation

Based on this findings and conclusion there were different Recommendations to be suggestion. The Addis Ababa Water and Sewerage Authority (AAWSA) Projects should maintain their project communication, Risk management, Quality management, Cultural management and Outsourcing Processes practices since they were strong in applying these outsourcing performance practices by surveying the esteem of these project administration determinants of outsourcing peractices on productivity and partner fulfillment within the project; by getting their customer's input to overcome best one that make to extend fruitful completion in terms of project administration outsourcing performances practices.

Sewerage project should improve their Project communication management and Risk managements. Since practice level of these project management determinants of outsourcing practices were obtained with high degree of inconsistency across. So the water and sewerage projects, individual firms should internally assess their practice on these determinants of outsourcing practices and monitoring the existing performance on these outsourcing performances to enhance success of their projects in order to finish their project timely and on a required quality.

Water and Sewerage projects should maintain their Project monitoring and controlling process group on determinants of outsourcing is practiced well consistently (convergent/similarly) since they are strong in terms of running these process groups. By benchmarking the best practice in these process groups, guiding structure for the managing a project from start to finish.

Water supply projects companies should improve their communication management and Risk managements were practiced as they were weak in terms of running this process group by monitoring the existing performance on these process groups to enhance the outsourcing performances practices of their projects.

Detail appraisals ought to be conducted among diverse businesses. It can be conceivable to have detail Think about on the one of single project administration information range. This would empower to evaluate the effect of a certain information region by examining on each necessities and exercises included within the outsourcing performances and typically awesome way of taking the most excellent effect case and to share lessons learned.

A project to determine outsourcing practices at list there should be a moderate correlation ship between dependent and independent variables. The multiple regressions of the dependent and independent variables were fulfil all summery model, Anova table, coefficient statics and Debrian-Watson standards for the dependent and independent variables relationship. The coefficient statics table should the 'P' value of less than 0.05 in this data presentation all the requires in multiple regression such as anova, model summery and coefficients of statics were fulfilled for the independent variables that were communication management, risk management, quality management, cultural managements and outsourcing processes were successfully practiced in the project.

5.4 Implication for further research

This research is implemented in scope to AAWSA with only variables such as:- communications managements, risk managements, quality managements, cultural managements and Outsourcing Processes in the independent part of variables to determine the dependent variable of determinants of outsourcing practices. Moreover the geographic area was also limited to Kolfe Keranio branches. Therefore

❖ Moreover, additional study should be carried :-

- More researches should done on this topic for the purposes of how Sewerage projects become successful.
- More researches should done in order to avoid causes of delays on Sewerage project and to show the impacts of the determinants of outsourcing practices in a Sewerage project.
- Future study should be done more on how the determinants of outsourcing practices applicable in project phases.
- Future studies should be conducted by focusing on issue gaps to develop the importance of the determinants of outsourcing practices for timely completion of Sewerage projects.

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APPENDIX

QUESTIONNAIRE

St. Mary's University Faculty of Business and Economics

Department project management

Dear respondent, I am a graduate student in the department of project management, St. Mary's University. Currently, I am undertaking a research entitled 'Assessment practice of outsources in Addis Ababa Water and Sewerage Authority Projects tin he Case of Addis Ababa kolfe branch Projects. You are one of the respondents selected to participate on this study. Please assist me in giving correct and complete information to present a representative finding on the current status of the 'Determinant practice of outsources in Addis Ababa Water and Sewerage Authority Projects in the Case of Addis Ababa kolfe branch. Your participation is entirely voluntary and the questionnaire is completely anonymous. Finally, I confirm you that the information that you share me will be kept confidential and only used for the academic purpose. No individual's responses will be identified as such and the identity of persons responding will not be published or released to anyone. All information will be used for academic purposes only. Thank you in advance for your cooperation and dedicating your time!

Writing Name is not provided!!!!

Section I: Background Information

Please write your answer in the blank spaces provided or Choose from the choices given and circle your answers to the questions that are described below.

Ser. No.	Questions	Enter or circle your answers.
1	What is your gender?	A. Male B. Female
2	What is your age?	A. 20 to 25 B. 26 to 30 C. 31 to 35 D. 36 to 40 E. 41 to 45 F. Above 45
3	What is your profession?	A. Site Engineer B. Office Engineer C. Supervisor D. Project Manager E. Others (Specify)
4	What is your education level?	A. Certificate B. Diploma C. First degree D. Masters (Second degree) E. PhD
5	What is your current marital status?	A. Single B. Married C. Divorced/Separated D. Widowed
		A. Site Engineer B. Office Engineer

6	What is your current job title (position) in this company?	C. Supervisor D. Project Manager E. Project coordinator Others (Specify)
7	For how many years have you worked in this company with your current job title (position)?	A. Less than 1 Year B. 1 to 3 Years C. 4 to 6 Years D. 7 to 10 Years E. More than 10 Years
8	For how many years have you worked in this company in total?	A. Less than 5 Years B. 6 to 10 Years C. 11 to 15 Years D. More than 15 Years
9	Have you received any training in project management?	A. Yes B. No

Part II: Please tick (✓) one appropriate response for each statement (item) the level at which you feel that they are implemented by the company you are currently working with

Use 5 = for Strongly Agree 3 = for Neutral 1 = for Strongly Disagree

4 = for Agree 2 = for Disagree and

I. Communication of Outsourcing Phase

Ser. No.	Items	1 SDA	2 DA	3 N	4 AG	5 SA
1	AAWSA Put clear and suitable communication options as soon as possible in your projects on outsourcings.					
2	There is adequate communication frequency between AAWSA and contractor.					

3	AAWSA choose the most Effective Communication Tools.					
4	Communications determine terms that are not properly agreed upon.					
5	The project developed appropriate project communication approaches and plans to communicate with its stakeholders.					
6	The project communicated and worked with stakeholders to meet their needs/ expectations throughout the project life cycle.					
7	Communication is critical factor for outsourcing in your project.					

II. Risk Management of Outsourcing Phase

Ser. No.	Item	1 SDA	2 DA	3 N	4 AG	5 SA
1	Outsourcing is one of a risk factor in our project.					
2	There is poor risk management in outsourcing.					
3	Overdependence on the external provider is one of a risk which is happened on your project.					
4	Regulatory compliance requirements is a risk on outsourcing.					
5	Risk management activities for a project were clearly defined.					
6	Delay is one of the risk which is happened due to poor risk management.					

III. Quality Management practice

Ser. No.	Item	1 SDA	2 DA	3 N	4 AG	5 SA
1	There was continuous audit on quality requirements and results from quality control.					
2	There are clear quality requirements and standards in the project outsourcing.					
3	Quality management systems emphasize documentation and traceability.					
4	Projects have used outsource quality management teams to simply validate the existence of quality management deliverables.					
5	Outsourcing involves handing over quality control responsibilities to an external party.					
6	Commissioning an independent local auditing company to examine the contractor's capabilities and quality controls can be a good way of getting a clearer picture.					
7	Quality assurance outsourcing helps to ensure that the final product meets the requirements and expectations of the customer.					

IV. Culture of Outsourcing Phase

Ser. No.	Item	1 SDA	2 DA	3 N	4 AG	5 SA
1	Culture between AAWSA and contractors create misunderstanding on your outsourcing.					
2	Cultural misunderstanding between AAWSA and contractors may cause of conflict on outsourcing.					
3	Effective outsourcing can determined by good working cultural management.					

4	Cultural difference is a challenge for outsourcing.					
5	Before recruitment for outsourcing working culture on that project is considered.					
6	Cultural compatibility moderated the effects outsourcing on determinants of outsourcing practices in a project.					
7	Misunderstanding of culture causes conflicts between stakeholders.					
8	Outsourcing considered norms and behavior of the environments					

V. Outsourcing Processes Phase

Ser. No.	Item	5 SA	4 AG	3 N	2 DA	1 SDA
1	All changes to the project were controlled.					
2	The project properly compiled each project financial and technical documents.					
3	The project properly finalized all activities across all Project activities to formally complete the project or phases.					
4	Generating, gathering, and disseminating information to formalize phase or project completion.					
5	The project got Post – project sustained impact evaluation in the years after project closeout.					
6	Contract was completed and settled properly.					
7	The project has appropriate claim resolution mechanisms.					
8	There is Poor ongoing management and Monitoring on outsourcing.					
9	Review and improvement process affect outsourcing positively.					

IV. Determinants of Outsourcing Practices Phase

Ser. No.	Item	5 SA	4 AG	3 N	2 DA	1 SDA
1	AAWSA Projects are far better accomplished on time by means outsourcing.					
2	AAWSA Projects are accomplished using outsourcing within the given budget.					
3	The project properly monitored status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan,					
4	The project monitored status of the project to update the project costs and managing changes to the cost baseline.					
5	There was effective monitoring and recording of results of executing the quality activities.					
6	AAWSA Projects meets its quality standards using outsourcing.					
7	There was effective monitoring of overall project stakeholder relationships and adjustment strategies and plans for engaging stakeholders.					
8	Good managements in outsourcing is important to avoid delay.					
9	Overall, there is good outsourcing performance.					

Part III: Write the appropriate response for each statement (item) the level at which you feel that they are implemented by the project you are currently working with

1. Why is Communication significant in Outsourcing?

2. Why culture is important for Outsourcing?

3. Will outsourcing importance growth in the future? If so why?

4. What are the main outsourcing culture in your project?

5. What are the outsourcing recruitment processes in your project?

6. Write three factors that influence to use outsourcing in project

7. How do you maintain quality when outsourcing?

8. Which services or job functions are hired out to a third party on a contract or ongoing basis?

9. List at list three ways how to communicate for outsourcing.

10. What is operational risks in outsourcing?

THE END THANK YOU