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St. Mary's University, Ethiopia

SCHOOL OF GRADUATE STUDIES

ASSESSING THE EFFECT OF CORPORATE CULTURE DIMENSIONS ON PROJECT PERFORMANCE OF ETHIOTELECOM BUSINESS SUPPORT SOLUTION PROJECT

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**JULY 2017
ADDIS ABABA, ETHIOPIA**

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SUPPORT SOLUTION PROJECT**

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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
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LIST OF ACRONYMS

BSS	Business Support Solution
ERP	Enterprise Resource Planning
IS	Information System
ISD	Information System Division
IT	Information Technology
ITSD	Information Technology Service Design
ITSSPM	IT Service Strategy and Project Management
ITST	Information Technology Service Transition
TEP	Telecom Expansion Program

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ABSTRACT

Telecom service providers, like ethiotelecom, were challenged due to the rapid changing and advancement of technologies. So that they implement many Information System projects to align with such rapid advancement of technology, even though most of them were failed. Many studies shows that corporate culture dimensions are one among other factors for the failure of these projects. The purpose of this study is to assess the status of corporate culture dimensions and its effect on Business Support Solution project performance at ethiotelecom. Descriptive and correlational statistical analyses were used to analyses data, present and explain the relation of those dimensions on Business Support Solution project performance. A sample size of 101 project implementation participants was used for this study and convenience sampling was used to collect data and analyses. In addition interview or related literatures used to get an in-depth understandings. The study finding indicated that Business Support Solution project implementation is influenced due to lack of project specific reward and recognition, lack of project specific training and development, delaying of effective decisions required, individuality in task implementation with in strong culture of teamwork. As a result, Business Support Solution project is delayed, over budgeted and stakeholders as well project participants were unsatisfied. Furthermore the study reveals that there is a strong positive and statistically significant linear relationship between corporate culture dimensions and Business Support Solution Project. In general, the company gives much attention to teamwork and communication rather than training, reward and effective decision makings during BSS project implementation. The researcher recommends that project managers should consider and put in place those corporate culture factors to support the success of their projects and they also have to realize them before the project is started through analyzing and identifying their effect on project performance of other related or different projects.

Keyword: Corporate culture, Project performance, Communication, Training, Reward, Teamwork, Decision Making.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Due to the effect of globalization and rapid advancement of technology, competitions and ambitions for profitability growth, companies prefer to use different projects as means for the implementation of their strategic goals. Let us assume that we are assigned to work with other companies for particular tasks such as project integration activities or may be assigned to visit them and if facing something that was not experienced before, such as looking peoples working healthfully, dressing well, knowing of what they are doing, knowing of their scope, sharing of knowledge, working together, applying of communication channels, feeling sense of motivation, taking risks and participating in decision making and so on, what will be the filling? in comparing through thinking of it with other aspects, such as, the employees you are working whom don't know what to communicate and to whom, what to work with you and where, lack in readiness to do the job, loss of interest and requesting to come on another day and many more. This kind of norms and customs are termed as organizational culture and also known as "Corporate Culture" which consist of norms, values, beliefs and inter personal behaviors that create a climate to influence on how well people communicate, plan, work together, motivated and make decisions (Chandan, 1994; Kondakar, 2007).

Every organizations, be functional, projectized, or matrix one are expected to have their own culture. A culture defined as "(a means to) promote coordination of a variety of tasks, serve as a method for socializing and developing people, and establish methods for moving information around the organization" (as cited in Kendra & Taplin, 2004, pp 34-35). Moreover, the culture of an organization is composed of the values, beliefs, experiences and behaviors of the people that create the organization, defining the way that the organization does the work (Gibson, Ivancevich & Donnelly, 2012). Organizational culture, according to Schein (2010), is an idea used to describe the mindset, attitudes, experiences, beliefs and values of an organization that are shared by peoples and used to control the way they interact with each other and with stakeholders.

Nowadays, any kind of activity's believed to be a project, which has a complex characteristic, definite time and finishing with the efficient performance usage of allocated resources for

successful results (Toader, Brad, Adamov, Marin & Moisa, 2010). Projects also executed with in established corporate cultures by starting through identification and analysis of the project needs and finishing with in time, budget and quality. Usually organizations perform, be a management, construction, health related, IS, manufacturing, or scientific research, projects to achieve their corporate mission, vision, and objective and core value. But different studies indicated that the project performance of these organizations was not on time, within budget and of required quality; sometimes projects were delayed, failed or canceled. According to different international studies the main causes to the success, failure or cancelation of projects are related to the availability of the personnel who has the required knowledge and competence, organizational culture and conflict of interest, clarity of the set of requirements, communication (Toader et al, 2010; Alfaadel, Alawairdhi & Al-Zyoud, 2012).

The most important factor affecting the success of project implementing organizations is the organization's culture. Organizational culture determines the importance of project manager competencies, performance measurement or project metrics, business processes that are employed to perform project work, and manage team members to the project success (Kendra & Taplin, 2004). So that project leader should understand the impact of their corporate cultures, this is because "Culture is potent. It can block an organization's (or project's) strategy, or it can catalyze it." (Suda, 2007, p.1), and asserts that project leaders lacking in cultural awareness can become limited by the norms, values and beliefs of the base organization's culture, they may have difficulty in understanding and adapting to different norms and behaviors across the organization. Suda (2007) further point out that the more a project leader understands the influence of their base corporate culture, they will be more effective in gaining support and guiding the project through the project life cycle.

1.2 Background of the Organization

Ethiotelecom, previously known as the Ethiopian Telecommunications Corporation (ETC), is an integrated, government owned telecommunications services provider in Ethiopia, providing internet and telephone services with the direction of the government of Ethiopia as well the strong ambition of the organization to become a '*world class telecom service operator*'. The organization performed different projects under Transformation Program Office (TPO) in order to change the working culture, expanding the network coverage and increase revenue with the support of Wipro

consulting group (WCG). These initiatives (projects) bring the birth of ethiotelecom (Ethiotelecom, 2017).

To achieve telecom sector growth and transformation program objectives, ethio telecom signed a 1.6 billion dollar worth TEP contract with Chinese companies through the government's multi-vendor financing and implementation strategy in order to solve the quality and capacity challenges, to expand and improve the network coverage in both rural and urban areas, to increase the number of mobile and data users as well as enhancing of the customer satisfaction.

Figure 1.1: TEP Project Lots



Source: Ethiotelecom's project charter (2011)

TEP had six project lots categorized in to Telecom Network Expansion (TNE) Projects (Lot 1, 2 and 3 of figure 1.1) and Business Support Solution (BSS) (Lot 5 and 6). Lot 5 and Lot 6 projects are IS projects and deployed by HUAWEI and ZTE telecom solution providers under project ownership and supervision of ethiotelecom's ISD, which comprises six departments three of them, ITSSPM, ITSD and ITST, are BSS project implementing units. These lots (lot 5 and 6 of Figure 1.1) were used to optimize the sales, marketing, customer service and technical service process of the company through the deployment of Customer Relationship Management (CRM), Convergent Billing System (CBS), Contact Center (CC), Mobile Value Added System (mVAS) Solution which was collectively named as Business Support Solutions Projects?

1.3 Statement of the Problem

Understanding the performance or progress of a project can help to know and improve the projects future. A failed project can be described as one delayed, over budget, out of scope or ultimately canceled. On the other side, a project is said to be successful when the project is on time and within budget, with in scope, with in the satisfaction of the customers or project stakeholders, meeting of its objective, quality specification, project risk, safety standards, health, environmental, cultural and security requirement (Storm & Janssen, 2004; Schwalbe, 2010).

Regardless of the importance of IS projects to the organization, a large percentage of this projects failed to deliver the benefits for which they were initiated. According to the CHAOS report, after the survey conducted by Standish Group on 2015 on 50,000 IS projects to analyses their performance progress, 29% of the projects were successful (on time and on budget with a satisfactory result) while 19% of the projects were failed and the remaining 52% projects were challenged (Hastie & Wojewoda, 2015). The major factors which affects the performance of IS projects in an organization includes: the lack of senior management support, shortage of required skills, poor project management practices, lack of training and development, poor communication and teamwork, poor reward and recognition system, lack of timely decision making (Jumba, 2013; Ochiel, Iravo & Wandera, 2017; Rao & Korrapati, 2017). In general, Ochiel et al (2017) additionally emphasize that failure in the organizational context attributed to leadership, corporate culture, corporate project knowledge base, and top level management support.

Based on this understanding and past observations of ethiotelecom's project implementation progress, the company is challenging on implementing projects successfully as expected to be completed within the given or specified time, budget, users satisfaction, quality, resources and scope because of different problems like lack of senior management support, shortage of required skills, lack of motivations and others which are mostly related to the corporate culture of the company. Since this problem is visible throughout the implementation of Information System projects plus these projects are implemented within the culture of the company, it will be better to see the status of the company's corporate culture dimensions and their influence on BSS project, which is one of the categories under Information System related projects. So that, the research has interest to assess the status of the corporate culture dimensions at ethiotelecom and their influence on the performance of BSS project.

1.4 Study Question

Any projects, like ethiotelecom's BSS project, expected to be implemented within the culture of the project owner company, ethiotelecom and that corporate culture dimension of the company has influence on the progress of the projects. This study will find their influence on project performance through addressing the below basic questions:

- What is the status of corporate culture of ethiotelecom?
- What is the status of Business Support Solution (BSS) project of ethiotelecom?
- What is the effect of corporate culture dimensions on Business Support Solution project of ethiotelecom?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of the study is to assess the status of corporate culture dimensions and their effect on BSS project performance of ethiotelecom.

1.5.2 Specific Objective

The specific objective of this study is:

- 1) To assess the status of corporate culture dimensions at ethiotelecom.
- 2) To assess the status BSS project performance of ethiotelecom.
- 3) To examine the effect of corporate culture dimensions on BSS project performance of ethiotelecom.

1.6 Significance of the Study

The researcher believes that the study result of this paper will be helpful to project managers to consider the influence of cultural dimensions upon measuring of their project performances and improving their project management approaches. The study results also will be very much important to organizations in reducing the failure of their small to more complex projects. It is helpful to recognize the importance of team working, effective communication and decision making, training and development, rewarding and recognitions for project implementers

hardworking and commitment. Finally, the conclusion and recommendation of the study will be useful to academicians as bases for further studies through incorporation of many more corporate cultural dimensions.

1.7 Scope and Limitations of the Study

The scope of this study is to assess the status and effect of corporate cultural dimensions which are teamwork, communication, training and development, rewarding and recognition, and decision making only. This study is focused on the period between Jan/2008 to April/2017 and used project implementation participants of ethiotelecom ISD employees. Besides, the study summarizes its findings only based on the data obtained from sample respondents from ethio telecom ISD sub-divisions (departments) which are ITSSPM, ITSD and ITST. This is because, they are the only departments in ethiotelecom which are fully engaged in IS related project implementation like BSS, ERP, Data Warehouse and others.

The researcher also noticed that limitations are expected during the time of doing researches, Accordingly the researcher were challenged during the study period like non-availability of important respondents due to annual leave, duty and so on. However, attempts were made to challenge these limitations and attain the main objective of the study.

1.8 Definitions of Terms

Business Support Solution (BSS): BSS can be described as a collection or group of different system (Contact Center, Customer Relationship Management (CRM), Convergent Billing System (CBS), VAS, integration of them, etc.) used to optimize the business process of ethiotelecom.

Corporate culture: also known organizational culture, is the set of shared norms, values, beliefs and inter personal behaviors that create an environment to influence on how people communicate, plan, work together, motivated and make decisions (Chandan, 1994; Kondakar, 2007).

Lots: is a particular group, collection, or set of solutions or systems.

Solution: it is a group of systems or software's working together to solve company's problem through optimizing its business processes.

System: a software or platform used to support specific activity of the company.

Users: ethiotelecom employees who use different BSS solution for performing their day to day activities.

Customers: anyone can be an individual or enterprise, who actually uses ethiotelecom services directly or indirectly through retailers.

Project implementers: anybody who is participating and contributing something during the implementation of projects.

1.9 Organization of the Study

The paper is organized into five chapters. Chapter one includes background of the study, background of the organization, definition of terms, statement of the problem, study questions, general and specific objective, significance of the study, scope of the study, and limitation of the study. Chapter two also devoted to the review of related literature that used to support the result of the findings. Chapter three introduces the study design and methodology in which the study design, population, sampling technique, source of data, data collection instruments and procedures, method of data analysis as well as ethical considerations. In chapter four the data is presented through frequency count, percentage, table and graphs and then the presented data is interpreted and analyzed. Finally, chapter five presents the summary, conclusion and recommendations of the findings.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

2.1.1 Concept of Corporate Culture

Variety of scholars gives the definition and describes the concept of corporate culture in different ways. for instance, Robbins & Judge (2013) define it as a “system of shared meaning held by members that distinguishes the organization form other organization” (p.512), which initiate staffs for innovation and taking risks, encourage staffs to give attention to details, encourages management to focuses on results or outcome, insist management to participation upon decision making, emphases on team working rather than individual working, motivates staffs to work hard (Robbins & Judge, 2013). Organizational culture, also known as corporate culture, is the set of shared values, beliefs, and norms that influences the way employees think, feel, and behave toward each other and toward people outside the organization (George & Jones, 2012).

Organizational culture can be considered as the shared assumptions people and groups learn to follow as they attempt to address opportunities and problems facing the organization. These beliefs and values are taught to new recruits who become members of an organization when they learn to perceive, think, and feel about these opportunities and problems in the same way as existing employees (George& Jones, 2012). On the other hand, Schein (2010), additionally elaborate the definition and concept of corporate culture as a means to describe the psychology, attitudes, experiences, beliefs and values of an organization that are shared by people and used to control the way they interact with each other and with stakeholders. Corporate culture consists of norms and values of an organization as well as management styles, priorities, belief and interpersonal behaviors that prevail this together create an environment that influences how people communicate, plan and make decisions (Chandan, 1994; Kondakar, 2007).

Furthermore corporate culture can help to promote supportive work attitudes and behaviors which increase organizational performance (George & Jones, 2012), it can also help to develop professionalism among corporate employees, to promote standardization in various corporate units or sub-units which in turn reduces conflict to a great extent, to promote communication that improves productivity and job performance(Kondakar, 2007). In general, even if the concept of

corporate culture was discussed in different context by many organizational behavior literatures through various authors and researchers, many of them shared and agreed to concept of corporate culture as it was not an inborn aspect and it is a basic assumption which was invented, discovered and developed by the group of an organization to form a unified patterns that are shared, learned, aggregated at group level and internalized by the corporate members.

2.1.2 Corporate Culture Dimensions

Various scholars use one or more of corporate culture dimensions by refereeing and acknowledging the work of Ricardo and Jolly to study their effect on Organizational performance, Organizational effectiveness, employee performance, employee effectiveness, job satisfaction and project performance (Lok & Crawford, 1999; Lau & Idris, 2001; Ooi & Argumugamm, 2006 ; Zain, Ishak & Ghani, 2009; Khan, 2012; Sabri, Ilyas & Amjad , 2013; Jumba, 2013; Minh-Thu, Khoi & Ngan-Ha, 2017; Ochiel et al, 2017; Ramdhani, Ramdhani & Ainisyifa, 2017). According to Ricardo and Jolly (1997) there are eight dimensions of corporate culture, which are communication, training and development, rewards, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork, and fairness and consistency in management practices. This dimensions of corporate cultures was relevant and adopted by scholars' to see the effect of corporate culture on project performance (Bebin, 2013; Jumba, 2013; Ochiel et al, 2017), corporate performance and Commitment (Lok & Crawford, 1999, Ooi & Argumugamm, 2006, Johari & Nazir, 2015), employee performance and commitment (Zain et al, 2009; Khan, 2012; Sabri et al, 2013; Minh-Thu et al, 2017; Ramdhani et al, 2017; Sinha, Kumar, Sengupta, & Bandyopadhyay, 2017) and job performance (Lok & Crawford, 1999). This paper also acknowledge the work of Ricardo and Jolly (1997) and used selected five dimensions; teamwork, communication, training & development, reward & recognition, and effective decision making to answer the study question.

2.1.2.1 Teamwork

Teamwork is defined as “a work group with a common purpose through which members develop mutual relationships for the achievement of goals/ tasks” (Harris & Harris, 1996) and Kline (2001) also defined teamwork as “a group within an organization, which is established and maintained in order to complete a common task, and where members are collectively responsible for the task” (as sited in Shujaat, Manzoor & Syed, 2014, p.72). In 1990th Denison describe that

effective organizations empower their employees by building their organization around teams and developing human capacity. Teamwork is the extent to which employees within a firm cooperate with each other and work in union towards overall organizational goal (Delarue, 2008). The level of commitment of employees is anticipated to be relatively higher in organizations where teamwork is encouraged and practiced, in which also staffs could have the influence in decision making in their respective groups and be able to take initiatives in improvement on quality of the services produced (Khan, 2012).

Many authors believe that effective use of teams is a necessary ingredient for a project to be successful. Kerzner (2009) says attention to team building is indeed critical for project success. He also states that one of the main responsibilities of the project manager is to provide an atmosphere which fosters a climate of teamwork that will create good relations, sharing of knowledge, open communication for common understanding of tasks and objectives and so on. It is a general truth these days that more and more organizations are using project teams to deliver products or services as well as resolving problems especially on complex tasks. This is because project performance through team is more rewarding than individual performance as the team outcomes exceed the sum of individual outputs (Fung, 2013). Fund (2013) also adds that implementing a project can be risky if the team outcome factors are not understood sufficiently. Through the understanding of team outcome factors and their relationships with project performance, a project manager can lead and motivate the team better to achieve the project goals.

2.1.2.2 Communication

According to Khan (2012), an effective communication has a link with positive outcomes such as employee job satisfaction, motivation, lower turnover, better organizational climate and commitments which will leads to organizational performance and Khan (2012) also adds that through open and clear communication, administrators and employees can get to mutual understanding of each other's expectations and demands, thus building a permanent, more effective working environment condition is crucial. It is acknowledged that the more adequate the information about the company issues the employees have, they will be more involved in all of the issues which is helpful to strength their self-confidence, commitment and performance.

A project is referred to “communication, communication, communication” by Elenbass (as cited in Toader et al, 2010, p.452) and in the context of organizational project and program management, communications is a core competency that, when properly executed, connects every member of a project team to a common set of strategies, goals and actions. Unless these components are effectively shared by project leaders and understood by stakeholders, project outcomes are endangered and budgets incur unnecessary risk (PMBOK, 2013). In the concept of managing projects a careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Face to face initial communication within the project team to establish the team dynamics and learning the customer’s expectations are the keys to success when starting a project (Jumba, 2013). The project success can exist, but without a good internal and external communication the cost of success will be higher than usually; another consequence would be that when the communication is missing, the realization of the success can take a longer time than necessary and sometimes the success cannot even happen (Toader et al, 2010).

As noted above, effective communication is extremely critical to the success of the project. Many factors can cause barriers to effective communication. A main reason for communication gaps is simply that people have different preferences for effective communication. Some people are oriented toward details, while others want only the big picture. This type of miscommunication is very likely to happen when two people with different communication styles work together on a project. A project managers should exercise overall team building for the project team members and other stakeholders , they have to know that different types of communication are appropriate to meet the different communication needs that arise during a project implementations, and they have to provide communication skills training to the team members, as well as set some important ground rules during the initiation phase of the project and at significant times such as the start of a meeting in order to facilitate better communication (Jumba, 2013; PMBOK, 2013).

2.1.2.3 Training & development

Training which is referred to as a course of diet and exercise for developing the employees’ effective, cognitive and psychomotor skills to perform their job related activities, to meet their organizational goals, to challenge problems and find solutions, to motivate them to carry out their jobs and be more productive through application of crucial method of training and development

(Anike & Ekwe, 2014; Asfaw, Argaw & Bayissa, 2015). Some of the definitions and concepts discussed about training and development indicates that training and development is the process of providing specific skills trainings or improving of deficiency of employee performance (Jumba, 2013), it refers to those systematic activities and process used to develop and improve employees' skills, knowledge and behaviors to enable them to perform job-related duties, accomplish specific tasks and meet the quality requirements of HR for the future (Bulut & Culha, 2010), furthermore it described as a practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees in order to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability (Anike & Ekwe ,2014; Asfaw et al, 2015).

Training is a non-financial motivator and can also help foster loyalty amongst workers. Training can instill confidence in the employee by providing them with the required knowledge and skills to carry out their jobs and can help them in coping with rapidly changing technology and market conditions (Khan, 2012). Investment in training has been reported to enhance organizational performance by increasing the skills, knowledge and motivation level of the employees which leads to higher commitment. However, most of the managers consider training of employees as a long term investment and a wasted of cost (Bulut & Culha, 2010) and in times of recession especially, they tend to cut back on training budgets. But the truth fact indicates that the opposite to be practiced, as training will create higher commitment and lower turnover amongst employees, which in turn will give the service companies a competitive advantage. Therefore the managers should plan and ensure availability and access to skill enhancing training programs to all employees in the organization as the benefits will be reaped by both parties (Khan, 2012). In addition to that organizations should make training and development of their employees at a regular activity this is because the purpose of training and development of employee programs is to improve employee capabilities, leadership skill and organizational capabilities for the organizational performance and effectiveness (Anike & Ekwe ,2014; Asfaw et al, 2015).

There are various types of training that an organization may adopt depending on the main object of training and these are outlined below: Orientation/induction training (a training given immediately after employment to introduce the new extension staff members to their position), foundation training (a training given for newly recruited personnel; every staff member needs

some professional knowledge about various rules and regulations of the government, financial transaction, administrative capability, communication skills, report writing, leadership ability), job instruction training (also called ‘On-the-job’ training), career development training (ongoing acquisition or refinement of skills and knowledge, including job mastery Anike & Ekwe ,2014; Asfaw et al, 2015).

According to NRC (2001) lack of competencies was fundamental cause of poor project performance and this was due to the reason that originated from the absence of a career program and the lack of training and development opportunities for project management professionals. The report also forwarded recommendation to increase the required project management training expenditure, management to ensure that resources are available because participation in training programs is mandatory, to give trainings for project team and leaders who had an extensive experience in managing projects through face to face or in person, to prepare an alternative learning concepts through considering accessibility, time, quality of information passed to the project team and leaders which will help to fit the project implementers locations, schedules and level of experience. In addition to this the report also point forward some of alternatives for the applicability of training and development program in addition to the traditional classroom in person learning, this are: E-Learning (through CD-ROMs, Computer-based learning, web-based learning), Action Learning (through video conferencing), and Just-in-time Learning (through give learning on-demand, can be accessed when the learner needs it).

2.1.2.4 *Reward & recognition*

Reward refers to “all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship.” (Bratton & Gold, 2012, p.239). Employee recognition is a judgment on a worker's contribution, in terms of the work process as well as dedication and motivation. It also involves evaluating and acknowledging the results of this work. By creating a culture of recognition, employees become more engaged. Engaged employees are happy, loyal, and productive. Everyday there is an opportunity to recognize someone for their service without spending a lot of money.

Rewards and recognitions can be made in contingent on employees' performance as they will be encouraged to put extra effort by the provision of creating links between performance and

rewards. Reward and recognition can be defined as “benefits- such as increased salary, bonuses, and promotion- which are conferred as public acknowledgement of superior performance with respect to goals” (Jumba, 2013, p.6). Moreover, apart from financial compensations there are other means to reward employees, some of which include the praise that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention which helps them climb Maslow’s pyramid of needs to attain motivation for better performance (Baskar & Rajkumar, 2014).

According to Beel (2007) in a project team, where people have never worked together and probably never will work together again, trust probably is rather low. In this case, team member should may be receive rewards individually and not as a team. On the other hand, a seasoned and high performing project team, consisting of highly skilled and excellent team workers is probably better motivated by team rewards (Jumba, 2013). If employees are motivated either individually or as a team, they will be satisfied by their project activities and if they are satisfied by their activities then they will work hard to attain the project objective and if the objective are achieved then organization will get profit keeping their human resource is of most importance. Accordingly, it could be assumed that project team members motivation and rewards are considered by project management as one influencing factor of project success (Beel, 2007). It is also supported by PMBOK (2013) that people are motivated if they feel they are valued in the organization and this value is demonstrated by the rewards given to them. Generally, money is viewed as a tangible aspect of any reward system, but intangible rewards could be equally or even more effective. Most project team members are motivated by an opportunity to grow, accomplish, and apply their professional skills to meet new challenges. A good strategy for project managers is to give the team recognition throughout the life cycle of the project rather than waiting until the project is completed.

2.1.2.5 Effective decision making

All of us are confronted with various decisions to make on a daily basis. Some are small and have minor consequence, while others are huge and with a great influence on our existence. Decision Making could be defined as the study of identifying and choosing from alternatives, the best option that suits a purpose. In decision making, there are various alternatives that worth to be considered but the interest is not on the number of different alternatives rather to identify all the

alternatives and choose the one with the highest probability of success or that best fits specific goal or objective. Decision making is a process that reduces uncertainty to a considerable level (Ahmed & Omotunde, 2012).

An effective decision-making is conceptualized as the randomly determined in which decision relating to the management of a process contributes positively to the performance of that process (Van-Riel, Ouwersloot & Lemmink, 2003). Decision-makers must have a reasonably accurate and complete mental image of a business process and its interfaces with the world, in order to be able to make decisions effectively, and exert control over the process. In order to make more effective decisions, managers will therefore attempt to improve their understanding of the situation by making use of information and their experience (Van-Riel et al, 2003). Additionally managers should clearly identify the objectives or outcome that they want to achieve, gather as many information as they can to assess their options, involve employee to provide information, participate employees in the process, elaborate several possible choices in accordance with their values, interests and abilities, reflect on the possible outcomes of each course of actions and estimate if it's acceptable, make a brief list of pros and cons, along with what they consider to be very important / important / less important, learn from previous experience and ask for opinions from those who had a similar situation to contend with (Vasilescu, 2011). Furthermore, PMBOK (2013) illustrates that effective decision making involves the ability to negotiate and influence the organization and the project management team. So that project manager should focus on goals to be served, follow a decision-making process and guidelines and study the environmental factors, analyze available information, develop personal qualities of the team members, stimulate team creativity and Manage risk.

An effective decisions also determine the success of a project, according to Rugenyi (2015) decisions is the ability to choose or decide about things in a clear and definite way without too much hesitation or delay and in project management, decisions are required throughout the Triple Constraints: Scope (how much functionality, at what quality level, for how many users, etc.), Schedule (can activities be crashed, can activities be aligned differently, can a provider change its schedule, can you skip/defer activities, can milestones be missed or eliminated, etc.) and Cost (can a segment of work be allowed to come in over cost; can you reduce the cost of a segment; can you afford a scope change, etc (Rugenyi, 2015). Decision-making on IS projects is affected

by a multitude of problems. Cost overruns and disappointing achievements are already well documented. Some of these drawbacks appear in the initial stages of the decision-making, the absence of an appropriate problem analysis, the lack of alternatives, ambiguities about scope, lack of participation, flawed process architecture and the dissemination of contested information (Priemus 2010). It is also important those project managers to know which individuals in the organization are the decision makers or influencers and work with them to increase the probability of project success (PMBOK, 2013).

2.1.3 Project Performance

A number of literatures were define projects as “a complex, none routine, one-time effort limited by time, budget, resources, and performance specifications design to meet customer needs” (Attarzadeh & Ow, 2008, p.234). “Any series of activities and tasks that have a specific objective to be completed within certain specifications, defined start and end date, funding limits, uses resources and are multifunctional” (Kerzner, 2009, p.2), “A temporary endeavor undertaken to create a unique product “(PMBOK, 2013, p.2). In general, from different scholars’ point of view a project can be described as a means of realizing and achieving the organizations strategic objectives through implementation of different non routine activates with in an allocated time (starting and ending date), budget and resource to deliver a unique results for satisfying customer needs and specification and it is characterized as temporary endeavor, broken into subprojects (or phases); creates a unique product or service; done for a purpose; has interrelated activities (tasks and Is an instrument of change (PMBOK, 2013).

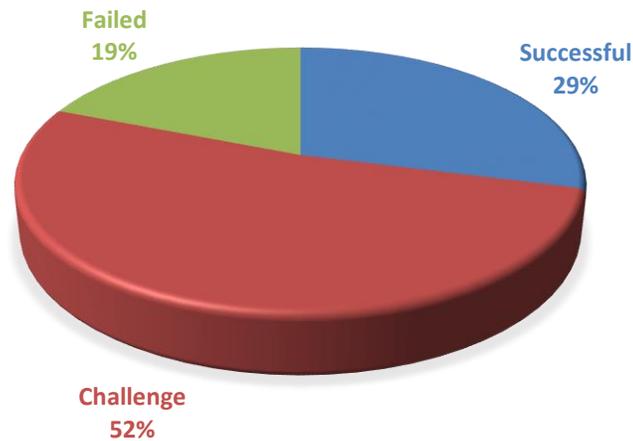
Project performance is attached to the success or failure of the projects and usually measured with respect to the projects allocated time and budget, quality specification and stakeholder’s satisfaction. From project management point of view, as indicated by Attarzadeh & Ow (2008), the project success means the understanding of the project and strategic objectives and delivery of expectations with in a given deadlines and budget. Furthermore, the author adds that the project activity should fit to the mission, objectives and purpose of the organization. For this concept, Alfaadel et al (2012) also recognize that project success consists of delivering input and output objectives and has three components: meeting time/cost/quality objectives, the quality of the project management process and satisfying project stakeholders’ needs. Additionally, PMBOK (2013, p.34) note that about project success as “because projects are temporary in nature, the

success of the project should be measured in terms of completing the project within the constraints of scope, time, cost, quality, resources, and risk as approved between the project managers and senior management". In the contrary, a failed project can be described as one delayed, over budget, out of scope or ultimately canceled. In general, a project is said to be successful when the project is on time and within budget, with in scope, with in the satisfaction of the customers or project stakeholders, meeting of its objective, quality specification, project risk, safety standards, health, environmental, cultural and security requirement, (Storm & Janssen, 2004; Schwalbe, 2010).

Several factors were found by scholars to be significantly influencing project performance and very important to the project manager to know and predict the future of the project, in addition to monitoring and evaluation of the project progress. The determination and categorizing of projects as success and failure factor was subjective to the project managers or organization and it is perceived in different ways, for instance a projects which were run over budget and delayed but meets the project objectives and meet the specification of the organization can be considered as successful by project participants whereas it can be considered as a failure by others since it registered as a loss for revenue and other working costs. Regarding to the reasons of factor for failure of projects, the most widely listed in literatures outlined are: lack of a clear project goal and value, not having clear, complete and stable requirements, lack of project manager competency and leadership, poor planning (unrealistic schedules, users are not identified, lack of communication, organizational culture and conflict of interest (politics) (Attarzadeh & Ow, 2008). on the other hand there are some factors mainly discussed in literatures for the success of projects which includes suitable organizational culture, proper project planning, clear vision and objectives, clear statement of requirements, top management support (Attarzadeh & Ow,2008). In addition to this, Attarzadeh & Ow (2008) asserts that organizational culture and top management support are fundamental to project.

Figure 2.1: CHAOS survey report on IS project performance

IS PROJECT PERFORMANCE REPORT-2015



Source: Hastie & Wojewoda (2015)

According to CHAOS report, a report which is published by Standish Group of CHAOS university system and conducted by analyzing the project performance of 50,000 IS projects around the world, 29% of the projects were successful (on time and on budget with a satisfactory result) while 19% of the projects were failed and the remaining 52% projects were challenged, (Figure 2.1). The report also reflect that there need much work to do on the project performance of IS projects since the trends for the past five years (table 2.1) indicates that there was no improvement on the success of the project (Hastie & Wojewoda, 2015).

Table 2.1: IS project success trend (FY2011-2015)

	2011	2012	2013	2014	2015
Successful	29%	27%	31%	28%	29%
Challenge	49%	56%	50%	55%	52%
Failed	22%	17%	19%	17%	19%

Source: Hastie & Wojewoda (2015).

The report also list out the top success factors as executive support, emotional maturity, user involvement, optimization, skilled staff, project management expertise and clear business objective. This success factors also further investigated or cited by scholars in different study periods (Hyvari, 2006; Jumba, 2013; Mulugeta, 2014).

2.2 Empirical Review

The concept of corporate culture is not new and analyzing the effect of culture on an organization, employee or project performance is a central focus of many researchers and writers, (Ricardo & Jolly, 1997; Lok and Crawford, 1999; Lau and Idris, 2001; Ooi and Argumugamm, 2006; Zain et al, 2009; Khan, 2012; Sabri et al, 2013; Jumba, 2013; Ochiel et al, 2017; Ramdhani et al, 2017; Minh-Thu et al, 2017). because culture is a potent that can shapes the decision patterns, guides corporate actions, drives employee behavior and even “can block an organization’s (or project’s) strategy, or it can catalyze it” (Suda, 2007, p.1). So far, the researcher found three relevant articles worked on corporate culture effects on project performance. Due to the shortage of research studies on the case of effect of selected corporate culture dimensions on project performance that was documented as one, the researcher will add the effect of this dimensional factors of corporate cultures discussed separately on project performance for supporting the three literatures.

Bebin (2013) tries to understand the links between organizational culture, leadership and project success. The researcher tries to find out answers on ‘how does culture influence leadership and impact a project success?’ to do that the researcher review related literatures first by explaining what organizational culture is and its implications on project success. And then the researcher proceeds to focus on leadership style and on their role in running projects to establish the link between strategy, culture and leaders.

According to Bebin (2013) corporate culture is key factor because it influence the way employee behave, their beliefs and values, it provides the general rules and norms as well as the interaction patterns and this will impact the projects progress. Bebin (2013) also discussed that one of the dimensional factor, communication, is a key element which influence project performance. This can be restated as that project leaders should communicate regularly on the project progress, ask for feedback in order to implement corrective actions since good communication ensures team members understand what they have to do, when and why they need to do it. Furthermore, the study indicates that the project leaders should consider the other corporate culture, reward and recognition, to distinguish the work being done by their team because it helps to the leader to makes sure the working environment is favorable for cooperation and enhances team performance and effectiveness which in turn need to build and strengthen trustful relationships, by first

clarifying the conditions of the project, by fostering collaboration between team members to make them gain experience.

Finally, Bebin (2013) summarizes that organizational culture influences leadership style – and vice-versa – which will impact on project outcomes. Leaders' attributes and personality as well as corporate culture are decisive in running a successful project. Bebin (2013), stated that managers' leadership style and competences, which was achieved through Training and Development, are key to successful performance in projects. In addition, organizational culture strongly impacts on leaders' behaviors and attributes which will, in their turn, influence the project outcomes. As a result the more project managers succeed in communicating; the more team members follow their visions and trust them. Hence organizational culture influences leadership style and vice versa which strongly impact on the failure or success of a project.

Ochiel et al (2017) also tried to see the effect of corporate culture on Airtel Kenya Network Limited projects with a specific objective of investigating the effect of diversity on organizational project performance, determining the effect of communication on organizational project performance, determining the effect of leadership on organizational project performance, determining the influence of organization design on the relationship between determinants and organization project performance. Accordingly, throughout their discussion and empirical review, they describe that 45% of the project were failed and this was 'attributed to lack of training and development, poor communication and team work, in addition to poor reward and recognition of its staff'. Furthermore, through their survey study on 112 employees and data analysis using descriptive and non-parametric tests they demonstrate what most of the respondents agree on the effect of corporate culture on project performance and their study result indicates that all of their specific objectives has been achieved as it found that diversity, communication and leadership used in the organization had a positive influence on the project performance of the organization.

Jumba (2013) also performed a research study for the award of master's in Business Administration program of Kenyatta University on the effect of corporate culture on project performance at National Media Group (NMG). NMG is the largest independent media house in East and Central Africa, located along Mombasa road, Kenya, engaged in various projects in the areas of education, health, environment and community sponsorship in addition to its media related businesses.

Jumba's (2013) study focused on the effect of corporate culture on project performance through selected four dimensions of corporate culture; teamwork, communication, reward and recognition, and training and development. The study uses a descriptive statistic to analyses data and draws the conclusion after collecting data through questionnaires from the data collected from 57 NMG employees selected from four types of occupational group and actual element of the group was selected through a stratified sampling technique. The researcher describes the finding through tables, present and frequency and the finding indicates that there is a strong relation between corporate culture and project performance.

The conclusion of Jumba (2013) indicates that 45% failure rate of projects at NMG is due to inadequate specific work-skills training which is difficult for project team members to accomplish project, poor working conditions, poor compensation system and lack of fairness in reward and recognition which demotivates project teams, inadequate customer/supplier feedback to address issues affecting project teams hence the teams are unable to come up with proper correctional measures, Lack of clear project objectives and goals. The researcher archives by illustrating it's four specific objective and study question by summarizing the respondents feedback which indicates that project performance at NMG was highly influenced through the corporate cultural dimensions named Teamwork, Training and development, reward and recognition, and communication. The researcher also forward recommendations that for the organization on each corporate culture dimensions and also recommend other studies to see other corporate culture dimensions on the influence of project performance. The principles and methodology of project management are defined by the Project management Body of Knowledge, but the application of project management tools does not guarantee a successful project. Organizations should ensure that project teams embrace strong corporate culture for their projects to be successful. In the presence of good communication, reward and recognition, well trained staff, and team work among project teams then project goals are likely to be achieved hence project success.

In addition to those literatures reviewed so far many more scholarly and published articles discussed the influence of this corporate culture dimensions separately. For instance, Xaba (2011) discussed the root cause for major capital project failure at Transnet Freight Rail and identifies 15 root causes categorized in to project management factors (Conventional project management approach, poorly defined project objectives, poor planning and planning process, and

miscommunication), Top Management factors (poor leadership and decision making from sponsors, senior management support and commitment), Organizational factors (Lack of multi-disciplinary involved teamwork, Cultural defects, strategic misalignment) Process factors (Lack of project management skills and expertise, Lack of formal control system) and Communication factors (lack of user involvement, Constant change of requirement, unrealistic timescale). From this 15 root causes poorly defined project objectives, miscommunication, Lack of multi-disciplinary involved teamwork, strategic misalignment were the top four reasons according to the highest mean score measured based on respondents feedback. Moreover, this researcher emphasize that the culture of an organization and the culture of a project within that organization are mutually interdependent so that project managers must aligning organizational, project and individual performance to strengthen the project management culture. Xaba (2011) also recommend that project managers must create a learning culture to make project team member's solution oriented and perform their task without fear of punishment if mistakes are made, they must acknowledge, reward and give attention to members when deserving, they also should encourage open communication in the project's culture by providing timely feedback to the project team in addition to providing an oversight and guidance throughout the project.

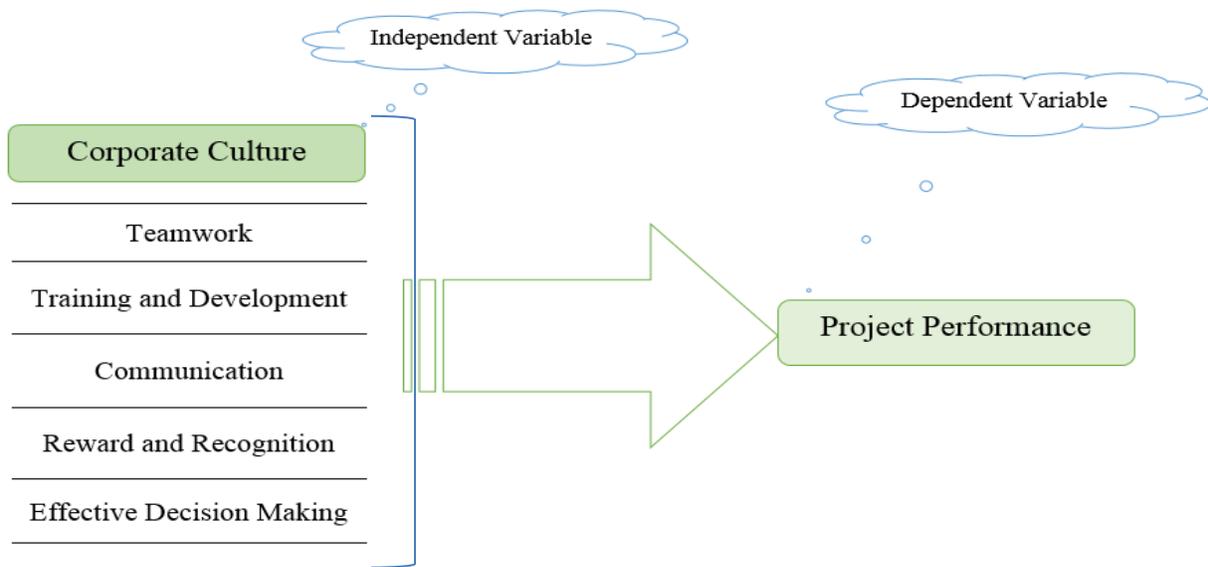
PMBOK (2013) also discussed the corporate culture dimensions selected for this study in different parts of the document. Accordingly, an organization's culture, style, and structure influence project performances and it become a critical factor in defining project success, and multicultural competence becomes critical for the project manager. (PMBOKI 2013). Furtherly it illustrates that project management success in an organization is highly dependent on an effective organizational communication, teamwork, effective decision making, training and reward and recognition (motivating project member). PMBOK (2013), also indicates that project managers should acquire skills to identify, build, maintain, motivate, lead, and inspire project teams to achieve high team performance and to meet the project's objectives. Upon stressing on some of the dimensions the PMBOK (2013) illustrates that teamwork is a critical factor for project success, and developing effective project teams is one of the primary responsibilities of the project manager and recommends project managers to continually motivate their team by providing challenges and opportunities, by providing timely feedback and support as needed, and by recognizing and rewarding good performance, using open and effective communication, creating

team building opportunities, developing trust among team members, managing conflicts in a constructive manner, and encouraging collaborative problem solving and decision making. In addition to teamwork and communication, it also stresses that training also influence the success of the project when the project team lacks the necessary management or technical skills.

2.3 Conceptual Framework

The conceptual framework of the study is as shown in figure 2.2 below. The model shows the five dimensions of corporate culture – teamwork, training and development, communication, reward and recognition, and effective decision making as the independent variables. These dimensions of corporate culture have been selected because they have been identified as those likely to have the greatest effects on employee behavior and attitudes, Recardo and Jolly (1997).

Figure 2.2: Conceptual Framework



Source: Own collection and design (2017)

2.4 Literature gap

The concept of corporate culture is not new and analyzing the effect of culture on an organization, employee or project performance is a central focus of many researchers and writers, (Ricardo & Jolly, 1997; Lok & Crawford, 1999; Lau & Idris, 2001; Ooi & Argumugamm, 2006; Zain et al, 2009; Khan, 2012; Sabri et al, 2013; Jumba, 2013; Ochiel et al, 2017; Ramdhani et al, 2017; Minh-Thu et al, 2017). So far, the researcher found three relevant articles worked on corporate

culture effects on project performance which is studied outside of ethiotelecom and Ethiopia as well. The first research gap to them is that this study was not conducted for ethiotelecom, the second gap is that most of them consider the four dimensions to the effect on the project performance, this study will add one more corporate culture to see its contribution to the performance of projects, finally they didn't see the effect by assessing the existing corporate culture status rather they started from the general assumptions to see the dimensions influences. With this into consideration this study will contribute by assessing the status of the selected five corporate culture dimensions and their influence with project performance.

CHAPTER THREE: STUDY DESIGN AND METHODOLOGY

The main purpose of this chapter is to provide an overview of the basic research design and methodology that was used to carry out the study. Under this the basic research design, population and sampling techniques, source of data, data collection instruments, procedure of data collection, and method of data analyses are discussed in detail.

3.1 Study design

The objective of the study is to assess the status of Corporate Culture Dimensions and BSS project performance in order to see the effect of those Corporate Culture Dimensions on BSS project performance without altering it in any ways. Accordingly, the descriptive research design was adopted for this study. Descriptive research answers the questions who, what, where, when and how Kothari (2004). It is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. Since there has been various researches conducted on corporate cultures influence using descriptive design by various researchers the descriptive design was adopted as the researcher intended only to project the scenario and describe the phenomenon which is exist or existed. Furthermore, the design is selected because of the fact that the research involves on the concepts related with project success, project failure and other status issues so that, the research is designed to be descriptive.

3.2 Population and Sampling Technique

In ethiotelecom IS related projects were usually performed under Information System Division (ISD). ISD had six departments to conduct its activities and support the company's goal. From these six departments three of them, Information Technology Service Strategy and Project Management (ITSSPM), Information Technology Service Design (ITSD) and Information Technology Service Transition (ITST) are fully involved in the implementation of projects such as BSS, ERP, Security and others. According to ethiotelecom's HR statistical information as of May 2017, there are 135 employees including both managements and staffs.

The total sample respondents selected for this study is 101 employees based on the sample size determination formula of Yemane (1967) at 95% confidential level as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where; n= the Sample size
N= the Population size
e= level of precision

$$n = \frac{135}{1 + 135 (0.05)^2}$$

n= 101

After selecting the sample size to this study the researcher used a convenience sampling technique to select the respondents. This sampling technique selected due to its main objective, which is to collect information from participants who are easily accessible to the researcher. For convenience sampling the main assumption is that the members of the target population are homogeneous, which means, that there would be no difference in the research results obtained from a random sample, a nearby sample, a co-operative sample, or a sample gathered in some inaccessible part of the population (Kenneth, 2005), in the case of this study information's collected from all staffs of a section is same as the information obtained from a single sample from this section. So that these techniques used to allow the members of the target population to be participated on this study based on some set of selection criterions like accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study.

3.3 Source and Instrument of Data Collection

In order to find a satisfying answer on the study questions, data for this research was collected using both primary and secondary sources. The primary data obtained directly from the sample population and the secondary data were collected from related researches, company profile, publication, feedbacks, reports and online repositories.

Questionnaire and interview were used for this study. The questionnaire was designed by first acknowledging the work and contribution of Ooi & Arumugam (2006), Jumba (2013) and Ochiel et al (2017), which they contribute by assessing the effect of corporate culture dimensions such as teamwork, communication, reward, training and others on organizational commitment in the case of semiconductor organization of Malaysia (Ooi & Arumugam, 2006) and project performance in the case of National Media Group of Kenya and Airtel Kenya limited companies (Jumba, 2013; Ochiel et al, 2017). After analyzing the different questionnaires available in this

papers the researcher selected those records which is relevant to the achievement of the objective of this study and made some modification to fit with the targeted sample respondents and organization. In addition to that, the researcher designed a semi- structured interview guide to have an interview with key personals from the target population.

3.4 Procedure of Data Collection

In order to collect the data the researcher printed 101 questionnaires and three structured-interview guides. The printed questionnaires were distributed to the top management, managements, project managers, project implementation team members, and project supporting team members directly by the researcher at their working location. Unfortunately out of the targeted 101 sample respondents some of them were not available in their office due to various reasons, so that, the researcher communicated each of them through their phone number, explained the objective to each of them and requesting their approval to send to them through their personal or company email address, based on that 16 out of 101 copy of the questionnaire was sent to them one by one directly to their email address. In general 101 questionnaires were distributed to the selected respondents based their willingness to participate in this study directly by the respondent and through their email address. From the distributed 101 questionnaires 97 were collected from the respondents.

In addition to that a structured interview guide was sent to three selected respondents to review it and confirm their schedule and willingness. Accordingly, an interview was conducted with top management, project manager and project team coordinator to get an in-depth on the questionnaire.

3.5 Validity and Reliability

To ensure the quality of research and make it credible for the scientific community, the researcher gave due care to both validity and reliability issues of the data. To ensure the validity and reliability the questionnaires and structured interview document were given to advisor of the researcher and other two experts those who have research experience in ethiotelecom at different division. Then, unclear or vague words and ambiguous statements were corrected and necessary rearrangement and refinement of the questionnaire as well as the structured interview items was

made. Some relevant items were added while irrelevant ones were discarded and some lengthy items were shortened. Unclear ideas were paraphrased based on the comments.

3.6 Method of Data Analysis

The method of data analysis used in this study is survey method of data analysis and it is quantitative in its nature, i.e. it will apply descriptive statistics analysis to analyze, interpret, tabulate and present the result and attain the objective of the study. The researcher tries to obtain attitudes from BSS project participants of ethiotelecom ISD staffs through questionnaire and face to face interview through structured interview guide. The data gathered through questionnaires was coded and entered into computer, and then analyzed and presented in the terms of frequency distribution, percentage, mean, standard deviation, charts and tables (Orodho & Kombo, 2002) through the support of Statistical Package for Social Sciences (SPSS Version 20.0) Software. The results of the interview questions were integrated and discussed together with related and relevant theme or questionnaire variables. Finally, conclusions were made based on the results/findings of the study and recommendations were forwarded based on the data analyzed.

3.7 Ethical Consideration

Efforts were applied by the researcher to make the research process professional and ethical. To this end, the purpose of the study was explained clearly to the participants. The researcher used the information obtained from the respondents for academic purpose only. Taking this reality in mind, any communication with the concerned bodies will be accomplished at their voluntarily consent without harming and threatening their personal and institutional wellbeing. In addition, the researcher will promise and ensure the confidentiality of the participants and company documents.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

This part of the study discusses the data interpretation, presentation and analysis based on the feedback of the respondents' to the questionnaires and interview. Descriptive and correlational statistics analysis has been used to discuss and explain the findings of the study. During the study a questionnaires, used to collect respondents' attitude through rating the extent to which they agree or disagree based on a five point Likert scale labeled as *Strongly Disagree, Disagreed, Neither agreed nor disagreed, Agreed* and *Strongly Agreed*.

Likert scales are considered to be the most dominant and established measurement of attitudes consisting of two-sided evaluations in which respondents are asked to position themselves between disagreement and agreement for statements listed (Sturgis & Roberts, 2011).

From the distributed questionnaires to targeted 101 respondents to measure all the positive statements listed in each dimensions of corporate culture and BSS project performance only 97 respondents filled in and returned the questionnaires. This makes the response rate of 96%. This response rate was satisfactory to make to analyses, discuss and achieve the general and specific objective of the study.

4.2 Background of the Respondents

The information retrieved from this study was collected from respondents which have different demographic characteristics. Part one of the questionnaire was consists of the demographic information of the sample respondents which was used to request a limited amount of respondents personal and professional characteristics which in return used to generate a demographic variables, which are gender, Age, educational background, work experience, job positions and project participation, as summarized table 4.1.

Table 4.1: Summary of the general characteristics of respondents

Variable		Frequency	Percent
Age	18 to 25 years old	3	3.1
	26 to 35 years old	65	67.0
	36 to 50 years old	29	29.9
	Above 50 years old	0	0
Total		97	100
Educational Background	Grade 12 and Below	0	0
	Diploma/ Certification	0	0
	Degree	69	71
	Master's Degree	28	29
Total		97	100
Working Experience	Less than 3 years	5	5.2
	Between 4 to 6 years	19	19.6
	7 years and above	73	75.3
Total		97	100

Source: Own study data, (2017)

The researcher requests the respondents to designate their age category, so that, 3.1% of the respondents indicated their age between 18 and 25 years, 67% of the respondents indicated that they were aged between 26 and 35 years and 29.9% of the respondents were aged between 36-50 years but none of the respondents were indicated their aged above 50 years (table 4.1). This indicates that the IS project departments of the company have young aged employees which could contribute more to the success of the company.

Upon the determination of the respondent's educational background, the researcher requests their highest level of formal education and the finding indicates that most of the respondents sampled in this study had university degree, 71% first degree and 29% had master degree (table 4.1). This signifies that the company had employees which have good educational status and can understand and provide relevant information.

Furthermore, the researcher sought to determine the work experience, respondents working position and their current working positions. Accordingly respondents experience less than 3 years in the company are only 5.1% and 19.6% of the respondents indicated that their working experience is between 4 to 6 years in the company. The majority of the respondents (i.e. 75.3%) are worked in the company above 7 years (table 4.1). This indicates that the majority of the respondents working in ethiotelecom above 7 years and had enough experience to provide information.

The respondents with this experience (table 4.2) served in this company in different positions since they joined the company. After the requester requested the respondents to indicate the different level of positions where they served in the company during their working experience, the finding indicates that a single employee was served the company in multiple positions in either one or more of top management, middle management, lower management, and staff and project level categories.

Table 4.2: Respondents Different Level of Position

		Responses		Percent of Cases
		No	Percent	
Level of Position ^a	Top Management	1	.5%	1.0%
	Middle Management	18	9.4%	18.8%
	Lower Management	21	10.9%	21.9%
	Staff Level	69	35.9%	71.9%
	Project Level	83	43.2%	86.5%
Total		192	100.0%	200.0%
a. Dichotomy group tabulated at value 1.				

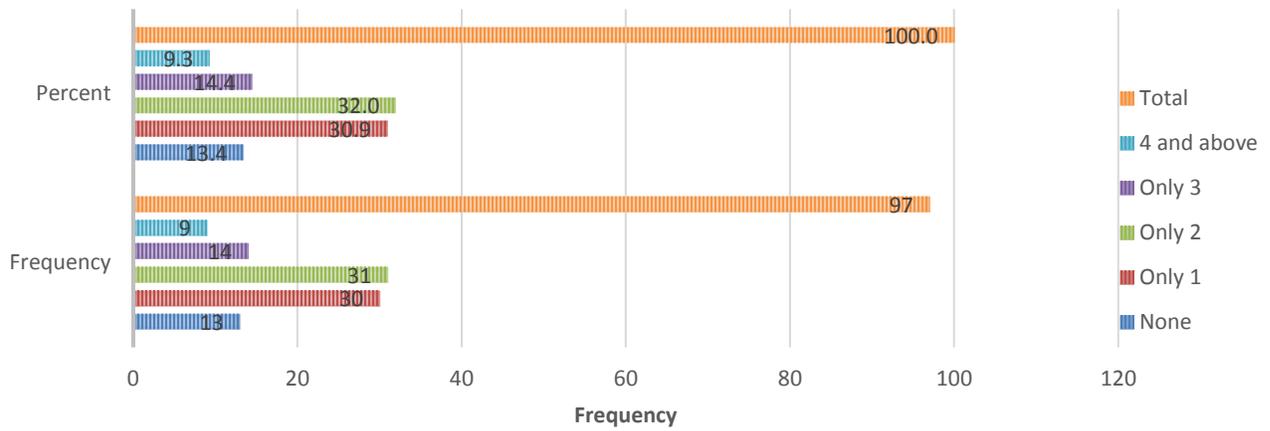
Source: Own study data, (2017)

As shown in table 4.2 only 1 respondents is on the top management position, 18 of the respondents worked at the middle management, 21 of the respond indicated they were worked in the company at the lower management, 69 respondents were worked in the company at staff level, and finally 83 respondents were at project level. Furthermore the respondents puts that they are currently working in different positions like project management, project coordinator, project team member, supervisor, solution designed, operational management. This signifies that the information provided from the respondents were very helpful because they were engaged at list one project.

The researcher also collected information regarding the number of BSS projects that the respondents were participated, accordingly 30.9% of the respondents were participated at list in one BSS project, 32 % of the respondents participated in two BSS projects, 14.4 % of the respondents participated in three BSS projects and 9.3 % of the respondents were participated 4 and above BSS projects. However that study finding indicates that there are 13.4 % of respondents which was not participated in any of BSS projects. In general a total of 86.6 % of the respondents were participated in one or more BSS projects during their working experience and assigned

working positions (figure 4.1). This signifies that the information obtained from the respondents was very important and give confidence for the conclusion of this study.

Figure 4.1: Number of BSS projects respondents participated



Source: Own study data, (2017)

4.3 The status of Corporate Culture Dimensions.

The researcher, in this section, sought to assess the status of each corporate culture dimensions with respect to BSS project by obtaining feedbacks from project implementers or respondents. The respondent’s feedback were tabulated with frequency, percentages, mean and standard deviation to assess the status of the ethiotelecom’s Corporate Culture Dimensions, the status of BSS project performance and correlation analysis i.e. Pearson correlation analysis used to see the degree of association of the Corporate Culture Dimensions and BSS project performance.

Table 4.3: Label of the Likert Scale, Percentage and Frequency

#	Label	Description
1	F	Frequency
2	SD	Strongly Disagree
3	D	Disagree
4	NAD	Neither Agree nor Disagree
5	A	Agree
6	SA	Strongly Agree
7	T	Total

Source: Own study data, (2017)

Table 4.3 shows the legend which will be used during the presentation and discussion of the respondent’s feedback to the next section.

4.3.1 Likert Scale-Reference Definition

The researcher’s study using the collected data was mainly based on the tabulation of the descriptive statistics in order to get means and standard deviations, so that Likert scale measurement – reference (table 4.4) has constructed based on the calculation concept used by Awsi (2013) and Kahsay (2015) in order to measure along with the item of each variable. The means of the study will be dealt with according to the following formula.

$$\text{Interval Length} = (\text{Highest Value} - \text{Lowest Value}) / \text{Number of Levels}$$

$$\text{Interval Length} = (5-1) / 3 = 4/3 = 1.33 \text{ and thus;}$$

$$\text{Weak} = 1+1.33 = 2.33 \text{ so this level range is 2.33 and Less}$$

$$\text{Moderate} = 2.34+1.33=3.67 \text{ and the level range is from 2.34 to 3.67}$$

$$\text{Strong} = 3.68 \text{ and above}$$

Table 4.4: Likert Scale Measurement reference definition and description

Value	Level or status Description
2.33 and less	Weak
2.34-3.67	Moderate
3.68 and above	Strong

Source: Own calculation based on Awsi (2013) and Kahsay (2015)

4.3.1 Teamwork

Based on the response gathered from the sample respondents of the company using the questionnaire, the information regarding teamwork related to projects is summarized in table 4.5 below and described in the following manner.

From the total collected respondents’ feedback, 48.5% are agreed and 20.6% are strongly agreed and said ‘Work within this company is appointed around groups that ensure better projects’ performance’ (table 4.5). The remaining are neither agreed nor disagreed (20.6%), strongly disagreed (2.1%) and disagreed (8.2%) about the concept of teamwork in ethiotelecom in line with project implementation performance.

Table 4.5: Summary of respondents' feedback for Teamwork

<i>Code</i>	<i>Variable</i>	<i>F/P</i>	<i>SD</i>	<i>D</i>	<i>NAD</i>	<i>A</i>	<i>SA</i>	<i>T</i>
<i>TM1</i>	<i>Work within this company is appointed around groups to ensure better projects' performance.</i>	<i>F</i>	2	8	20	47	20	97
		<i>%</i>	2.1	8.2	20.6	48.5	20.6	100
<i>TM2</i>	<i>I am more comfortable working in a group rather than individually to ensure better project performance.</i>	<i>F</i>	3	5	4	49	39	97
		<i>%</i>	3.1	5.2	4.1	50.5	37.1	100
<i>TM3</i>	<i>Other units or departments always co-operate with me when I need assistance to ensure projects perform better.</i>	<i>F</i>	2	11	21	45	18	97
		<i>%</i>	2.1	11.3	21.6	46.4	18.6	100
<i>TM4</i>	<i>There is a strong relationship or unity with in the project team, project manager and others for better project performance.</i>	<i>F</i>	3	7	21	48	18	97
		<i>%</i>	3.1	7.2	21.6	49.5	18.6	100
<i>TM5</i>	<i>Project activities usually assigned in team but the practice is to do it alone that impacted the performance of BSS project.</i>	<i>F</i>	4	11	25	46	11	97
		<i>%</i>	4.1	11.3	25.8	47.4	11.3	100
<i>TM6</i>	<i>I am satisfied because BSS projects are implemented with team and participation for its better project performance</i>	<i>F</i>	1	8	23	47	18	97
		<i>%</i>	1	8.2	23.7	48.5	18.5	100
<i>TM7</i>	<i>In order to ensure better BSS project performance, teamwork is required, because it can contribute to and determine the success and failure of projects.</i>	<i>F</i>	3	2	8	37	47	97
		<i>%</i>	3.1	2.1	8.2	38.1	48.5	100

Source: Own study data, (2017).

In order to ensure better project performance working in a group or team rather than individually are strongly agreed (table 4.5) by 37.1% and agreed by 50.5% of the total collected feedbacks from the respondents. Even though, 4.1% of the total collected feedback of the respondent indicated that they are neither agreed nor disagreed to this, 5.2% and 3.1% of the total collected feedback of the respondent indicates that working individually is preferable for better project performance.

Furthermore, 18.6% and 46.4% of the respondent are strongly agreed and agreed respectively, and they said they got an assistance when they need it to perform projects well from other departments or organizational units (table 4.5) but, 11.3% of the respondent are disagreed and 2.1% of the respondent were strongly disagreed to this concept while 21.6% of the remaining respondent are neither agreed and nor disagreed to this concept.

In order to have better project performance in ethiotelecom, project teams, project managers and other unit of the companies have a strong relationship (table 4.5), this is deduced from 18.6% strongly agreed and 49.5% agreed respondents. Regarding this concept 7.2% of the respondents

are disagreed and 3.1% of the respondents are strongly disagreed but the remaining 21.6% of the respondent are neither agreed nor disagreed.

11.3% (strongly agreed) and 47.4% (agreed) respondents indicated that for project activities usually assigned in team but the practice is to do it alone which impacted the performance of BSS project (table 4.5). This concept was totally disagreed by 11.3% of the respondents and strongly disagreed by 4.1% of the respondents. For this concept 25.8% of the respondents are neither agreed nor disagreed.

The researcher also tried to know the respondents' satisfaction level of agreement regarding BSS project conducted in the company through team and participations (table 4.5). So that, 1% of the respondents are strongly disagreed and 8.2% of the respondent disagreed. Even though 23.7% of the respondents are neither agreed nor disagreed, 48.5% of the respondent indicated as agreed while 18.5% are strongly agreed to this concept. Finally, the researcher sought to get the attitude of the respondents to determine that teamwork is required to ensure the successful accomplishment of the BSS projects (table 4.5). Accordingly, 3.1% and 2.1% of the respondents are strongly disagreed and disagreed respectively. On the other hand, 48.5 % of the respondents are strongly agreed and 38.1% of the respondents are agreed, where as 8.2% of the respondent are neither agreed nor disagreed.

Table 4.6: Descriptive statistics of Teamwork corporate culture dimension

<i>Variable</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Sta. Deviation (Std.D)</i>	<i>Mean Std.D</i>
<i>TM1</i>	97	1	5	3.77	.941	3.835±.679
<i>TM2</i>	97	1	5	4.13	.942	
<i>TM3</i>	97	1	5	3.68	.974	
<i>TM4</i>	97	1	5	3.73	.952	
<i>TM5</i>	97	1	5	3.51	.980	
<i>TM6</i>	97	1	5	3.75	.890	
<i>TM7</i>	97	1	5	4.27	.930	
Valid N (list wise)	97					

Source: Own calculation, (2017).

Based on the Likert Scale Measurement reference definition and description matrix (table 4.6) the mean of the project implementers or respondents for teamwork corporate culture of ethiotelecom with respect to project implementation (table 4.6) is 3.835 (item 7), accordingly the

overall mean of the teamwork corporate culture dimension indicates that the status of teamwork culture of ethiotelecom in relation with project implementation is considered as strong but the lowest mean (i.e. 3.51) value for item TM5 (table 4.6) indicates that within the team usually activities implemented individually.

4.3.2 Communication

Table 4.7: Summary of respondent’s feedback regarding Communication.

Code	Variable	F/P	SD	D	NAD	A	SA	T
CM1	<i>The company has an open and transparent internal communication means to flow information in all directions.</i>	F	7	12	25	37	16	97
		%	7.2	12.4	25.8	38.1	16.5	100
CM2	<i>Communications between management and staff is stated as an important company objective and is being practiced throughout the project implementation.</i>	F	2	9	28	27	31	97
		%	2.1	9.3	28.9	27.8	32	100
CM3	<i>Company's top managers are frequently informed about the progress of the projects.</i>	F	3	6	24	54	10	97
		%	3.1	6.2	24.7	55.7	10.3	100
CM4	<i>Management regularly provides customer/vendors/suppliers feedback and setup opportunities for direct, face-to-face meeting between project team member and customer/vendor/supplier for better project performance.</i>	F	4	11	18	50	14	97
		%	4.1	11.3	18.6	51.5	14.4	100
CM5	<i>Employees’ communication was effective in communicating things that are relevant to them so as to ensure better project performance.</i>	F	2	11	26	51	7	97
		%	2.1	11.3	26.8	52.6	7.2	100
CM6	<i>There is an open and established channels for BSS project communication so as to widely share information’s to every one about the progress of the project for better project performance.</i>	F	6	11	29	38	13	97
		%	6.2	11.3	29.9	39.2	13.4	100
CM7	<i>I am satisfied with communication conducted in the company for better BSS project performance.</i>	F	4	16	25	37	15	97
		%	4.1	16.5	25.8	38.1	15.5	100
CM8	<i>In order to ensure better BSS project performance, Communication is required, because it can contribute to and determine the success and failure of projects.</i>	F	4	2	9	35	47	97
		%	4.1	2.1	9.3	36.1	48.5	100

Source: Own survey data, (2017)

Based on the response gathered from the sample respondents of the company using the questionnaire, the information regarding Communication related to projects is summarized in table 4.7 above and discussed in the following manner.

Within the company 16.5% of the respondents are strongly agreed that there is an open and transparent internal communication means to flow information in all direction (table 4.7) in addition to 38.1% agreed respondents. For such case, 25.8% of the respondents are neither agreed nor disagreed, 12.4% of the respondents are disagreed and 7.2% of the respondents are strongly disagreed. Alongside to this, 32% of the respondents are strongly agreed as well as those 27.8% of the respondents who are agreed that the communication between management and staff is sated as an important communication objective and is being practiced throughout the project implementation (table 4.7). However 28.9% of the respondents are neither agreed nor disagreed, 9.3% of the respondents are disagreed and also 2.1% of the respondents are strongly disagreed.

The respondents were requested to indicate their level of agreement about whether top managers are frequently informed about the progress of the projects (table 4.7) and 10.3% of the respondents are strongly agreed and 55.7% of the respondents are agreed while 24.7% of the respondent are neither agreed nor disagreed. In contrast to this 6.2% and 3.1% of the respondent are agreed and strongly agreed respectively.

In relation to the managements contribution in providing a means for communication among project team, management, customer, vendors and suppliers which is required for performing projects successfully, 14.4% of the respondents are strongly agreed that there is a means for feedbacks and setups for opportunities available through direct, face-to-face meetings between project team and customers, vendors or suppliers, in addition to the 51.5% of the respondents who indicated their agreement by filling on agreed option (table 4.7). In contrast to this, 11.3% and 4.1% of the respondent are disagreed and strongly disagreed respectively while 18.6 percent of the respondent are neither agreed nor disagree.

The researcher also requested the respondent to indicate their level of agreement on employees' communication effectiveness in communicating things which are relevant to ensure project performances (table 4.7). Accordingly 52.6% of the respondents are agreed and also 7.2% of the respondents are strongly agreed while 26.8% of the respondents are neither agreed nor disagreed, 11.3% of the respondents are disagreed and 2.1% of the respondents are disagreed.

In addition to the above statements described in related to communication culture of the company, the respondent also sought to assess about communication channels which will helpful for

projects to completed successfully. Accordingly 39.2% and 13.4% of the respondents are agreed and strongly agreed for the availability of an open and established channels used for BSS project communication which is widely share information's to everyone about the progress of the project that will support to have better project performance capability (table 4.7). On the other hand 6.2% of the respondents are strongly disagreeing as well as 11.3% of respondents who are disagreed to this statement. To this end there are 29.9% respondents whom they are not decided about it.

The researcher also tried to know the respondents' satisfaction level regarding BSS project communications conducted in the company (table 4.7) and requested them to indicate their level of agreement through a statement as 'I am satisfied with communication conducted in the company for better BSS project performance.' So that, 4.1% of the respondents are strongly disagreed and 16.5% of the respondent disagreed. Even though 25.8% of the respondents were neither agreed nor disagreed, 38.1% of the respondent indicated as agreed while 15.5% are strongly agreed to this concept.

Finally, the researcher sought to get the attitude of the respondents to determine that communication is required to ensure the successful accomplishment of the BSS projects (table 4.7). Accordingly, 4.1% and 2.1% of the respondents are strongly disagreed and disagreed respectively. On the other hand, 48.5 % of the respondents are strongly agreed and 36.1% of the respondents are agreed where as 9.3% of the respondent are neither agreed nor disagreed.

Table 4.8: Descriptive statistics of Communication Corporate Culture Dimension

<i>Variable</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Sta. Deviation (Std.D)</i>	<i>Mean Std.D</i>
<i>CM1</i>	97	1	5	3.44	1.127	3.635±.800
<i>CM2</i>	97	1	5	3.78	1.063	
<i>CM3</i>	97	1	5	3.64	.868	
<i>CM4</i>	97	1	5	3.61	1.006	
<i>CM5</i>	97	1	5	3.52	.862	
<i>CM6</i>	97	1	5	3.42	1.059	
<i>CM7</i>	97	1	5	3.44	1.070	
<i>CM8</i>	97	1	5	4.23	.995	
Valid N (list wise)	97					

Source: Own calculation, (2017).

Based on the Likert Scale Measurement reference definition and description matrix (table 4.8) the mean of the project implementers or respondents for communication corporate culture of ethiotelecom with respect to project implementation (table 4.8) is 3.635 (item 8), accordingly the

overall mean of the communication corporate culture dimension indicates that the status of communication culture of ethiotelecom in relation with project implementation is considered as Moderate or can be said also moderately strong since has a slight deviation (i.e 0.02) from the construct. The lowest mean (i.e. 3.42) of item CM6 indicates that the company have an open and established channels so as to flow information but the channels are not fully in used or practiced.

4.3.3 Training and Development

Based on the response gathered from the sample respondents of the company using the questionnaire, the information regarding training and development related to projects is summarized in table 4.9 below and described in the following manner.

The researcher sought to ask the respondents about the company's interest regarding the project management professional skill growth and development (table 4.9). So that, 9.3% of respondents are strongly disagreed extra to 26.8% of respondents are disagreed. In the contrary to these respondents, 27.8% and 7.2% of the respondents are agreed and strongly agreed respectively and also there are 28 (28.9%) respondents who are neither agreed nor disagreed to this statement.

The respondent also requested to indicate if there was specific project skill training is given to them for supporting the project activity (table 4.9). For this case 16.5% of the respondents are agreed in addition to those 5.2% of respondents who are strongly agreed. In contrast to this, there are respondents who are disagreed (43.3%) extra to 13.4% of the respondents who are strongly disagreed. The remaining respondents which are 20.6% of the sample respondent was neither disagreed nor agreed.

Furthermore, for specific project related training only 17.5% of the respondents agreed and 3.1% strongly agreed for the availability and readiness of adequate resources and training environments necessary to the training. However, 33% of the respondents are disagreed and 15.5% are strongly disagreed to this statement (table 4.9) while, 30.9% of the respondents were neither agreed nor disagreed.

Table 4.9: Summary of respondent’s feedback regarding Training and Development

Code	Variable	F/P	SD	D	NAD	A	SA	T
TD1	<i>The company shows interest in the project management professional skill growth and development of its employee.</i>	F	9	26	28	27	7	97
		%	9.3	26.8	28.9	27.8	7.2	100
TD2	<i>For projects to be successful, specific project-skills training were given to you.</i>	F	13	43	20	16	5	97
		%	13.4	44.3	20.6	16.5	5.2	100
TD3	<i>Upon delivery of specific project-skills training adequate resource and training environments were available.</i>	F	15	32	30	17	3	97
		%	15.5	33	30.9	17.5	3.1	100
TD4	<i>For projects to be successful, training and development of staff was done fairly to ensure projects perform well.</i>	F	8	48	23	15	3	97
		%	8.2	49.5	23.7	15.5	3.1	100
TD5	<i>Most of the project teams in the company were trained on how to use and implement project time, cost and quality management methods/tools to enhance project performance</i>	F	10	48	25	13	1	97
		%	10.3	49.5	25.8	13.4	1	100
TD6	<i>The project managers provide mentor for beginners or new project team members for establishing a mutual understanding between the project team, project managers and stakeholders.</i>	F	12	31	28	18	8	97
		%	12.4	32	28.9	18.6	8.2	100
TD7	<i>Efforts were given by the company to the acquisition of the required skills and knowledge necessary for BSS deployment and handover.</i>	F	10	30	27	21	9	97
		%	10.3	30.9	27.8	21.6	9.3	100
TD8	<i>Trainings and development programs designed and delivered for BSS project supports to complete the project successfully.</i>	F	11	29	30	20	7	97
		%	11.3	29.9	30.9	20.6	7.2	100
TD9	<i>I am satisfied with the BSS project training and development programs given to me for the project to be successfully accomplished</i>	F	9	43	30	13	2	97
		%	9.3	44.3	30.9	13.4	2.1	100
TD10	<i>In order to ensure better BSS project performance, training is required, because it can contribute and determine to the project success and failure.</i>	F	0	4	10	31	52	97
		%	0	4.1	10.3	32	53.6	100

Source: Own survey data, (2017)

Moreover the respondents also request about the fairness of the training and developments delivered for the project related trainings (table 4.9) and 15.5 % of them were agreed and 3.1% are strongly agreed in contrary to this 49.5% of them are disagreed and 8.2% are strongly disagreed while 23.7% of them are neither agreed nor disagreed to this. Only 1% of the respondents strongly agreed and 13.4% of them agreed to the training given on how to use and implement project time, cost and quality management methods/tools to enhance project

performance. But 49.5 of the respondent are disagreed and 10.3 of them are strongly disagreed while the remaining 25.8% of them are neither agreed nor disagreed.

The researcher thought to determine about the role of the project managers in mentoring beginners or new project team members for establishing a mutual understanding between the project team, project managers and stakeholders (table 4.9) and then 32% of the respondents are disagreed and 12.4% of them are strongly disagreed while 28.9% of the respondents standing in between of agreed and disagreed opinion. In spite of this, 18.6% of the respondents are agreed and 8.2% of them are strongly disagreed.

The researcher also tried to see the training and development with respect to BSS project and requests the respondent to indicate their stands to the statements mentions in the data collection instruments distributed. Accordingly 21.6% of the respondents are agreed and 9.3 of them strongly agreed and said that 'efforts were given by the company to the acquisition of the required skills and knowledge necessary for BSS deployment and handover' while 27.8% of them are not agreed or disagreed to the statement in table 4.9. Away from this, 30.9% and 10.3% of the respondents are disagreed and strongly disagreed respectively.

Furthermore, the respondents were requested that the training and development programs designed and delivered to support BSS project performance was contributed to the successful completion of the project (table 4.9) and only 7.2% and 20.6% of them are strongly agreed and agreed respectively whereas 30.9% are neither agreed nor disagreed. However 11.3% and 29.9% of them are strongly disagreed and agreed respectively. For this specific the respondents put a remark as and reads as 'There is not training delivered', 'there was a problem on the program designed for BSS project'. In general, the BSS project implementation is affected due to lack of proper training design and delivery.

Alongside with this the respondents also indicated their satisfaction on the BSS project training and development programs (table 4.9) as a result, 2.1% and 13.4% of them are strongly agreed and agreed respectively whereas 30.9% are neither agreed nor disagreed. However 9.3% and 44.3% of them are strongly disagreed and agreed respectively.

Finally, the researcher sought to get the attitude of the respondents to determine that training and development is required to ensure the successful accomplishment of the BSS projects. Fortunately

there are no respondents who strongly disagreed while 4.1% of respondent disagreed. On the other hand, 53.6 % of the respondents are strongly agreed and 32% of the respondents are agreed where as 10.3% of the respondent are neither agreed nor disagreed. This implies that only 4.1% of the respondents are agreed and majority of the respondent (85.5%) agreed that training and developments are required for the successful implementation of BSS project performance.

Table 4.10: Descriptive statistics of Training and development Corporate Culture Dimension

<i>Variable</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Sta. Deviation (Std.D)</i>	<i>Mean Std.D</i>
TD1	97	1	5	2.97	1.104	2.853±.724
TD2	97	1	5	2.56	1.080	
TD3	97	1	5	2.60	1.047	
TD4	97	1	5	2.56	.957	
TD5	97	1	5	2.45	.890	
TD6	97	1	5	2.78	1.139	
TD7	97	1	5	2.89	1.145	
TD8	97	1	5	2.82	1.109	
TD9	97	1	5	2.55	0.913	
TD10	97	2	5	4.35	.830	
Valid N (list wise)	97					

Source: Own calculation, (2017).

Based on the Likert Scale Measurement reference definition and description matrix (table 4.10) the mean of the project implementers or respondents for training and development corporate culture of ethiotelecom with respect to project implementation (table 4.10) is 2.853 (item 10), accordingly the overall mean this corporate culture dimension indicates that the status of the training and development culture of ethiotelecom in relation with project implementation is considered as Moderate.

4.3.4 Reward and Recognition

Based on the response gathered from the sample respondents of the company using the questionnaire, the information regarding reward and recognition related to projects is summarized in table 4.11 below and described in the following manner.

Regarding the compensation system of the company in relation with projects the researcher requested the respondents to indicate their agreement (table 4.11), accordingly, 27.8% of the respondent indicated their agreement and 6.2% of the respondent also strongly agreed while

10.3% of the respondents are neither agreed nor disagreed. By contrast to this only 26.8% of the respondents are strongly disagreed and 28.9% of the remaining respondent indicated their disagreement.

Regarding the way how reward and recognition was done in the company in order to promote better project performance (table 4.11), 28.9% of the respondent were disagreed that it was not done based on the working quality this one also supported by 27.8% of the respondents through strongly disagreed to this point. However, Only 8.2% of the respondents are strongly agreed and 17.5% are agreed. 17.5% are neither agreed nor disagreed.

Regarding to encouraging employees through rewarding their suggestions and/or their contributions to the projects in cash and kinds (table 4.11), 36.1% of the respondents indicated their disagreement additional to those 20.6% respondents who are strongly disagreed. On the other hand, 24.7% and 3.1% of the respondent are agreed and strongly agreed respectively while 15.5% respondent were neither agreed nor disagreed.

Alongside to this, 15.5% and 5.2% of the total respondent indicated agreed and strongly agreed respectively and said there is a clear communication regarding to the rewards and penalty so as to ensure the project performances (table 4.11). Differing from these, 38.1% and 25.8% of the respondent are disagreed and strongly disagreed that there were no clearly communication about the reward as well as the penalty. To this end, 15.5% of the respondent are neither agreed nor disagreed for this concept.

The respondent also requested to indicate their level of agreement to the statement 'You were encouraged to feel that the work you do makes important contributions to the larger aims of the company' (table 4.11). Therefore 22.7% of the respondents are indicated their agreement and 10.3% selected strongly agreed. In contrast to this 38.1% of the respondent are indicated their disagreement and 6.2% of the respondent are selected strongly disagree while 22.7% are neither agreed nor disagreed.

Table 4.11: Summary of respondent’s feedback regarding Reward and Recognition

Code	Variable	F/P	SD	D	NAD	A	SA	T
RR1	<i>The compensation system applied for project encourages employee to contribution to ensure better project performance.</i>	F	28	26	10	27	6	97
		%	28.9	26.8	10.3	27.8	6.2	100
RR2	<i>Reward and recognition system within the company rewards relationship and task accomplishment based on work quality to promote better project performance.</i>	F	27	28	17	17	8	97
		%	27.8	28.9	17.5	17.5	8.2	100
RR3	<i>All suggestions and/or contributions for better project performance were encouraged and appropriately rewarded in cash and kind.</i>	F	20	35	15	24	3	97
		%	20.6	36.1	15.5	24.7	3.1	100
RR4	<i>Employee rewards and penalty were clearly communicated to ensure project performance.</i>	F	25	37	15	15	5	97
		%	25.8	38.1	15.5	15.5	5.2	100
RR5	<i>You were encouraged to feel that the work you do makes important contributions to the larger aims of the company.</i>	F	6	37	22	22	10	97
		%	6.2	38.1	22.7	22.7	10.3	100
RR6	<i>There is an appropriate and timely rewarding and recognition methods during BSS project implementation for project team motivation to contribute to the performance of the project.</i>	F	33	34	14	13	3	97
		%	34	35.1	14.4	13.4	3.1	100
RR7	<i>I am satisfied with the BSS project rewarding and recognition given to me for the project to be successfully accomplished.</i>	F	30	35	23	9	0	97
		%	30.9	36.1	23.7	9.3	0	100
RR8	<i>In order to ensure better BSS project performance, reward and recognition system is required, because it can contribute to and determine the success and failure of projects.</i>	F	13	12	16	31	25	97
		%	13.4	12.3	16.5	32	25.8	100

Source: Own survey data, (2017)

Furthermore, 3.1% of strongly agreed and 13.4% of agreed respondents are said there was an appropriate and timely rewarding and recognition methods during BSS project implementation to motivate the project teams for their contribution in order to complete the project successfully (table 4.11). Unfortunately, 34% of the respondent are strongly disagreed in addition to those 35.1% of respondent who are disagreed while 14.4% of the respondent neither agreed nor disagreed.

The researcher also tried to know the respondents satisfaction level regarding BSS project rewarding and recognitions given to them (table 4.11) and requested them to indicate their level

of agreement through a statement as ‘I am satisfied with the BSS project rewarding and recognition given to me for the project to be successfully accomplished.’ So that, 30.9% of the respondents are strongly disagreed and 36.1% of the respondent disagreed. Even though 23.7% of the respondents were neither agreed nor disagreed, 9.3% of the respondent supported the statement and no one is strongly agreed to this concept.

Finally, the researcher sought to get the attitude of the respondents to determine that reward and recognition is required to ensure the successful accomplishment of the BSS projects. Accordingly, 13.4% and 12.3% of the respondents are strongly disagreed and disagreed respectively. On the other hand 25.8 % of the respondents are strongly agreed and 32% of the respondents are agreed where as 16.5 % of the respondent are neither agreed nor disagreed.

Table 4.12: Descriptive statistics of Reward and Recognition Corporate Culture Dimension

<i>Variable</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Sta. Deviation (Std.D)</i>	<i>Mean Std.D</i>
<i>RR1</i>	97	1	5	2.56	1.330	2.574±.874
<i>RR2</i>	97	1	5	2.49	1.292	
<i>RR3</i>	97	1	5	2.54	1.164	
<i>RR4</i>	97	1	5	2.36	1.174	
<i>RR5</i>	97	1	5	2.93	1.130	
<i>RR6</i>	97	1	5	2.16	1.134	
<i>RR7</i>	97	1	5	2.11	.956	
<i>RR8</i>	97	1	4	3.44	1.354	
Valid N (list wise)	97					

Source: Own calculation, (2017).

Based on the Likert Scale Measurement reference definition and description matrix (table 4.12) the mean of the project implementers or respondents for rewards and recognition corporate culture of ethiotelecom with respect to project implementation (table 4.12) is 2.574 (item 8), accordingly the overall mean this corporate culture dimension indicates that the status of the rewards and recognition culture of ethiotelecom in relation with project implementation is considered as Moderate.

4.3.5 Effective Decision Making

Based on the response gathered from the sample respondents of the company using the questionnaire, the information regarding effective decision making related to projects is summarized in table 4.11 below and described in the following manner.

Table 4.13: Summary of respondent’s feedback regarding Effective Decision Making

Code	Variable	F/P	SD	D	NAD	A	SA	T
ED1	<i>Project managers and project team members are encouraged to take initiative and make decisions on their own for better project performance.</i>	F	9	34	20	33	1	97
		%	9.3	35.1	20.6	34	1	100
ED2	<i>Management actively seeks input from employees before major decisions are made which will impact the project performance.</i>	F	11	20	16	38	12	97
		%	11.3	20.6	16.5	39.2	12.4	100
ED3	<i>During BSS project implementation usually critical decision making was delayed due to that the project was highly impacted.</i>	F	4	8	28	39	21	97
		%	4.1	8.2	25.8	40.2	21.6	100
ED4	<i>In my understanding due to lack of an effective decisions making my project performance was impacted.</i>	F	3	15	22	36	21	97
		%	3.1	15.5	22.7	37.1	21.1	100
ED5	<i>I am satisfied with those decisions made during BSS project implementation for better project performance.</i>	F	11	33	29	22	2	97
		%	11.3	34	29.9	22.7	2.1	100
ED6	<i>In order to ensure better BSS project performance, an effective decision making is required, because it can contribute to and determine the success and failure of projects.</i>	F	3	3	7	26	58	97
		%	3.1	3.1	7.2	26.8	59.8	100

(Source: Own survey data, 2017)

Regarding an effective decision making processes of the company for better project performance, the respondents were requested to indicate their level of agreement. Accordingly, the respondents indicated their level of agreement for the statement ‘Project managers and project team members are encouraged to take initiative and make decisions on their own to for better project performance’ (table 4.11). So that, 34% of the respondents are agreed more on 1% of the respondent who are indicated as strongly agreed. Furthermore, 35.1% of the respondents are agreed extra to those 9.3% of the respondents’ who are indicated as strongly agreed while 20.6% of the respondents are neither agreed nor disagreed.

In addition to this, the respondents 12.4% as strongly agreed and 39.2% as agreed indicated that management seeks information before any decision making (table 4.11), in contrast 20.6% of the

respondents' who are indicated as disagreed and 11.3% respondents strongly disagreed while 16.5% of the respondent indicated as neither agreed nor disagreed.

The respondents are requested to indicate their level of agreement to the timing or delaying of decision making accordingly, 21.1% and 40.2% of the respondents are strongly agreed and agreed respectively. Whereas, 4.1% and 8.2% of the respondents are strongly disagreed and agreed while 25.8% of the respondents are indicated as neither agreed nor disagreed (table 4.11). Furthermore, 21.1% of the respondents who are strongly agreed and 37.1% of the respondents who are agreed said that their project implementation was highly impacted due to lack of an effective decision making. However, there are 3.1% and 15.5% respondents indicated as strongly disagreed and agreed to this concept while 22.7% of the respondents are neither agreed nor disagreed.

The researcher also tried to know the respondents' satisfaction level of agreement regarding the decisions made for BSS projects in the company (table 4.11) and requested them to indicate their level of agreement through a statement as 'I am satisfied with those decisions made during BSS project implementation for better project performance.' So that, 2.1% of the respondents are strongly disagreed and 22.2% of the respondent disagreed. Even though 29.9% of the respondents were neither agreed nor disagreed, 34% of the respondent indicated as agreed while 11.3% are strongly agreed to this concept.

Finally, 3.1% and 3.1% of the respondents are strongly disagreed and disagreed respectively. On the other hand, 59.8 % of the respondents are strongly agreed and 26.8% of the respondents are agreed where as 7.2% of the respondent are neither agreed nor disagreed for contribution of decision making on projects success and failure.

Table 4.14: Descriptive Statistics Effective Decision Making Corporate Culture Dimension

<i>Variable</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Sta. Deviation (Std.D)</i>	<i>Mean Std.D</i>
<i>ED1</i>	97	1	5	2.82	1.041	3.433±1.165
<i>ED2</i>	97	1	5	3.21	1.233	
<i>ED3</i>	97	1	5	3.67	1.038	
<i>ED4</i>	97	1	5	3.56	1.087	
<i>ED5</i>	97	1	5	2.70	1.012	
<i>ED6</i>	97	1	5	4.37	0.972	
Valid N (list wise)	97					

Source: Own calculation using SPSS, (2017).

Based on the Likert Scale Measurement reference definition and description matrix (table 4.14) the mean of the project implementers or respondents for effective decision making corporate culture of ethiotelecom with respect to project implementation (table 4.14) is 3.433 (item 6), accordingly the overall mean this corporate culture dimension indicates that the status of the effective decision making culture of ethiotelecom in relation with project implementation is considered as Moderate.

4.3.4 Overall status of Corporate Culture Dimensions.

According to the percentage and frequency distribution of the respondent's feedback on the perception of the corporate culture dimensions with respect to project performance and the respondent's agreement level with respect to all of the positive items of the questionnaire it can be understood that teamwork is the dominant and well-practiced corporate culture in ethiotelecom (as per the agreement of 72.1% respondents, table 4.15) and the reward and recognition corporate culture of the company in relation with project performance was the least one and not practiced satisfactorily within the company (as per the disagreement of 54.9% respondents).

Additionally, Figure 4.2 displays the mean of the corporate cultures using descriptive statistics of minimum, maximum, mean, standard deviation and overall mean and standard deviation based on respondent's response, accordingly, the overall mean or arithmetic mean of corporate culture dimensions indicates that there is difference with the status of the corporate culture dimensions with the overall mean range from 2.574 to 3.835 or in other word, the status of the corporate culture dimensions in relation with project implementation ranges from moderate to strong levels. From the mean descriptive statistics it can be understood that teamwork corporate culture is the dominant and strongest culture in the company with the highest overall mean of 3.835 while reward and recognition corporate culture of the company is the least one with the lowest overall mean of 2.574.

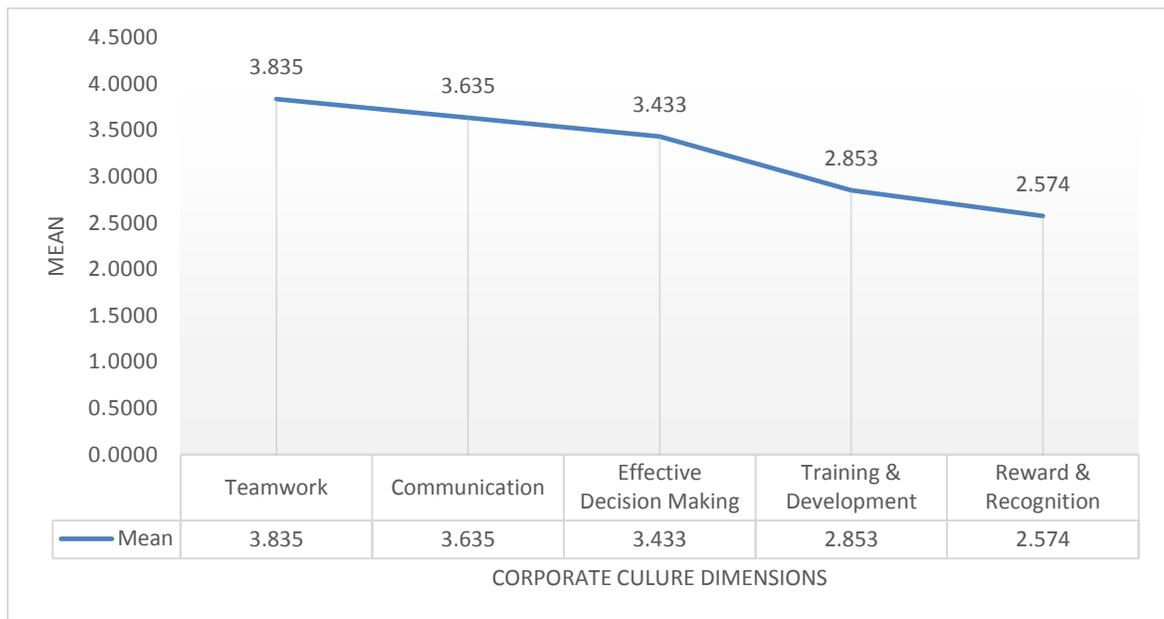
Table 4.15: Frequency Distribution and percentage analysis of Corporate culture Dimensions

#	Corporate Culture Dimension Variable	SD	D	NAD	A	SA	SA & A	SD & D
1	Teamwork	2.6%	7.6%	17.9%	46.9%	25.2%	72.1%	10.2%
2	Communication	4.1%	10.1%	23.7%	42.4%	19.7%	62.1%	14.2%
3	Effective Decision Making	7%	19.4%	20.9	33.3%	19.7%	53%	26.4%
4	Training & Development	10%	34.4%	25.9%	19.7%	10%	29.7%	44.4%
5	Reward & Recognition	23.5%	31.4%	17%	20.4%	7.7%	28.1%	54.9%

Source: Own calculation using SPSS, (2017)

Accordingly the overall status of corporate culture dimensions with respect to project implementation ordered as teamwork ranked first before communication, effective decision, training & development, reward & recognition, which they are ranked two to fifth one.

Figure 4.2: Overall mean analysis of the corporate culture dimensions



Source: Own calculation using SPSS, (2017)

4.4 The Status of BSS Project Performance

So far, the researcher described the projects in general in ethiotelecom and BSS projects in line with the five corporate cultural dimensions which are training and development, reward and recognition, communication, teamwork, and effective decision making. With this section the researcher describes BSS project performance based on the response gathered from the sample

respondents of the company using the questionnaire and summarized in table 4.16 and described in the following manner.

Table 4.16: Summary of respondents' feedback regarding BSS Project Performance

Code	Variable	F/P	SD	D	NAD	A	SA	T
BP1	<i>The organization defines success of the projects on the base of objective, schedule, cost, quality and users satisfaction.</i>	F	7	29	25	28	8	97
		%	7.2	29.9	25.8	28.9	8.2	100
BP2	<i>BSS project meets its intended schedule objective or completed within the given time frame (schedule) without delay.</i>	F	18	42	24	11	2	97
		%	18.6	43.3	24.7	11.3	2.1	100
BP3	<i>BSS project implementation run with in the approved budget.</i>	F	8	25	49	13	2	97
		%	8.2	25.8	50.5	13.4	2.1	100
BP4	<i>BSS project meets its intended quality specification.</i>	F	2	13	36	35	11	97
		%	2.1	13.4	37.1	36.1	11.3	100
BP5	<i>BSS projects meet its intended corporate business, technical or financial objectives/goals.</i>	F	1	15	25	52	4	97
		%	1.0	15.5	25.8	53.6	4.1	100
BP6	<i>Our internal and external customers are happy with the performance of BSS projects.</i>	F	5	22	43	24	3	97
		%	5.2	22.7	44.3	24.7	3.1	100
BP7	<i>For better BSS project performance, there was a proper utilization of resources.</i>	F	5	31	35	21	5	97
		%	5.2	32	36.1	21.6	5.2	100
BP8	<i>During BSS project implementation the effect of training, reward, teamwork, communication and effective decision was realized before the project started.</i>	F	16	29	35	14	3	97
		%	16.5	29.9	36.1	14.4	3.1	100
BP9	<i>For better BSS project performance, project managers have to consider the effect of training, reward, teamwork, communication and decision making process of their company.</i>	F	3	7	9	33	45	97
		%	3.1	7.2	9.3	34	46.4	100

Source: Own study data, (2017)

The researcher tries to determine how the organization defines the success of projects and requested the respondents to indicate their agreement (table 4.16). So that, 28.9% of the respondents agreed and 8.2% strongly agreed that their company defines success of projects on the base of schedule, cost, quality, objectives and users satisfaction. Away from this 29.9% of the respondents are disagreed as well as those strongly disagreed respondents (7.2 %) that no such

considerations for project success, 25.8% of the respondents are neither agreed nor disagreed to this. The Likert scale analysis in this case indicates that there is an equal (37.1%) respondents attitudes regarding the measurement of the project success in the company. 25.8% of the respondents whom not decided on this might be due to lack of information, uncertainty or they need to remain neutral, in any case this was more elaborated through an interview with the managements.

The respondents of the interview regarding to how the company define project successes and how does the performance of the BSS project was measured implies that the company define the success of the project through Business objective, technical objective, budget, roadmap objective, cost, schedule, quality and users satisfaction.

The researcher also requested the respondent to indicate their level of agreements based on those possible project success measurement or project success definition methods such as schedule, budget, quality, internal and external users' satisfaction, resource utilization and objective of the project (Table 4.16, #2-7). Accordingly 2.1 % and 11.3% the respondents strongly agreed and agreed respectively that the project meets its schedule while 24.7%, 43.3% and 18.6% of the respondents indicated as neither agreed nor disagreed, disagreed and strongly disagreed. 2.1% and 13.4% of the respondents are strongly agreed and agreed and think the project is within the approved budget while 50.5%, 25.8% and 8.2% of the respondents indicated as neither agreed nor disagreed, disagreed and strongly disagreed to performance of the project with respect to the defined budget. This indicate that most of the respondent (61.9%) disagreed and it means BSS project was delayed and the performance of the project is not satisfactory, this might be attributed due to lack of motivation, lack of knowledge, delay of effective decision making and so on. Furthermore the BSS project also failed to be completed within budget (34%). Most of the respondents (50.2%), however, attributed to lack of knowledge or information regarding the utilization of the project budget.

For BSS project performance with regards to project quality specification 11.3% of the respondents are strongly agreed extra to 36.1% of the respondents who are indicated as agreed that the project performance meets its defined quality specification. However, regarding to quality specification and BSS project performance, 2.1% of the respondents are strongly disagreed in addition to 13.4% of the respondents who are disagreed that the project was not performed with

the quality specified while 37.1% of the respondent are neither agreed nor disagreed to this point. 4.1% and 53.6% of the respondent are strongly agreed and disagreed that the project meets its objective while 25.8%, 15.5% and 1% of the respondents are neither agreed nor disagreed, disagreed and strongly disagreed respectively. This implies that most of the respondent (47.4%) agreed that BSS project meets its quality specification and also 58.6% of the respondent agreed that the project meets its technical and business objectives.

Regarding the satisfaction of users the respondent indicated that 3.1% of the respondents are strongly agreed in addition to 24.7% of the respondents who are agreed that both internal and external customers are happy with the performance of BSS projects while 44.3% of the respondents neither agreed nor disagreed, 22.7% are disagreed and 5.2% of the respondent are strongly disagreed. Moreover 5.2%, 32% and 36.1% of the respondents are strongly disagreed, disagreed and neither agreed nor disagreed while 5.2% and 21.6% of the respondents strongly agreed and agreed that there is proper utilization of resources for better BSS project implementation.

The researcher requested the respondent to indicate their level of agreement in relation to corporate cultures and BSS project performance (Table 4.16, #8-9). Accordingly, 16.5% of the respondents are strongly disagreed in addition to 29.9% of the respondent who are disagreed to the realization of corporate cultures before BSS project started while 3.1%, 14.1% and 36.1% of the respondents are strongly agreed, agreed and neither agreed nor disagreed. Furthermore, for better BSS project performance 46.4% of respondents strongly agreed and 34% of the respondents agreed and said managers to consider the effect of training, reward, communication and decision making process of their company. However, 7.2% of the respondents indicated as disagreed extra to 3.1% of the respondents are strongly disagreed that it is not required while the remaining 9.3% of the respondents neither agreed nor disagreed.

Table 4.17: Descriptive statistical analysis of BSS project performance

<i>Variable</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Sta. Deviation (Std.D)</i>	<i>Mean Std.D</i>
<i>BP1</i>	97	1	5	3.0103	1.1039	3.062±.9649
<i>BP2</i>	97	1	5	2.3505	0.9794	
<i>BP3</i>	97	1	5	2.7526	0.8664	
<i>BP4</i>	97	1	5	3.4124	0.9327	
<i>BP5</i>	97	1	5	3.4433	0.8412	
<i>BP6</i>	97	1	5	2.9794	0.9011	
<i>BP7</i>	97	1	5	2.8969	0.9734	
<i>BP8</i>	97	1	5	2.5773	1.0291	
<i>BP9</i>	97	1	5	4.1340	1.0570	
Valid N (list wise)	97					

Source: Own calculation using SPSS, (2017).

Based on the Likert Scale Measurement reference definition and description matrix (table 4.7) the mean of the project implementers or respondents for the performance of BSS project implementation with in ethiotelecom’s corporate culture is (table 4.7) is 3.062 (item 6), accordingly the overall mean of BSS project performance with in the ethiotelecom’s corporate culture indicates that the status of the rewards and recognition culture of ethiotelecom in relation with project implementation is considered as Moderate.

According to IEG Project performance rating scale (IEG) a Moderate project performance refers those projects that are challenged or have some degree of shortcomings or deficiencies to achieve one or more of their project objectives like scope, user satisfaction, budget, resource, schedule and others. According to Standish group project performance survey report 52% projects have moderate project performance and categorized under challenged project list (Hastie & Wojewoda, 2015). Accordingly BSS project performance also attributed to this category since the project is under the category of IS projects. In addition to this, the lowest mean value of BSS project performance i.e. 2.3505 indicated that the project is challenged to complete with in schedule (item BP2 of table 4.17) while the project meets its quality and overall objectives (i.e mean value of item BP4 and BP5 of table 4.17) within such challenges.

The response of the interview also indicates that the project was not finished on time and meet users expectation but the project meets the quality specifications and overall project goal or objective. According to the respondents the project failed to meet schedule is that there is no clear requirements, changing of scope, knowledge gap of the project implementers, project teams

commitment and motivation, communication problem among project team members and vendors, centralized budget monitoring, delay of decisions for escalated issues, delay of motivational factors such as cash, kind and others, existence of working individually with in the project team are among others.

4.5 Effect of Corporate Culture Dimensions and BSS project performance

BSS project performance is one of the Information System related projects which is challenged to be finished with in time, budget and users satisfaction while project achieves its quality and overall objective related to business and technical issues. Since projects are implemented with in specific corporate culture the projects have chances to be challenged by those corporate culture dimensions. The same is true for BSS project performance which is influenced by ethiotelecom's corporate culture dimensions.

According to the respondents data ethiotelecom BSS project is influenced due to lack of proper management of teamwork by allocating project activities to the team directly rather than to each individuals which is not good for the continuity of the activities if the individuals are off duty, due to lack of proper utilization of the available advanced communication channels such as sticking to only one channels which they are more experienced on it, due to lack of BSS specific project trainings, due to lack of training resources and environments, lack of the company management effort for the acquisition of required trainings, due to delaying of incentives and top management decision. Accordingly the influence of corporate culture dimensions on BSS project performance is discussed here through Pearson correlation and descriptive statistical analysis.

4.5.1 Descriptive analysis

Table summarized the respondents perception based on their satisfaction level for the corporate culture perceived during BSS project implementation to see the influence of the corporate culture dimension on BSS project performance. The project implementers is not satisfied with the reward and recognition, training and development, and decision making corporate culture of the company (table 4.18) while they are satisfied by the teamwork and communication corporate culture of the company this implies that that the BSS project is influenced or challenged because of the unsatisfactory practicing of this corporate cultures.

Table 4.18: Respondent satisfaction on Corporate Culture Dimension status

#	<i>Satisfied on</i>	<i>Agreed</i>		<i>Mean</i>
1	Teamwork	65	67%	3.7526
2	Communication	52	53.6%	3.4433
3	Effective Decision Making	24	24.8%	2.7010
4	Training & Development	15	15.5%	2.5464
5	Reward & Recognition	9	9.3%	2.1134

Source: Own calculation using SPSS, (2017).

This is also supported by the respondents during interview, accordingly, based on their experience, the respondent said that training, reward and decision making more affects BSS project performance on top of teamwork and communication. They added that this time the company was good at communicating project related information either internally or externally through challenging the different communication barriers.

4.5.2 Correlation Analysis

In order to see the effect of corporate culture dimensions on BSS project performance a correlation analysis is used in addition to the descriptive statistical analysis used so far. The scaled questionnaire filled by the sample project implementers of ethiotelecom was coded in to SPSS 20.0 to perform the correlation analysis. To know the degree of influence of the independent variables i.e. corporate culture dimension variables and the dependent variable BSS project performance the Pearson was conducted. This coefficient indicates the direction and the strength of a linear relationship between two variables. The Pearson's correlation coefficient (r) can vary from -1 to +1. The larger the value implies the stronger the relationship. A coefficient of +1 indicates a perfect positive relationship, a coefficient of -1 indicates a perfect negative relationship and 0 indicates that there is no linear relationship between the variables.

According to table 4.19 teamwork corporate culture and BSS project performance have a statistically significant linear relationship ($r=0.512$ with $p < 0.01$). The coefficient $r=0.512$ and its positive direction of relationship indicates that there is a strong positive relationship between teamwork corporate culture and BSS project performance which means the strongest teamwork corporate culture improves the performance of BSS project.

The correlation between communication corporate culture and BSS project performance is 0.425 (with $p < 0.01$). Since the direction of the relationship is positive so that there is a significant statistical relationship between the communication corporate culture and BSS project

performance, which indicates that this the higher the communication culture is there during project implementation, the higher project performance will be achieved.

Table 4.19: The relation between dependent and independent variables

Correlation							
		Teamwork	Communication	Effective Decision Making	Training and Development	Reward Recognition	BSS project performance
BSS project performance	Pearson Correlation	.512**	.425**	.536**	.359**	.536**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	97	97	97	97	97	97
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Own calculation using SPSS, (2017).

According to table 4.19 effective decision making, and reward and recognition corporate culture are strongly related with BSS project performance with statistically significant correlation coefficient of 0.536 for each ($p < 0.01$). The positive direction of relationship indicates that there is a strong positive relationship between this corporate culture and BSS project performance.

The correlation between training and development corporate culture and BSS project performance is 0.536 (with $p < 0.01$). Since the direction of the relationship is positive so that there is a significant statistical relationship between the training and development corporate culture and BSS project performance, which indicates that this the higher the training and development culture for BSS project implementation, the higher project performance will be achieved. In general the correlation analysis indicates that there is a strong positive and statistically significance relationship between corporate culture dimensions and BSS project performance. So that this statistical analysis indicates that the existing corporate culture dimensions of ethiotelecom influenced the performance of BSS project.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of the Findings

The study finding indicates that the company IS project implementation team comprises of very young and educated employees. This is good to the company to implement projects with energetic and educated personals.

5.1.1 Status of Corporate Culture Dimensions and Business Support Solution Project

- The respondent (i.e. 69.1%) confirms that the company prefers to work in team and they also (i.e. 87.6%) prefer working in team rather than individually to ensure better project performance. Additionally, they (i.e. 65%) confirms that departments are always cooperate with them when they need any assistances and also they describe there is a strong relationship among project team, project manager and others for better BSS project implementation. The respondent (i.e. 58.7%) agreed project activities usually assigned in team but the practice is to do it alone. Overall, majority of the respondent (72.7%) are satisfied because BSS projects are implemented with team and participation and they (86.6%) also agreed that this culture is required for better BSS project performance.
- Majority of the respondent (i.e. 54.6%) agreed that the company has an open and transparent internal communication means to flow information in all directions and 94.8% agreed that communications between management and staff is stated as an important company objective and is being practiced throughout the project implementation. So that, 66% agreed that company's top managers are frequently informed about the progress of the projects. This might be the contribution of the management in providing regular feedback between customer/vendors/suppliers and project team (as agreed by 65.9% of the respondents) plus the project teams effectiveness in communicating relevant information to the top management (as agreed by 59.9%) respondents) to ensure better project performance. Majority of the respondent (i.e. 52.6%) also agreed that there is an open and established channels for BSS project communication so as to widely share information's to every one about the progress of the project. Due to such conditions the

respondents (i.e. 53.6%) are satisfied with communication culture of the company and they (i.e. 84.6%) agreed that communication is required for better BSS project performance.

- The respondents (i.e. 36.1%) agreed that the company is not showing an interest for the employees' professional project management skill growth and development and they (i.e. 57.7%) said that they didn't receive project specific trainings to assure their project implementation; rather they put their personal efforts to get the required knowledge. Even to those trainings delivered to them they are not satisfied since it was unfair (56.1%) and unpreparedness of training materials and environments (i.e.48.5%), so that they couldn't able to acquire the proper knowledge on how to use and implement project time, cost and quality management methods/tools and other necessary knowledges (as agreed by 59.8% respondents). Furthermore, 41.2% said that the company didn't put much effort for the acquisition of the required skills and knowledge necessary for BSS deployment or handovers and also the management didn't put match effort in giving mentoring to project teams (i.e. 44.4%) to create a mutual understanding between teams. Even more, 41.2% said the training and development programs designed and delivered couldn't support the project to be completed successfully. Due to this 53.6% of the respondents are not satisfied to it.
- According to 55.7% of the respondents the company's compensation system specifically to projects didn't encourage them to contribute their maximum effort for the success of the projects. Again 56.7% of the respondent said the reward and recognition system within the company didn't rewards relationship and task accomplishment based on work quality to promote better project performance. In general, the respondent attributed their company have lack of rewarding employees suggestions, contribution and commitment in cash and kinds in order to enhance the performance of the project (i.e. 56.7%), lack in communicating employees when they are rewarded or penalized (i.e. 63.9%) and lack of encouraging employee to feel they are important to the achievement of the company objectives with regard to project implementation (i.e. 44.3%). In addition to this, BSS project is highly influenced due to lack of appropriate and timely rewarding and recognitions (as indicated by 69.1% of the respondent). Moreover the majority of the

respondents (i.e. 67%) are not satisfied to the rewarding and recognitions considered performing the project successfully.

- According to majority of the respondents (i.e. 51.6%) management actively seeks input from employees before major decisions are made. But most of the respondent (i.e. 44.4%) didn't agree that project managers and project team members are encouraged to take initiative and make decisions on their own for better project performance. During BSS project implementation, critical decision making was delayed (i.e. 61.8%), therefore they believe (i.e. 58.2%) that ineffective decision making challenging their project performance. Most of the respondent (i.e. 45.3%) was not satisfied on the overall aspects of decisions made for the implementation of BSS project.
- The finding from the data gathered indicates that 37.7% of respondents said, the organization defines success of the projects on the base of objective, schedule, cost, quality and users satisfaction while another equal percent of respondents (i.e. 37.7%) also said, the organization doesn't defines success of the projects on the base of objective, schedule, cost, quality and users satisfaction but the interview revealed that the organization defined the project success based on time, cost, quality and user acceptances.

5.1.2 Corporate Culture Dimensions and BSS project performance

- BSS project performance is one of the challenged projects in IS project categories because the project meets its overall objective and quality specification while it is not finalized within time, budget and none proper utilization of allocated resources. Categorize of projects as failed, challenged and successful depends from organization to organization however, challenged projects are those projects which achieved their project goal with requiring of additional schedule, budget and resources.
- Corporate culture dimensions have a strong positive and scientifically significant relation with BSS project performances so that the performance of BSS project is challenged by the company's corporate culture dimensions i.e. Teamwork, communication, training and development, reward and recognition, and effective decision making.

5.2 Conclusion

Based on the above major findings, the following conclusions are drawn:

- Even if the company's teamwork culture is considered as strong, BSS project is influenced because of lack of proper practice of this corporate culture. During BSS project implementation tasks were assigned in team, employees also prefer to do tasks in team and cooperate each other as well as they built strong relationships, in reality, for BSS it was not applied, rather, most of the tasks was done individually, this could be one reason for the challenge of BSS project.
- In relation to communication culture of the company, which is matured, open and transparent, understood as an important company objective, established internal and external communication channels to enhance the extent to which information flows to company's top management about progress of the project, among stakeholders, customers, suppliers and project teams regarding the implementation of BSS project. This is also supported by the project implementers since they are fully satisfied regarding the communication corporate culture.
- The research findings show that the company is not interested for employees' professional project management skill growth and development and no effort there for purchasing of BSS project specific skill growth and development trainings, lack of BSS project specific trainings on how to use schedule, cost and quality methods and tools, lack of BSS training resources and environments, unfair and unsuccessful training and development program, and lack of project managers in mentoring are the indication of the weakness of the culture. As a result project implementers are not satisfied with training and development culture of the company and since there is strong relationship with project performance this can help to conclude that BSS project was influenced by the training and development culture of the company.
- Rewarding and recognition in its positive attribute can provide contribution for the success of the projects. However, the finding of this study indicates that ethiotelecom's rewarding and recognition corporate culture has influenced the performance of BSS project due to lack of rewarding and recognizing of project implementers relationship, task accomplishment, contribution, suggestions and commitments, lack of encouraging project implementers to feel that they are part of the project and company objective, also lack in rewarding on time for project millstone accomplishments as a result project implementers are not satisfied with such culture of their company and since there is strong relationship

with project performance this can help to conclude that BSS project was influenced by the rewarding and recognition culture of the company.

- In any organization the decision making process is attractive if it is on time, participative, transparent, open, fair and effective. However, decision making culture of ethiotelecom lacks those issues. The top management seeks information before making major decisions otherwise project managers and team members are not encouraged to make decisions by themselves if required, critical decisions are delayed, lack of effective decision making process and procedure so that most of project implementers are not satisfied and since there is strong relationship with project performance this can help to conclude that BSS project was influenced by the decision making culture of the company.
- In general, the finding of this study indicated that BSS project performance also measured in terms of schedule, budget, quality, and objective and users satisfaction. Accordingly, the project meets quality and intended objectives. However the project is not finished within budget, time, and not utilized resources properly and users didn't satisfied. This is can be attributed to the influence of corporate culture dimensions this is also supported because there is a strong statistically significance relationship between the corporate culture dimensions and project performance which is also supported by the finding of Jumba (2013) Ochiel et al (2017) and Rao & Korrapati (2017).

5.3 Recommendation

Based on the above-stated conclusions, the following constructive recommendations are made and hoping that they would minimize problems related to BSS or many other project performance. Currently BSS project is completed but delayed, over budgeted, lack in resources utilization and unable to satisfy users and this can be considered as wasting of investments and loss of revenues so that the following recommendation might help to minimize this problems.

- In order to improve the performance of BSS project the student researcher advised the management of the company to keep up the strongest part of practicing of teamwork culture by monitoring the activities assigned to project team members so that each activities will be performed in team rather than at individual level not to perform it individually.

- The company has an attractive culture of communication which must be continued to other BSS project implementation by adding further options which can help to address and practice other dimensions as well as improving the communication channels to adopt the advancement of technologies so as to improve the project information in all direction.
- Ethio telecom has a moderate culture of training and development. So that, the student researched recommend to the management of the company to improve the practice of this corporate culture as a result, to improve the performance of BSS or any other projects. The management also improves their attitude towards the acquisition and fair delivery of project specific trainings. Furthermore, it is recommended to prepare the required resources and training environments ahead of the trainings, collect trainee feedback and evaluate it for improvement, mentoring new entrants to create a mutual understanding by project managers.
- In order to achieve the schedule and users expectation of BSS project, the management start to focus on rewarding and recognition of project implementers by rewarding and recognizing their relationship, task accomplishment, contribution, suggestions and commitments in cash and kind immediately without any delay, as a result it will in turn improves the performance of another BSS or any other projects on process with in the company.
- The student researcher recommend that the managers of ethio telecom who are holding different positions should develop to make decisions without delay, encourage project implementers, to some extent, to take the initiatives in making decisions when required, and develop effective decision making process and procedures that promote transparency and openness, accountability and develop positive attitudes to the decision implementers.
- Project managers should know and consider company's corporate culture status to support the success of their project. The student researcher in this aspect recommends further, that they have to realize the effect of corporate cultures before the project is started through analyzing and identifying their influence on project performance. Based on this and above mentioned recommendation the concerned management teams and project implementers shall improve the performance of projects in the company.

5.4 Recommendation for Further Study

The student researcher recommends for further study due to the strong influence of the corporate culture and limited number of studies on project performance at ethiotelecom. Accordingly the researcher recommends others researchers to look this and other corporate culture dimensions such as risk-taking for creativity and innovation, proactive planning and fairness and consistency in management practices on ethiotelecom or any other project driven organizations. Furthermore, since this study focused on corporate culture effects on project performance, it is recommended for other to perform the national culture effect on project performance of ethiotelecom.

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APPENDICES

A. Data Collection Instrument Pre-test feedback

#	Comment/Feedback	Action	Status
1.	☞ <i>On the cover letter, adding your name is required... I suggest if you put your full name.</i>	✓ The comment is valid, and the name of the student researcher's full was added based on the feedback	Accepted
2.	☞ <i>BSS definition you gave on the cover page is nor relevant and recommend you to remove it since most of your respondent knows a both this project and they are project managers, system implementers</i>	✓ The definition is given to not miss interpret with Business Support Solution which is used to name of vendors. This one is Business Support Solution or group of systems for the solutions.	Rejected
3.	☞ <i>The cover letter is not that much important since most of the respondent knows you.</i>	✓ It is mandatory for research to give purpose of the study, aim of the research, explain about confidential matters,	Rejected
4.	☞ <i>Part A, put 'phd' instead of post graduate... because it may confuse your respondent with the other option named 'Masters degree'.</i>	✓ The comment is valid, accordingly the student researcher replace 'post graduate' by 'Ph.D. degree'	Accepted
5.	☞ <i>This paper can make you achieve on your study objectives.</i>	✓ The feedback considered as a positive feedback and accepted	Accepted
6.	☞ <i>Why do need to request gender of the respondent for project?</i>	✓ Just to get the general characteristics of the respondent and make the study output free from gender bias.	Answered
7.	☞ <i>There are some words repeated such as ... level of staffing in part A, '?' for positive statement. so suggested to remove all</i>	✓ The comment is valid, accordingly the error was corrected	Accepted
8.	☞ <i>It is better to interview top management because they have to know the effected by this opportunity.</i>	✓ An interview guide was prepared, sent to them for confirmation and based on the confirmation it is conducted.	Answered
9.	☞ <i>There is lack of continuity on the questions so, suggested to rearrange the question, so that the respondent can follow your idea clearly.</i>	✓ The comment is valid, some questions was rearranged and recorded again.	Answered

B. Questionnaire Data Collection Instrument

REQUEST TO FILL QUESTIONNAIRE

Dear Respondent

I am in the process of completing my studies of MBA Degree in Project Management (MBAPM) at St. Mary's University, School of Graduate Studies, Addis Ababa, Ethiopia. The purpose of this study research is to assess the status and effect of selected five corporate culture dimensions: teamwork, training and development, reward and recognition, communication and decision making, on the performance of Business Support Solution (BSS) project implementation in ethiotelecom. BSS in this study was understood as a collection or group of different solutions or system (Contact Center, Customer Relationship Management (CRM), Convergent Billing System (CBS), Multimedia VAS, integration of them, etc.) used to optimize the business process of ethiotelecom.

I kindly request you to spent your precious time to fill this questionnaire as frank as and reasonable as possible. I want to inform you also that any information provided by you is for academic purposes only and all responses would be treated and handled with the strictest of confidentiality so that it will not be used to identify you in anyway.

Your co-operation is most valued and appreciated and I take this opportunity of thanking you in advance for your kind participation and timely return of your completed questionnaire.

Sincerely

Surafel Shemelis
(Graduation Candidate)

Part One: General Information

Please indicate your response by marking "X" against your choices or write your answer in the space provided. There is no need to write your name.

1. Please tell us your gender?

Male: Female:

2. In which age group do you fall?

18-25 26-35:
36-50 > 50:

3. Please indicate your highest level of formal education completed:

Grade 12 and below: Diploma/Certificate:
Degree: Master's Degree:
Ph.D. Degree

4. Please tell us your current position in relation to the implementation of BSS project at ethiotelecom. _____

5. At which level of staffing you had working at ethiotelecom after joining the company (can select multiple one)?

Top Management (Chief Executive Office, Chief Officer, Program Director)

Middle Management (Officer, Operational Management, Project Management)

Lower Management (Supervisor, Coach)

Employee Level (Staff Level, Specialist Level, Expert Level)

Project Level (Project Team Supervisor, Project Team member)

6. How long have you been working for the company?

Less than 3 years 4-6 years 7 years and above

7. How many BSS project implementation you participated since joining the company?

Part Two – Corporate Culture

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

1. *Teamwork*

(5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, and 1= Strongly Disagree)

	1	2	3	4	5
1. <i>Work within this company is appointed around groups to ensure better projects' performance.</i>					
2. <i>I am more comfortable working in a group rather than individually to ensure better project performance.</i>					
3. <i>Other units or departments always co-operate with me when I need assistance to ensure projects perform better</i>					
4. <i>There is a strong relationship or unity with in the project team, project manager and others for better project performance.</i>					
5. <i>Project activities usually assigned in team but the practice is to do it alone that impacted the performance of BSS project.</i>					
6. <i>In order to ensure better BSS project performance, teamwork is required, because it can contribute to and determine the success and failure of projects.</i>					
7. <i>I am satisfied because BSS projects are implemented with team and participation for its better project performance</i>					

2. *Communication*

(5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, and 1= Strongly Disagree)

	1	2	3	4	5
1. <i>The company has an open and transparent internal communication means to flow information in all directions.</i>					
2. <i>Company's top managers are frequently informed about the progress of the projects</i>					
3. <i>Management regularly provides customer/vendors/suppliers feedback and setup opportunities for direct, face-to-face meeting between project team member and customer/vendor/supplier for better project performance.</i>					
4. <i>Communications between management and staff is stated as an important company objective and is being practiced throughout the project implementation.</i>					

	1	2	3	4	5
5. <i>Employees' communication was effective in communicating things that are relevant to ensure better project performance.</i>					
6. <i>There is an open and established channels for BSS project communication so as to widely share information's to every one about the progress of the project for better project performance.</i>					
7. <i>I am satisfied with communication conducted in the company for better BSS project performance.</i>					
8. <i>In order to ensure better BSS project performance, Communication is required, because it can contribute to and determine the success and failure of projects.</i>					

3. Training and Development

(5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, and 1= Strongly Disagree)

	1	2	3	4	5
1. <i>The company shows interest in the project management professional skill growth and development of its employee.</i>					
2. <i>For projects to be successful, specific project-skills training were given to you.</i>					
3. <i>Upon delivery of specific project-skills training adequate resource and training environments were available.</i>					
4. <i>For projects to be successful, training and development of staff was done fairly to ensure projects perform well.</i>					
5. <i>Most of the project teams in the company were trained on how to use and implement project time, cost and quality management methods/tools to enhance project performance.</i>					
6. <i>The project managers provide mentor for beginners or new project team members for establishing a mutual understanding between the project team, project managers and stakeholders.</i>					
7. <i>Efforts were given by the company to the acquisition of the required skills and knowledge necessary for BSS deployment and handover.</i>					
8. <i>Trainings and development programs designed and delivered for BSS project supports to complete the project successfully.</i>					
9. <i>I am satisfied with the BSS project training and development programs given to me for the project to be successfully accomplished.</i>					

	1	2	3	4	5
10. <i>In order to ensure better BSS project performance, training is required, because it can contribute and determine to the project success and failure.</i>					
11.					

4. Reward and Recognition

(5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, and 1= Strongly Disagree)

	1	2	3	4	5
1. <i>The compensation system applied for project encourages employee to contribution to ensure better project performance.</i>					
2. <i>Reward and recognition system within the company rewards relationship and task accomplishment based on work quality to promote better project performance.</i>					
3. <i>All suggestions and/or contributions for better project performance were encouraged and appropriately rewarded in cash and kind?</i>					
4. <i>Employee rewards and penalty were clearly communicated to ensure project performance.</i>					
5. <i>You were encouraged to feel that the work you do makes important contributions to the larger aims of the company.</i>					
6. <i>There is an appropriate and timely rewarding and recognition methods during BSS project implementation for project team motivation to contribute to the performance of the project.</i>					
7. <i>I am satisfied with the BSS project rewarding and recognition given to me for the project to be successfully accomplished.</i>					
8. <i>In order to ensure better BSS project performance, reward and recognition system is required, because it can contribute to and determine the success and failure of projects</i>					

5. Effective Decision Making

(5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, and 1= Strongly Disagree)

	1	2	3	4	5
1. <i>Project managers and project team members are encouraged to take initiative and make decisions on their own for better project performance.</i>					
2. <i>Management actively seeks input from employees before major decisions are made which will impact the project performance.</i>					

	1	2	3	4	5
3. During BSS project implementation usually critical decision making was delayed due to that the project was highly impacted.					
4. In my understanding due to lack of an effective decision making my project performance was impacted.					
5. I am satisfied with those decisions made during BSS project implementation for better project performance.					
6. In order to ensure better BSS project performance, an effective decision making is required, because it can contribute to and determine the success and failure of projects.					

6. Regarding BSS Project Performance

(5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, and 1= Strongly Disagree)

	1	2	3	4	5
1. The organization defines success of the projects on the base of objective, schedule, cost, quality and users satisfaction.					
2. BSS project meets its intended schedule objective or completed within the given time frame (schedule) without delay.					
3. BSS project implementation run with in the approved budget.					
4. BSS project meets its intended quality specification.					
5. BSS projects meet its intended corporate business, technical or financial objectives/goals.					
6. Our internal and external customers are happy with the performance of BSS projects.					
7. For better BSS project performance, there was a proper utilization of resources.					
8. The effect of training, reward, teamwork, communication and effective decision was realized before BSS project started.					
9. For better BSS project performance, project managers have to consider the effect of training, reward, teamwork, communication and effective decision making process of their company.					

C. Structured Data Collection Instrument

This interview is made for the partial fulfillment Masters of PM for the research title 'Assessing the effect of corporate culture dimensions on project performance of ethiotelecom Business Support Solution Project' which is used, totally, for academic purpose only and fully confidential.

Name (optional): _____

Position in the organization: _____

1. How long have you worked in ethiotelecom, how many of the on BSS project?
2. How do you measure the performance of BSS project implementation? What are the other measures of BSS project performance at ethiotelecom?
3. Do BSS project completed within the planned time, cost and quality?
4. What are the major obstacles if the project is delayed, run over cost and low quality?
5. How important it is to train and develop project members? From your experience how has training and development affected BSS project performance?
6. How important it is to recognize and reward to motivate project members? From your experience how do you describe the influence of Reward and recognition on BSS projected performance?
7. How important it is to communicate project members? From your experience how has communication issues affected BSS project performance?
8. How important it is to work in team for project performance? From your experience how teamwork impacted BSS project performance?
9. How important it is to have an effective decision making for project performance and from your experience please explain the relationship and influence of effective decision making during BSS project performance?
10. Your recommendation?

DECLARATION

I, the undersigned, declare that this thesis entitled thesis titled as ‘Assessing the effect of corporate culture dimensions on project performance of ethiotelecom Business support Solution Project’ is my original work, prepared under the guidance of the research advisor, Asst. Professor Tekelegiorgis Assefa. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Surafel Shemelis Tabore

Name

Signature

St. Mary's University

June, 2017

Addis Ababa; Ethiopia

ENDORSEMENT

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

Tekelegiorgis Assefa, Asst.Prof

Advisor

Signature

St. Mary's University

Addis Ababa; Ethiopia

June, 2017