



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

**PROJECT IMPLEMENTATION AND MANAGEMENT**  
**PRACTICES OF FINANCIAL INSTITUTIONS: THE CASE OF**  
**AWASH BANK**

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**PROJECT IMPLEMENTATION AND MANAGEMENT PRACTICES OF  
FINANCIAL INSTITUTIONS: THE CASE OF AWASH BANK**

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## **LIST OF ABBREVIATIONS**

**AB** –Awash Bank

**CBE** – Commercial Bank of Ethiopia

**CFSS** – Critical Success Factors

**ERP** – Enterprise Resource Planning

**PMO** - Enterprise Project Management Office

**ICT** – Information Communication Technology

**IT** – Information Technology

**IS** – Information System

**SLA** – Service Level Agreement

**SPSS** – Statistical Software Package for Social Sciences

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## **ABSTRACT**

*The purpose of this study was to investigate the effect of project management practices on IT project implementation in Awash Bank. The study employed a quantitative research approach, an explanatory and descriptive research design. A five-point Likert scale-based questionnaire was used to collect data for the assessment from 45 chosen respondents (project managers, project team members, support staffs and project coordinators) from Awash Bank. Analyses were performed using four project management practices – fund management, stakeholder management, monitoring and evaluation and risk management. The findings of the regression analysis revealed that two of the project management practices (fund management and risk management) had a statistically significant positive effect on IT project implementation. It implies that an increase/decrease in fund management and risk management will result in a proportional increase or decrease in IT project implementation. The total effect of the independent variables in the model resulted in a 32.4 percent variations in IT project implementation. This implies that these variables are needed to be considered in any effort to boost IT project implementation in the banking industry. The study recommends that the management should seriously identify risks involved in a proposed project throughout the project life cycle and develop an appropriate mitigation plan accordingly. Furthermore, the management of the bank should enhance its cash management in such a way that complements IT project success.*

**Keywords:** *Project Implementation; Fund management; Awash Bank*

# CHAPTER ONE: INTRODUCTION

## 1.1. Background of the Study

The Project Management Institute (2004) defines projects as a transitory endeavor to develop a one-of-a-kind product or service that necessitates efficient resource management. Projects often include groups of people working together to achieve a shared purpose, with the goal of meeting those specified goals in a timely, cost-effective, and agreed-upon way. These people's activities are frequently intertwined. A project, according to the Information Technology Services Project Management Set (2012), is a group of linked work activities arranged under the guidance of a project manager that, when completed, will achieve defined objectives within a specified period.

Information and communications technologies (ICTs) have transformed the method of conducting business transactions and satisfying the rising needs of consumers for most businesses (Brown & Molla, 2015). Technology is one of the significant forces and dynamic changes that are occurring in the global business environment today, and this brings in new products, service market opportunities, and the development of more business-oriented information systems that support management processes such as fund management practices, controlling, and coordination (Ezehoha, 2015). The promise of ICTs in the banking sector has been seen in terms of their potential to: increase customer base, reduce transaction costs, improve response quality and timeliness, expand opportunities for advertising and branding, facilitate self-service and service customization, and improve customer communication and customer relationship management (Garau, 2014).

IT and e-banking have now emerged as critical components for increasing the national economy's competitiveness and enhancing the productivity and efficiency of both private and public sector banks (OECD, 2020). The majority of banks in the nation are looking for possibilities in the new economy. They also aim to profit from the more widespread and long-lasting benefits of e-banking on their corporate operations (Ackah & Agboyi, 2014). They are implementing Internet-based technology to create lean processes and increase distribution efficiency. Banks' competitiveness may be substantially improved in this manner (Mahaney & Greer, 2014). Furthermore, banks need give great service to smart clients who will not take anything less than above-average service. Thus, the topic of service marketing in general, and

banking services in particular, has become one of the most essential and current directions that has seen a significant increase in virtually all societies over the last several years. This is due to the increasingly important role that financial services play, as well as the expanding breadth and diversity of these services, and as a result, banking services have touched almost every area of modern society's life and activities (Osoro, 2013).

In response to customer demands for rapid, efficient, and dependable services, industry participants are increasingly employing technology to provide insights about their customers' behavioral patterns and preferences (Mahaney & Greer, 2014). Outsourcing support functions (technology and operations) that are well-developed are increasingly being utilized to offer services and manage costs (e.g., ATM networks, card processing, bill presentment and payments, software development, call center operations, and network administration) (Kishore *et al.*, 2011). The importance of information technology in the banking business, according to Alu (2013), cannot be underestimated. Information technology has made a significant contribution to the growth and development of the banking sector. According to Irechukwu (2015), information technology has created new markets, products, services, and efficient delivery methods for the banking sector. A few examples are online electronic banking, mobile banking, and internet banking. The banking industry (Agboola, 2014) now has the resources to deal with the problems that the new economy presents. Recent financial sector reforms aiming at enhancing the speed and reliability of financial operations, as well as measures to improve the financial industry, have relied heavily on information technology.

Cooke-Davies and Arzymanow (2014) and Mahaney & Greer (2014) propose the following optimal implementation practices: underestimating the complicated environment in which projects initiated; the importance of selecting a project that is expected to provide the greatest benefit to the target group; identifying the best implementation practices; deciding how an organizational process fits your project; and the importance of strong program and project management in developing and implementing successful projects. Meroka (2011) concludes that financial viability, management, market analysis and the quality of project management are the critical success factors of industrial and commercial projects.

According to Mobey & Parker (2002), in order to increase the chances of a project's success, the organization must first understand what the critical success factors are, then systematically and quantitatively assess these critical factors, anticipating potential effects, and finally choose appropriate methods of dealing with them. At this juncture, this study aimed at examining the relationship between project management practice and implementation of projects among commercial banks in Ethiopia, the case of Awash Bank.

## **1.2. Statement of the Problem**

The ultimate goal of project implementation is to ensure consistency in project success. However, there is no agreed-upon definition of project success, which complicates its attainment even further. To some extent, determining whether a project is a success or a failure is subjective (Ika, 2015). Müller & Judgev (2012) define project success as being mostly in the eyes of the beholder, which means that one stakeholder may consider a project successful while another considers it a failure. A shared understanding is essential to decrease subjectivity in project success. To do this, success criteria should be set at the project's first phase (PMI, 2013). Davis (2014) defines success criteria as the metrics used to assess a project's success or failure; they are dependent variables that quantify project implementation effectiveness.

Project process performance, also known as project management success, indicates how successfully the project development process was carried out, assessing the extent to which a project was executed on time, within budget, and within scope (Serrador & Pinto, 2015). On-time and on-budget completion refers to how well a project fulfills its basic goals for duration, schedule, and cost (Serrador *et al.*, 2015). The second component, project product performance, covers the performance of the system supplied to consumers and assesses the quality of the resulting system (Serrador *et al.*, 2015). System quality, on the other hand, is a complex and multifaceted notion that may vary throughout the project and product life cycle. Measures for assessing the outsourced system quality address whether the application developed is reliable; the application developed is easy to use; the system's flexibility is good; and the system meets the users' intended functional requirements, according to previous studies that examined project implementation from a vendor perspective, users, the project team, and upper-level management are pleased with the system supplied, and the overall quality of the produced application meets the expectations of stakeholders (Serrador *et al.*, 2015).

Some issues were discovered during preliminary interviews with project office management employees. There has been a project delay due to time management, and there is the lack of experienced project teams in the project work due to human resource management and some communication difficulties with other departments. These issues are thought to be the result of a failure to adhere to certain project management standards such as time, quality, communication, and so on.

In Ethiopia, some studies have been conducted in relation to project management practices and success factors of project implementation. Fitsum (2019) assessed the project implementation of Agent banking in commercial bank of Ethiopia. The result shows that lack of comfortable organizational structure to implement, Lack of adequate training, employee resistance, insufficient resource availability, low management support and involvement of stakeholders are the internal challenges and information communication technology (ICT) infrastructure, while network problem at the time of implementation, rules and regulations of the governing body are the external factors of the implementation process. Elias (2018) examined the critical success factors (CSFs) to information system/information technology (IS/IT) system projects implementation process in terms of their empirical importance in the case of Commercial Bank of Ethiopia (CBE). The study result indicated that Top Management Support, Team Work, Composition, and Capability, Project Leadership, Proper and Adequate Training, Project Management, Technological Infrastructure, Business Process Adjustment, Information Systems Adjustment, Processes and Sub-processes (Stakeholders) Participation, and Business Process Fit: Data Fit are the key success factors; Girmaw (2018) investigated the challenges of Data center project implementation in the Commercial Bank of Ethiopia. He concluded that power and cooling challenges, lack of service level agreement (SLA) contractors and service providers, management influence on project team site and space decision, and internal constraints or factors were the top four challenges that affect the performance and operation of the project.

Nebiyu (2018) also assessed the practices and challenges of Enterprise Resource Planning (ERP) project implementation in commercial bank of Ethiopia. The study indicated top management commitment, project team composition, training & education and system's customization & integration were the most critical out of all success factors. ERP project. Further, data cleansing challenge, Problem in User's adaptability, System performance & network interruption, Integration of modules interface with existing system, Standardization challenges, Knowledge



and skill for ERP implementation and technical challenges were the major challenges encountered while implementing the project. Sirak (2018) investigated the factors influencing the implementation of core banking system project in CBE. The study ascertain that the core banking system project implementation process end up within extra cost and time while meeting the predetermined benefits in CBE. The study also ascertains those project managers' time management skill, experience and team building ability; project time and cost change management practice; end users participation and satisfaction; top management timely decision making and timely authorization of business changes were ineffectively performed during the implementation of core banking system project in CBE. The study further confirmed that project scope change management made a significant contribution to successful completion of core banking system project within realistic schedule time in CBE. Wondwesen (2018) assessed Enterprise Resource Planning (ERP) Project Implementation in commercial bank of Ethiopia. The findings obtained indicated that top management commitment and support have a strong and positive impact on project success unlike of the other variables stakeholders' communication and engagement and training and knowledge transfer and quality of project teams. In rank order for their impact one to five as top management commitment, top management support, stakeholder's communication and engagement, project teams' qualities and training and knowledge transfer respectively. Michael (2021) explored the project quality management practice in case of Awash, Dashen and United banks. The result of this study indicates that those private banks do not have separate project quality management process which includes Plan Quality Management, Manage Quality, and Control Quality. The study also reveals other gaps in their project quality management process, which are lack of commitment, awareness and skill in different stakeholders and poor communication between them. Rekik (2020) also assessed Monitoring and Evaluation Practices of Digital Banking projects in Awash Bank. The study indicated that the different challenges encountered in the management of Digital-Banking projects are technical errors that emanate from interfacing problems of the hardware with the application software, failure of ATM machines due to recurrent power interruptions which upset their functions, low level of internet penetration and poorly developed telecommunication infrastructure, which impede smooth development, improvements and functioning of e-banking services.

From the above review, it is evident that most of the studies conducted so far mainly focused on examining the challenges and success factors of project management practices in general.

Empirical studies indicate that factors such as fund management, project risk management, monitoring & evaluation and stakeholder management are determinants of project success (Kaynak, 2013; Okoth, 2012; Karlsen, 2012; & Atrill, 2006). In view of this, therefore, the purpose of this study is to explore the project management practice and implementation of projects among commercial banks in Ethiopia, the case of Awash Bank.

### **1.3. Research Questions**

The following research questions guided the study:

1. What is the current project management practice in Awash Bank?
2. How does fund management affect implementation of projects in Awash Bank?
3. What is the effect of stakeholder management on implementation of projects in Awash Bank?
4. What is the relationship between project monitoring and evaluation and implementation of projects in Awash Bank?
5. How does project risk management affect implementation of projects in Awash Bank?

### **1.4. Research Objectives**

#### **1.4.1. General Objective**

The study's overarching goal was to determine the effects of project management practices and the execution of projects in Awash Bank.

#### **1.4.2. Specific Objectives**

The specific objectives of the study are the following:

1. To assess the project management practices of Awash Bank.
2. To investigate the effects of fund management on the execution of projects in Awash Bank.
3. To investigate the implications of stakeholder management on the execution of projects in Awash Bank.
4. To ascertain the link between project monitoring and evaluation and the execution of projects in Awash Bank.
5. To examine the effects of project risk management on the execution of projects in Awash Bank.

## 1.5. Research Hypothesis

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

Ha<sub>1</sub>: Fund management has no statistically significant effect on the IT project implementation in Awash Bank.

Ha<sub>2</sub>: Stakeholder management has no statistically significant effect on the IT project implementation in Awash Bank

Ha<sub>3</sub>: Project monitoring and evaluation has no statistically significant effect on the IT project implementation in Awash Bank.

Ha<sub>4</sub>: Project risk management has no statistically significant effect on the IT project implementation in Awash Bank.

## 1.6. Definition of Terms

**Implementation** - is the carrying out, execution, or practice of a plan, a method, or any design, idea, model, specification, standard or policy for doing something.

**Monitoring** - Routine collection and analysis of information to track progress against set plans and check compliance to established standards.

**Information Technology** - Systems of hardware and/or software that capture, process, exchange, store, and/or present information, using electrical, magnetic, and/or electromagnetic energy.

**Project Management** - Application of knowledge, skills, tools, and techniques in commercial banks project activities in order to meet or exceed needs and expectations from a project.

**Risk Management** - Is the continuing process to identify, analyze, evaluate, and treat loss exposures and monitor risk control and financial resources to mitigate the adverse effects of loss.

**Project Management Practices** - these are methods, procedures, processes and rules used in project management.

## 1.7. Significance of the Study

This study is bounded to be of benefit to the following stakeholders;

### **Project Managers**

The findings of this study advise senior project managers in the banking sector to critically evaluate how project implementation need a paradigm change in the way projects should be implemented. The conclusions of the study would suggest the use of techniques that enable the efficient implementation of projects at the organizational level. Furthermore, it would show how best practices should be implemented to minimize unjustified delays in the execution of sector-wide initiatives. In the same spirit, the study would contribute to the larger topic of how project risk and money management are explicitly analyzed and evaluated, with greater light shown on their impact on the drivers of project implementation by commercial banks in Ethiopia.

### **Policy Makers**

The research would make a significant contribution to a specific appreciation of the relevant subsets that constitute determinants of project implementation by commercial banks, as well as motivation for their acceptance across other types of projects and broadening their implementation framework. The findings of this study can thus be used to provide relevant project management advice for new projects, guidance for ongoing and established projects, and general improvement of the project implementation environment, particularly for information technology projects undertaken by commercial banks in Ethiopia. Policymakers should be able to easily embrace established and functional models since the study findings would provide strong building blocks for the acceptance and use of project management techniques.

### **Researchers and Academicians**

Researchers and academicians who want to delve into the field of project management could find a solid foundation and substantial knowledge base covered in this study, which focuses on the determinants of effective project implementation across a wide range of sectors, but particularly in Awash Bank. Although the foundations of project management remain universal, it is important to note that there is always specialization in terms of application depending on various topic areas, and in this case the research focused on information technology projects in Awash Bank.

### **1.8. Scope of the Study**

The study's goal is to determine the influence of project management methods on the execution of projects in Awash Bank. The research evaluated the following project management practices: fund management, stakeholder participation, project monitoring and evaluation, and project risk management. There are numerous project management techniques, however the four variables were examined in the context of the current study is influenced by the great majority of literature naming the same as essential project management practices. In terms of time span, this study was a cross-sectional research, with data obtained at a certain point in time.

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

### **2.1. Introduction**

This chapter examines related literature in the field of information technology project execution. It begins by looking at two popular management theories and analyzing how these ideas may be applied to project execution. The chapter goes through the conceptual framework again, covering the independent variables of fund management, stakeholder participation, risk management, and project monitoring and assessment, as well as the dependent variable of information technology project execution. The empirical literature in IT project execution is examined, as are research gaps.

### **2.2. Theoretical Review**

The research was based on ideas from general and strategic management that were applicable to and used in project management. Contingency theory and contingency fit theory of constraints are among the ideas examined in this study. These ideas were investigated in order to demonstrate how each may be more effectively incorporated into project management for the effective implementation of IT projects.

#### **2.2.1. Contingency Theory**

Contingency theory is a body of literature that contends that not all projects are the same and, as a result, should not be designed and managed in the same manner (Howell *et al.*, 2010). Over the last two decades, the study of contingency theory in project management has gradually emerged with specific frameworks for project management influenced by research from disciplines and fields of study such as innovation, organizational theory, management, computer science, product management, and engineering (Kureshi, 2013).

The contingency approach implies that there are several paths to success in project organizations (Hanisch & Wald, 2012). Each method has variable degrees of efficacy in all scenarios, with one method being more suited for a given situation than another (Besner & Hobbs, 2013). As a result, a proper match of contingency variables with structural elements will allow for a better reaction to the environment and higher levels of efficacy (Tolbert & Hall, 2015). According to

contingency theory, organizational success is determined by how effectively an organizational structure matches its environment (Cameron, 2015).

Contingency theory has caused a paradigm shift in management by introducing the idea that no single management approach will work for all project types (Howell et al., 2010). Each project initiated by an organization may benefit from a particular management strategy or a combination of methods. Many project management companies will select a single management strategy and expect every future project to adhere to the criteria of that methodology. Different project management methods are used by different project companies. Contingency theory enables businesses to collaborate by de-emphasizing a “one-size-fits-all” approach to project management (Howell et al., 2010). A contingency approach to project management, according to Kureshi (2013), must examine the amount of fit or mismatch between project features and project management method. This is congruent with studies on lasting organizational types based on contingency theory, which argues that organizational performance is contingent on the capacity of the organization to adapt to the environment and that there is a requirement for congruence between the environment and structure (Linton & Kask, 2017). Similarly, it has frequently been argued that organic structures should be used in more chaotic settings since dealing with uncertainty is a major issue for complex organizations (Agrawal, 2014).

A lack of this difference is considered to be a cause of sub-optimal project execution as well, because incorrect techniques and approaches are easily accepted (Jeyakanthan & Jayawardane, 2012). According to the contingency theory, various external situations need distinct organizational features, and an organization's performance is dependent on the fit between structural and environmental factors (Reddi & Sai, 2013). While these two have been researched extensively when the organization is considered as a whole, they have received less attention in the project context (Mansor, Yahya & Arshad, 2011).

A substantial body of research on information technology projects investigates project implementation determinants, project implementation, and the interaction between the two from a contingency standpoint (Jiang, Klein & Chen, 2013; Barki, Rivard & Talbot, 2015; Kureshi, 2013; Howell et al., 2010; Jun, Qiuzhen & Qingguo, 2011). These studies advocated for a contingency strategy in which project success is determined by how well the project as a whole

can cope with uncertainties in the project environment. They have also presented actual evidence that, in order to achieve efficient project execution, risk and management techniques must be adapted to project features and requirements. Rasnaxis & Berzisa (2017) show that using the same approach in two distinct organizational environments might result in dramatically different outcomes. According to the dependent nature of project success, a project management strategy or technique that is effective in one project and under specific circumstances may fail in another project or under different circumstances (Erik & Clifford, 2011). Finally, this theory contends that good organizational performance is dependent on a complex interplay of external factors, manufacturing technology, internal difference, and integration (McManus, 2014).

Although there is no widely accepted formal theoretical foundation for project management, contingency theory is one of the most consistent theoretical perspectives used in project management research, where project success is contingent on a combination of organizational, project, and people-based factors (Badewi, 2016; Putra, Ahlan & Kartiwi, 2016). For this study, the important implementation determinants were divided into four categories to reflect possibly contingent groupings of variables. Contingency theory is relevant to this study since it claims that various projects necessitate varied management methods and methodologies, all of which are aimed at improving the successful execution of information technology initiatives. Therefore, this is the overriding theory for this study as it explains all the variables in the study.

### **2.2.2. Contingency Fit Model**

Project implementation determinants are qualities, situations, or factors that, when correctly sustained, maintained, or controlled, can have a major influence on the project's success (Badewi, 2016). Several studies have found various factors, however there is a lack of agreement among academics on the criteria for assessing good project execution and the associated determinants (Panda & Sahu, 2013). Over the last 20 years, the crucial success determinants method has been created and promoted (Jeston, 2014). Many researches on project implementation determinants have categorized the determinants into major themes, such as organizational, team, customer, and project variables (Müller *et al.*, 2012).

This classification corresponds to and expands on that used by others, such as Nasir & Sahibuddin (2011), who discovered that human factors appear to dominate the important



determinants. This is hardly unexpected given that, despite the fact that people and process issues can appear technically, information technology initiatives fail for less common causes. It is also possible that the technical aspects of the project can be enhanced with effective management of people and procedures (Aaltonen & Kujala, 2016). This categorization also corresponds to Sheffield *et al.*, (2013)'s argument that, in order to achieve effective project implementation, top management, the project team, and users must agree on a development approach that is compatible with the nature of the project and the environment in which it is embedded.

The identification of the right essential project implementation determinants provides a competitive advantage to project organizations and is the bottom line of success in fulfilling the obligation of project management organizations (Reddy, Raja, Jigeesh & Kumar, 2013). Chow & Cao (2008) also provided a research model for candidate essential success determinants for information technology projects, and the candidate determinants were classified as organizational, people, process, technical, and project aspects in their model.

Therefore, drawing on literature of project management, project management practices, objectives of project management, critical success determinants and implementation of projects, this study derived four variables namely fund management, stakeholder involvement, project risk management and project monitoring & evaluation as independent factors and IT project implementation as a dependent variable.

## **2.3. Empirical Review**

This section examines relevant literature that has been documented by other researchers. The review is carried out in accordance with the research goals.

### **2.3.1. Global Studies**

#### **2.3.1.1. Project implementation**

According to Irechukwu (2015), successful project implementations in Ghana, particularly in information technology, have created new markets, new goods, new services, and efficient delivery methods for Ghana's banking sector. A few examples are online electronic banking, mobile banking, and internet banking. The Ugandan banking industry (Agboola, 2014) now has the resources to deal with the problems that the new economy presents. According to Wambui (2012), a research conducted in Kenya, most commercial banks in Kenya have problems in

integrating new technologies as a strategic response to customer service delivery in a changing business environment.

According to Cooke-Davies and Arzymanow (2014), the adoption of information technology initiatives played a significant part in increasing commercial banks' competitive advantage by assuring efficiency and customer satisfaction. Information technology has been at the heart of recent financial sector reforms aimed at boosting the speed and reliability of financial transactions, as well as measures to improve the financial industry.

Several studies on project execution have been reported, with varied empirical findings. For example, Alu (2013) claimed that without effective project implementation, the odds of a project failing are unavoidable since the specified goals and objectives would be forced to change, necessitating a new implementation phase (Cooke-Davies & Arzymanow, 2014). Furthermore, Alu (2013) suggested that the significance of information technology in the banking industry cannot be overstated, claiming that information technology has significantly contributed to the expansion and development of the banking sector.

### **2.3.1.2. Fund Management Practices and Project Implementation**

Studies on the determinants of project execution have been conducted in Kenya, with a wide range of variables found. According to Kabutu (2013), the success elements of offshore software development and implementation projects in public enterprises include top management support, technology, training and competence, organizational resources, and fund management. Mwai (2012) conducted research on IT firms in Kenya and concluded that effective project implementation is a matter of perception, and a project will be perceived as effectively implemented if it meets its technical performance specifications, the project mission, and there is satisfaction among key people on the project team and key users.

Efficient capital management is critical to a firm's health and success, thus they believe that businesses should utilize efficient fund management methods as a strategy for increasing their worth (Kotut, 2003). The literature on working capital management techniques cites cash management efficiency, receivables management efficiency, and inventory management efficiency as financial performance model drivers. Financial performance may be enhanced by increasing the efficiency of cash, receivables, and inventory management processes. The

examination of fund management procedures concentrated on cash management, receivables management, and inventory management techniques.

According to Lamberson (2005), project management entails fund management techniques and the managing of current assets and liabilities in a way that minimizes the danger of being unable to fulfill short-term commitments and avoids overinvestment in these assets. This short-term asset management is just as essential as long-term financial asset management since it immediately contributes to the maximizing of project profitability, liquidity, and total financial performance. As a result, by understanding the role and drivers of money, projects may reduce risk and enhance overall financial performance.

According to Atrill (2006), fund management Practice is a managerial accounting method that focuses on maintaining efficient levels of fund components, current assets and current liabilities, in relation to each other. Fund management guarantees that a project has enough cash flow to cover its short-term debt commitments and operating expenditures. Fund management is a critical component of corporate finance since it has a direct impact on a company's liquidity, profitability, and growth. It is critical to the financial sustainability of organizations of all sizes since the sums spent in working capital are frequently large in relation to the total assets employed.

### **2.3.1.3. Stakeholder Management and Project Implementation**

Chow *et al.*, (2008); Luthra *et al.*, (2016); and Sheffield *et al.*, (2013) have given evidence to suggest a substantial and favorable link between user engagement and information technology project success. Yetton *et al.* (2013) discovered that user engagement reduces budget variation by controlling expectations and resolving possible problems promptly. Similarly, Jun *et al.*, (2011) showed that addressing possible conflicts early stemming from more user engagement plays a crucial role in the perceived system satisfaction of IT project developers and users. Therefore, user engagement is an efficient approach to know and meet the demands of the agile users. It may also result in user devotion to IT initiatives.

In their study, AlArafati, Kadir, and AlHaderi (2019) examined the link between user engagement and change management in the development of information technology projects. Based on a case study in a big company, the study presented a categorization of important factors

of good project execution. User training and upskilling are critical since they allow such stakeholders to perfect their expertise in order to fully implement information technology initiatives (Mayer, Van Daalen & Bots, 2018). According to Zouaghi et al. (2011), information technology projects are very complex systems that need extensive training for project teams and consumers. For great results, this type of training infrastructure requires buy-in and dedication from the top down.

According to Mohammed (2006), businesses that place an emphasis on essential management components such as customers, stakeholders, workers, and leadership outperform those that do not. It is also evident that there is a positive linear link between team-leader performance and team satisfaction, as well as a strong relationship between organizational environment and cooperative learning. Project vision, goal, and objectives; project sponsorship; project money management techniques; project specifications; conflict management; and resistance to change were all mentioned by Sutterfield *et al.* (2006) as areas to enhance project performance.

According to Olander (2007), a number of persons or groups with distinct interests will be impacted over the lifespan of a project. The problem is to identify these project stakeholders and analyze their requirements and expectations in connection to the project objectives to guarantee whose needs and expectations will be met, as well as to determine which stakeholders can have an impact on project decisions. According to Achterkamp and Vos (2007), project managers should be able to profit from early identification and management of stakeholders at the outset of a project, which would result in improved project performance.

Traditional management functions, according to Robbins and Judge (2007), include money management techniques, organizing, leading, and controlling. Alternatively, Achterkamp and Vos (2007) offer stakeholder classification as the beginning point, followed by identification, with the idea that a role-based model should be matched with the project's environment. According to Cleland (2009), the first step is to identify the right stakeholders, followed by defining the nature of their interest (classifying). According to Frooman (2009), stakeholders influence strategy based on the balance of power implied in the stakeholder-firm interaction. This balance of power is dependent on the level of the power base, and the level of interdependence between the parties.

Mitchell, Agle, and Wood (2011) discuss how stakeholder claims are prioritized, stating that a stakeholder is given a higher priority if there is a feeling of validity to the claim that demands immediate attention, and if the stakeholder can seek to influence via the use of power. According to Karlsen (2012), stakeholder management often entails managing stakeholder strategies that encompass these conventional emphasis areas.

#### **2.3.1.4. Project Monitoring, Evaluation and Project Implementation**

Monitoring and evaluation, according to Solomon and Young (2007), are regarded as core tools for improving project management implementation, taking into account that managing complex projects in the short and medium run will involve corresponding financial strategies, which are expected to respect the criteria of effectiveness, sustainability, and durability. Monitoring activity assists both project managers and personnel in determining if projects are proceeding on time or meeting their objectives, inputs, activities, and deadlines. At the same time, Pollack (2007) asserts that, although though the monitoring and evaluation procedures are complimentary and part of the same project management function, they are treated independently.

According to Pollack (2007), this logical approach guarantees a coherent and thorough monitoring procedure, with the ability to offer a full description following project completion in real time. Furthermore, the flowchart indicates a greater variety of monitoring and evaluation tools and activities during the pre-project stage, as well as a greater volume of monitoring and evaluation tools and activities throughout the project stage. However, the range of monitoring and evaluation techniques is smaller at this level because most acts follow a regular approach. According to Solomon and Young (2007), the diversity and number of monitoring and evaluation procedures are reduced in the post-project stage, but the value of the produced outcomes is greater. Considering the three pillar structure of sustainable investment projects (economic, social, and environmental), the flow contains tools for analyzing impacts but does not give a comprehensive methodology for quantifying the qualitative social and environmental objectives.

According to Field and Keller (1997), assessment may be viewed as a tool for assisting planners and project developers in determining the extent to which projects have met the objectives outlined in the project papers. As a result, monitoring offers the foundation for avoiding schedule

and expense overruns while ensuring that needed quality standards are met (Crawford & Bryce, 2003). Monitoring, according to Sheperd (2004), is based on existing management practices with an emphasis on improving day-to-day project operation, whereas evaluation employs a research framework to assess the extent to which project objectives have been fulfilled or exceeded.

According to Dobrea *et al.* (2010), the concepts of monitoring and evaluation are usually approached together, as a function of project management, which provides a real perspective on the stage of the financed project, in order to make all the necessary adjustments in the project implementation process.

According to Yaghootkar and Gil (2011), building a successful project often entails the establishment of monitoring and evaluation systems as well as processes. By including monitoring and evaluation from the pre-project stage, both the project manager and the project team will provide themselves with extensive and ongoing feedback mechanisms, allowing them to make prompt management choices without waiting for assessment findings. The decision maker receives the logical route of the monitoring and evaluation work breakdown structure by integrating the monitoring and evaluation activities and following the succession of the combined findings for both processes. According to Okoth (2012), good Project Management guarantees that the financial management techniques, organizing, coordinating, monitoring, and control of the project from inception to conclusion will fulfill the client's needs and project objectives to achieve project success. They are typically caused by internal difficulties in the context of the construction industry's performance and profitability.

#### **2.3.1.5. Project Risk Management and Project Implementation**

According to Packendorff (2005), adopting project risk management systems necessitates the development of specialized structures and procedures for systematic risk planning and control at all levels of management. As demonstrated by global practice, the efficacy of these measures is dependent on the organization's capacity to incorporate risk management techniques into organizational management, in each process, contract, or project. The purpose of this research is to investigate the potential of an integrated risk management method. The goal of such an approach is to simplify management systems by decreasing the amount of structures and procedures, resources and documents utilized in companies, while enhancing both systems'

performance through synergistic effects. Risk management, according to Wambugu (2008), is the rational creation and implementation of a strategy to cope with possible losses. It is critical for a company to implement risk management programs in order to control its risk exposure and preserve its assets. The key point is to plan ahead of time on how to limit and fund losses.

Gray and Larson (2012) acknowledge that the evolution of organizations in the current context, which is characterized by fierce competition, rapid change, and uncertainty, necessitates new concepts in project management: quality and risk are regarded as key factors for performance management, and are approached in a variety of ways across the board. Risk is a phrase that has several meanings: it is the uncertainty that characterizes an activity; it is the possibility that something will happen; and it is the influence of uncertainty on objectives. The incidence of hazards and their negative consequences on human health, organizational performance, and society in general have pushed to the forefront management's concern for recognizing risk factors and assessing their effects.

Approaching risk in project management, according to (Charvat, 2013), needs defining objectives and actions that lead to goals, as well as concurrently attempting to identify variables that may prohibit it from reaching its objectives, in order to take the appropriate measures. The initial emphasis was on risk assessment. In the present day, the technique is more sophisticated and is known as risk management; this term refers to the coordinated efforts that an organization takes to prepare and control risks that may jeopardize its capacity to fulfill its goals. A preventative strategy like this is typical of modern management systems, since it ensures organizational performance improvement by controlling dangers and capitalizing on opportunities in the environment in which it operates.

The basic assumption of this study, according to Kaynak (2013), is that project risk and implementation are two sides of the same coin: quality is the measure of meeting the criteria, and risk is the weight of unfavorable events, departures from the requirements.

The two aspects are not mutually incompatible, but rather complement each other as components of the indicator system that measures the organization's success. The main issue with tackling risk and quality is that each is linked with a separate system, with its own set of goals, structures, procedures, and resources, which raises the costs and complexity of the organization's

management system. Furthermore, management efficiency suffers since problems are handled without considering the connections between the two systems. According to Waithira (2013), risk management is seen as a cornerstone of excellent corporate governance, resulting in improved service delivery, more efficient and effective use of scarce resources, and better project management. It is concerned with the detection, analysis, and control of risks that endanger a company's resources, assets, employees, and earning potential.

### **2.3.2. Related Studies in Ethiopia**

Fitsum (2019) assessed the project implementation of Agent banking in commercial bank of Ethiopia. The study applied descriptive research design and used both questionnaires and semi structured interview to gather the data. To analyze the data, both qualitative and quantitative approach were used. The result shows that Lack of comfortable organizational structure to implement, Lack of adequate training, employee resistance, insufficient resource availability, low management support and involvement of stakeholders are the internal challenges and ICT infrastructure and network problem at the time of implementation, rules and regulations of the governing body are the external factors of the implementation process. On the other hand, problems in giving clear roles and responsibilities of peoples, problems in team member selection are problems in the implementation team. And hinder the implementation effectiveness of the project. In addition, lack of support from top managements, weak periodic monitor and evaluation of the implementation stages, time delays, and poor resource allocation in the organization, cost overrun from the planned budget implementation plan is not communicated clearly and ineffective project management plan communications are expected from the top management to resolve.

Elias (2018) examined the CSFs to IS/IT system projects implementation process in terms of their empirical importance in the case of Commercial Bank of Ethiopia (CBE). The study employed a quantitative data collected from previous implementers of IS/IT system project(s) used, whereas Principal Component Analysis (PCA) statistical estimation technique was used together with its related data testing tools. Whereas, the analysis part consists of ranking CSFs through descriptive statistics, computing commonalities, un-rotated and rotated component matrix, total variance calculation, Pearson correlation technique, and covariance etc. to materialize the above analysis, a statistical software package for social science (SPSS) was used.



the findings indicate that Top Management Support, Team Work, Composition, and Capability, Project Leadership, Proper and Adequate Training, Project Management, Technological Infrastructure, Business Process Adjustment, Information Systems Adjustment, Processes and Sub-processes (Stakeholders) Participation, and Business Process Fit: Data Fit were found as an individual key success factors. Whereas, five major principal components (dimensions) of CSFs were extracted for this particular project work, these are already labeled as Process related CSFs, Quality related CSFs Enterprise related CSFs Project related CSFs, Business and IT System Alignment related CSFs. Each of these dimensions contained from seven to two high loadings (variables or CSFs).

Girmaw (2018) assessed the challenges of Data center project implementation in the Commercial Bank of Ethiopia. Descriptive research approach is selected for this study. Data were collected for the study using questionnaire, documentation, physical observation and interview. The collected Data was analyzed and interpreted using descriptive analysis technique. The study result shows that power and cooling challenges, lack of SLA contractors and service providers, management influence on project team site and space decision, and internal constraints or factors that affect the performance and operation of the project are the top four challenges.

Nebiyu (2018) assessed the practices and challenges of ERP project implementation in commercial bank of Ethiopia. Thus, the sample size of the study was 110 individuals who were selected from five ERP modules practices project areas. The researcher used proportionate stratified sampling from probability and purposive (judgmental & Quota) sampling from non-probability technique sampling to get a representative of needed sample from total population of project employees. The study revealed that top management commitment, project team composition, training & education and system's customization & integration were found out critical of all the success factors. It is also observed that the ERP system is being practiced effectively across the divisions of the organization where the system is implemented although problems which hinder the practice of the system related to technological, organizational, people, and process challenges were identified while implementing ERP project. These challenges were data cleansing challenge, Problem in User's adaptability, System performance & network interruption, Integration of modules interface with existing system, Standardization challenges,

Knowledge and skill for ERP implementation and technical challenges were the major one encountered.

Wendwesen (2018) assessed Enterprise Resource Planning (ERP) Project Implementation in Commercial Bank of Ethiopia. Focusing on this company, the purpose of the study was to assess or investigate the contribution of project management knowledge on ERP project success. In order to achieve the research objectives the researcher used a descriptive and explanatory type of research studies. Data were collected through questionnaire and interview prepared based on various scholars' work. The study revealed that top management commitment and support have a strong and positive impact on project success unlike of the other variables stakeholders' communication and engagement and training and knowledge transfer and quality of project teams. In rank order for their impact one to five as top management commitment, top management support, stakeholder's communication and engagement, project teams' qualities and training and knowledge transfer respectively.

Sirak (2018) investigated the factors influencing the implementation of core banking system project in CBE. The study examined the influence of: organizational goals and objectives, project manager competence, project scope change management, end users' involvement, vendor involvement and support from top management. The study was carried out using descriptive research based on survey approach using primary data collected. The study ascertain that the core banking system project implementation process end up within extra cost and time while meeting the predetermined benefits in CBE. The study also ascertained those project managers' time management skill, experience and team building ability; project time and cost change management practice; end users participation and satisfaction; top management timely decision making and timely authorization of business changes were ineffectively performed during the implementation of core banking system project in CBE. The study further confirmed that project scope change management made a significant contribution to successful completion of core banking system project within realistic schedule time in CBE. The study recommends that, in order to successfully implement (within cost, time and quality) a core banking system project, banks need to establish clear and understood goals and objectives; effectively manage scope changes during implementation; assign competent project manager and project teams; sufficiently involve end users and vendors; and top management should provide the necessary

support by ensuring that the required tools and resources, guidance and support are provided; and timely authorization and decision making are made.

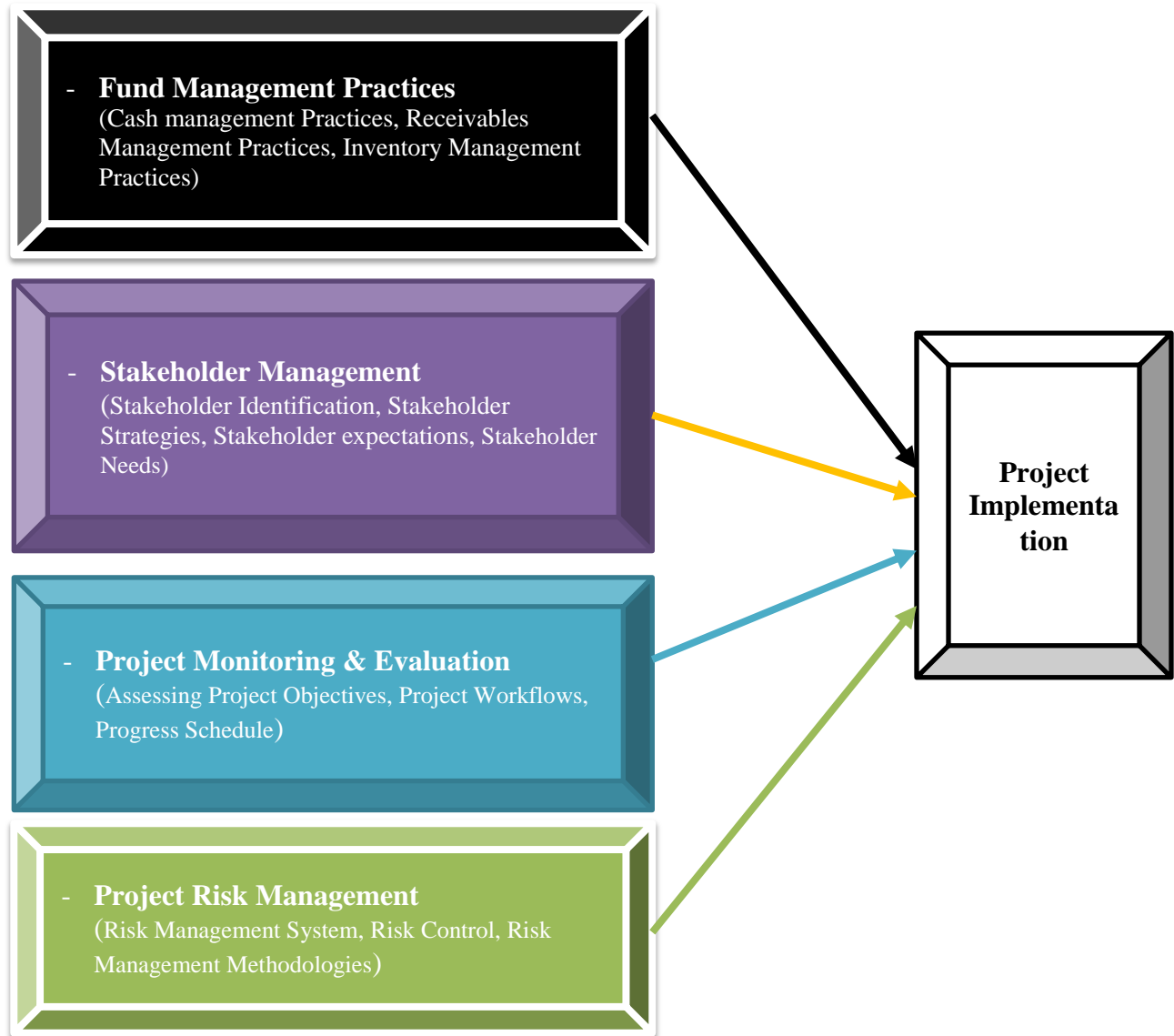
#### **2.4. Summary and Research Gap**

According to a review of current literature, commercial bank projects are typically finished with significant cost overruns, prolonged timelines, and quality problems. Delay is defined as time overruns that occur either after the completion date indicated in the contract or after the date agreed upon by the parties for project delivery. A bank project delay may result in losses or have a negative impact on any or all of the project partners. Delays can result in time overruns, expense overruns, disagreements, arbitration, litigation, and outright abandonment. Some research looks specifically upon delays, attempting to discover their causes as well as strategies to avoid them.

While there is a body of research on project management practices, and additional literature identifies a variety of success factors in project management, no research was found to exist that illustrated the relationship between project management practices and the implementation of bank projects, and how knowledge of this interaction may allow the delivery of more successful projects (Fitsum, 2019; Elias, 2018; Girmaw, 2018; Nebiyu, 2018; Wendwesen, 2018; Sirak, 2018). Thus, this study aimed at determining the Effects of Project Management Practices on the Implementation of Projects in Awash Bank.

#### **2.5. Conceptual Framework**

A conceptual framework is a tool that academics use to direct their study. It is a set of concepts used to arrange a research project, similar to a map (Kothari, 2004). It expresses the researcher's point of view on the issue and guides the investigation. It might be an adaption of a model used in a prior research, with changes to fit the investigation. Apart from indicating the direction of the investigation, the conceptual framework allows the researcher to demonstrate the links between the many constructs that he wishes to explore. The following conceptual framework will serve as the study's guide:



**Fig 2.1: Conceptual Framework**

**Source:** Ahimbisibwe *et al.*, (2015) with modification by the researcher.

The conceptual framework has been developed to provide clear links of dependent and independent variables as they relate to each other in this research. The dependent variable in this study is IT projects implementation within set contractual timelines, cost and quality. This can be achieved by executing defined duties, meeting deadlines, team input and achieving departmental goals which lead to efficiency, specialization, effective feedback and good organization behaviors.

The independent variable in this study is project management practices proxied by fund management, risk management, stakeholder management and project monitoring & evaluation. In this study timely completion of IT projects is conceptualized as an outcome of interrelated factors emanating from the project management activities.

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

## **3.1. Research Design**

A research design is the overall plan for relating the conceptual research problem to relevant and practicable empirical research. In other words, the research design provides a plan or framework for data collection and its analysis. The study adopted a descriptive research design in assessing the project management practices. The descriptive research involves gathering data and systematically treating it to present a comprehensive and intelligible inference (Orodho & Kombo, 2002). The study also adopted an explanatory research design (a regression analysis) to factors affecting project implementation. These designs are considered most appropriate since the purpose of the study is to document the systems as is and also model possibility of cause and effect. As far as the research approach for the study is concerned, the research employed a quantitative research approach wherein a survey questionnaire was used to collect data from the project participants. Creswell (2009) noted that quantitative approach employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield numeric data that can be analyzed using statistical procedures. It is a means for testing objective theories through examining the relationship among variables. It is advantageous as it, procedure, follow scientific approach, tests reliability and validity of the instrument. It minimizes bias from the researcher's influence and employs large sample size. Hence, the results can be believed on and the results can be generalized to larger population. However, it is not capable to address issues which cannot be quantified.

## **3.2. Population and Sampling Techniques**

According to Hair *et al.* (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this paper, the target population was Awash Bank staffs who are involved in IT project management.

For the purpose of this study, census survey was used for the project employees as they are not many in number, including all the Project coordinator, project manager, project members and support staffs. According to Parker (2011) in a census survey every participant has an

opportunity to participate which reduces the concern on accuracy. Therefore, the study included all the respondents from the employees involved in project. That means the study was conducted considering all the 45 employees involved in project office.

### **3.3. Types and Source of Data**

Based on the objectives of the study, the study used both primary and secondary data. Primary data come from the original sources and were collected specially to answer the research questions. Secondary type of data involves sourcing for already processed information. The study incorporated both primary and secondary data sources for data collection purpose. The study mainly used primary data source. Employees who are actively participated in the project implementation process were the main sources for the primary data. Besides, secondary data were collected through review of the project plan of the Bank, journals and the Internet.

### **3.4. Data Collection Techniques and Procedure**

#### **3.4.1. Data Collection Methods**

To achieve the study purpose, personally administered structured questionnaires were used based on the factors identified referring to the previous literature and based on objective of the study. This study was carried out using structured questionnaire. The questionnaire is adopted from Mavuti, Kising'u & Oyoo (2019) who studied the effect of project management practices on implementation of Kenya Ports Authority. As stated by Sekaran (2003) "questionnaire is a popular method of collecting data because researchers can gather information fairly easily and the questionnaire responses are easily coded".

#### **3.4.2. Data Collection Procedures**

The structured questionnaire seeks data in relation to the variables of the study namely: fund management, stakeholder management, monitoring and evaluation and risk management. The study asked participants' response on the success of project implementation based on the identified project success measurement indicators and on the factors influencing the successful implementation of information technology project based on the identified factors.

In addition, the respondents were asked to rate the degree of their agreement or disagreement on the factors identified for successful information technology project implementation based on a five-point scale. The rating scales used are as follows: 5= Strongly agree, 4=Agree, 3= Neutral, 2=Disagree and 1= Strongly disagree.

### **3.5. Method of Data Analysis**

Prior to data analysis the data collected through questionnaire were carefully edited, coded, classified, tabulated and checked for consistency and appropriateness.

The study mainly employed quantitative method of data analysis. The quantitative analysis of the study used both descriptive and inferential analysis. As a part of descriptive statistics, measures of central tendency and measures of dispersion were used as a preliminary analysis.

As a part of inferential analysis, multiple regression was used. Finally, in order to ensure error free computation, the study used Statistical Package for Social Sciences (SPSS) version 25. The justification of this methodology is based on the fact that study papers available where the factors considered in this research have been established (Nwakanma *et al.*, 2013; Seife & Mesfin, 2015; Mangwanda *et al.*, 2016; and Stephen & Patricia, 2017).

The factors influencing the implementation of project were analyzed and studied using various empirical models in the previous literature. So as to understand whether project implementation success can be predicted based on the identified project success factors (fund management, stakeholder management, monitoring and evaluation and risk management), the study employed multiple regression model (Mavuti, Kising'u & Oyoo, 2019).

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

Y= Project Implementation

X<sub>1</sub>= Fund Management

X<sub>2</sub>= Stakeholder Management

X<sub>3</sub>= Project Evaluation & Monitoring

X<sub>4</sub>= Risk Management

β<sub>0</sub>= Constant

β<sub>1</sub> - β<sub>4</sub>= Regression co-efficient and;

e= error term.

### **3.6. Validity and Reliability**

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



### **3.6.1. Validity**

According to Yin (2008) validity of a research can be achieved in two steps they are internal and external validity. Internal validity is accuracy or the quality of the research work, external validity is the degree at which results or findings can be generalized. Given the fact that questionnaires were administered personally, the data collection method accurately measured what it is intended to measure and that the study convinced that the findings are what they professed to be about. As the theoretical framework developed is broad in sense and enabled to validate the survey internally and the respondent's answers enabled the study to observe the degree of external validity. The theoretical framework encompassed certain theories which enabled the study to validate the survey which is validated with other similar research within the domain of this thesis; hence we can say that the survey developed was validated to a certain extent as it was developed from several research works.

### **3.6.2. Reliability**

According to Williamson (2002) reliability is the extent the study can be repeated with same results. The reliability for the survey can be seen as receiving quality answers for the questions, and how you are able to get the respondents to understand the questionnaire. To achieve this, sample questionnaires were used with a scaling system. The survey was developed in a careful manner to ensure that the respondents can answer in the best possible manner and also to ensure a high response rate. Hence, to ensure the reliability of measurement instrument the researcher first standardized the instrument and then distributed the same to all respondents. In addition, to assess the internal consistency of each construct Cronbach's alpha test was used.

A pilot analysis was also conducted to validate and test the data collection instrument. The pilot study included a group of ten workers. Cronbach's Alpha was used to assess the questionnaire's reliability, which tests internal accuracy and determines if objects on a scale measure the same construct. SPSS was used to calculate the index alpha, which calculates the average of observable objects as well as their correlation. Cronbach's Alpha was calculated for each vector that comprised a scale.

To test the dependability of the questionnaires, a pilot study was conducted. Following that, a reliability analysis was performed using Cronbach's Alpha, which evaluates internal consistency by determining whether or not a certain item within a scale measures the same construct. Klien

(1999) said that the acceptable alpha value is 0.7, which serves as the study's standard. Cronbach's Alpha was calculated for each vector that comprised a scale, as seen below.

**Table 4.1: Reliability Analysis**

<b>Variables</b>	<b>Items</b>	<b>Cronbach's Alpha</b>
Fund Management	4	.750
Stakeholder Involvement	5	.714
Project Monitoring & Evaluation	10	.725
Risk Management	7	.795
Project Implementation	7	.789
<b>Total</b>	<b>33</b>	
	<b>Average</b>	<b>0.7546</b>

*Source: Survey data (2021)*

The reliability test results showed that all the five variables were stable, as the average index of 0.7546 met the threshold of 0.7. This indicates that fund management, stakeholder management, project monitoring & evaluation, risk management and IT project implementation factors have relatively good internal continuity and are measured in the same construct.

### **3.7. Ethical Consideration**

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

## CHAPTER FOUR: RESULTS AND DISCUSSION

### 4.1. Introduction

This chapter covers the study's findings and discussion. The primary goal was to examine the effect of project management methods on the execution of information technology projects in Awash Bank. The data was analyzed based on the study objectives as recorded on the questionnaire.

### 4.2. Response Rate

The research sought 45 respondents who are involved so far in IT projects in the bank, with 100 % response rate. Project managers, project management coordinators, project team members, and project management support staffs were among those who responded. This response rate was deemed representative, and it adheres to Mugenda & Mugenda (2003)'s specification that a response rate of 50% is appropriate for analysis and reporting, a rate of 60% is good, and a rate of 70% or above is outstanding.

### 4.3. Respondents' Demographic Characteristics

The research collected information on different elements of respondents' backgrounds, such as gender, age, greatest degree of education, number of years working in the bank and their current position. This was for general information purposes only and was not a primary goal of the study.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	4	8.9	8.9	8.9
	26-30	4	8.9	8.9	17.8
	31-40	36	80.0	80.0	97.8
	41-50	1	2.2	2.2	100.0
	Total	45	100.0	100.0	

*Source: Survey data (2021)*

Respondents were requested to provide their age. According to the data, 80 percent of respondents were between the ages of 31 and 40, while 8.9 percent were between the ages of 26

and 30. It was also discovered that 8.9 percent of respondents were under the age of 25, while just 2.2 percent were between the ages of 41 and 50.

<b>Table 4.3: Gender</b>				
		Frequency	Percent	Valid Percent
Valid	Male	29	64.4	64.4
	Female	16	35.6	35.6
	Total	45	100.0	100.0

*Source: Survey data (2021)*

The study attempted to determine the gender distribution of respondents. Respondents in this survey were anticipated to be both male and female Awash bank workers. As a result, the research asked respondents to declare their gender by marking the appropriate boxes on the questionnaire.

According to the survey, 64.4 percent of the employees participating in the study were males, while 35.6 percent were females. According to the data, the company investigated employed both male and female employees. The data suggest that the opinions stated are gender responsive.

<b>Table 4.4: Educational Qualification</b>				
		Frequency	Percent	Valid Percent
Valid	Degree	10	22.2	22.2
	Post Graduate	35	77.8	77.8
	Total	45	100.0	100.0

*Source: Survey data (2021)*

According to Table 4.4, 35 respondents (77.8 percent) have a post graduate degree and 10 respondents (22.2 percent) have a bachelor degree. This demonstrates that the vast majority of responders had a post graduate degree. None of the respondents have a diploma or any other credentials. Regarding the respondents' educational background, it demonstrates that respondents are literate enough to accurately comprehend and reply to the research instruments, and respondents from various educational backgrounds are represented in the study.

		Frequency	Percent	Valid Percent
Valid	Project Manager	6	13.3	13.3
	Project Coordinator	9	20.0	20.0
	Project Member	26	57.8	57.8
	Support Staff	4	8.9	8.9
	Total	45	100.0	100.0

*Source: Survey data (2021)*

According to the table above (Table 4.5), 26 respondents (57.8 percent) are project team members, 9 (20 percent) of them are project coordinator, 6 (13.3 percent) of them are project managers and the remaining 4 (8.9 percent) are support staffs. This implies that respondents are relevant to accurately comprehend and reply to the research instruments.

		Frequency	Percent	Valid Percent
Valid	1-5 Years	1	2.2	2.2
	6-10 Years	21	46.7	46.7
	11-15 Years	19	42.2	42.2
	Above 15 Years	4	8.9	8.9
	Total	45	100.0	100.0

*Source: Survey data (2021)*

The research attempted to ascertain the respondents' years of experience as Awash bank workers. According to the data, the majority of respondents (46.7 percent) had worked for the firm between 6 and 10 years, followed by 42.2 percent who had worked for 11 to 15 years. It was also discovered that 8.9 percent of those polled had worked for above 15 years, while the remaining 2.2 percent (1) had worked for less than 5 years. As a result, this indicates that the respondents have sufficient working experience in their organizations and, as a result, possess the essential knowledge and information for this study.

#### **4.4. Descriptive Statistics Analysis**

The study did descriptive analysis on the data obtained on the variables; fund management procedures, stakeholder management practices, project monitoring and evaluation, project risk management, and project execution in Awash Bank. In examining the influence of project

management practices on IT project implementation, the data analysis is based on the reply by the respondents on their degree of agreement or disagreement with each of the questions on a five-point Likert response scale (Likert, 1932) that ranged from 5 “strongly agree” (scored as 5) to “strongly disagree” (scored as 1). The researcher used similar questionnaires to examine the IT project implementation in Awash Bank. This data was addressed and examined separately based on the average mean responses and are relevant to project management activities. The findings are detailed in the next section.

#### 4.4.1. Fund Management Practices

Data on three key areas of fund management practices were to determine the extent to which they influence IT project implementation in Awash bank based on specific statements on a scale of 1-5, where 1=never, 2=rarely, 3=occasionally, 4=frequently, and 5=very frequently.

The study assessed the respondents' perspectives on cash management, and the results are shown in Table 4.7.

**Table 4.7: Fund Management**

<b>Fund Management</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Preparation of budget	45	4.5778	.72265
Preparation of cash flow statements	45	3.9111	.87444
Review and evaluation of budget	45	4.0000	1.0000
Allocating sufficient resource	45	4.0667	.96295
<b>Overall Mean &amp; Std. Dev.</b>		<b>4.1389</b>	<b>0.89001</b>

*Source: Survey data (2021)*

According to the data analysis, respondents reported that they make budgets frequently, as evidenced by a mean of 4.58 and a standard deviation of 0.672, indicating that respondents' view of this item is less variable as it is less than one. Respondents also reported that they frequently produce cash flow statements (M=3.91, SD=0.87), review and evaluation of budget (M=4.0, SD=1.0), and allocating sufficient resources (M=4.07, SD=0.96). According to Atrill (2006), fund management is a managerial accounting technique that focuses on maintaining efficient levels of both cash components, current assets and current liabilities, in relation to each other. Fund management guarantees that a project has enough cash flow to cover its short-term debt commitments and operating expenditures.

#### 4.4.2. Stakeholder Management

The purpose of the study was to determine the effects of stakeholder management on the execution of information technology initiatives in Awash Bank. As a result, the respondents were given statements to score on a 5-point Likert scale. Table 4.8 summarizes the findings.

**Table 4.8: Stakeholder Management**

<b>Stakeholder Management</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Stakeholders are involved in every stage of the project	45	4.1333	.94388
Our bank undertakes early identification and management of stakeholders at the start of a project	45	3.4222	.91674
The stakeholders' expectations in the project are clear and are met	45	3.7333	1.13618
It is difficult to evaluate stakeholders needs and expectations in relation to the objectives of the project	45	3.4000	1.03133
Stakeholders needs and expectations can influence project decisions	45	3.9556	1.02149
<b>Overall Mean &amp; Std. Dev.</b>		<b>3.72888</b>	<b>1.00992</b>

*Source: Survey data (2021)*

According to the findings in table 4.8, respondents agreed that organizations include stakeholders in every stage of the project cycle (M=4.13, SD=0.944). Respondents also agreed that their banks identify and manage stakeholders early in the project life cycle, as evidenced by a mean of 3.4 and a standard deviation of 0.916. Stakeholders' demands and expectations can affect project decisions (M=3.95, SD=1.02), and respondents, however, noted that it is difficult to sufficiently evaluate stakeholders' needs and expectations in relation to the objectives of IT projects (M=3.4, SD=1.03). The total mean score (3.72) suggests that Awash bank frequently involve stakeholders in various project phases. The total standard deviation score (1.00) indicates that respondents' attitudes regarding stakeholder involvement are somehow diverse.

This study's findings are consistent with the findings of Mitchell, Agle & Wood (2011), who describe how stakeholder claims are prioritized, arguing that a stakeholder is given a higher priority if there is a sense of legitimacy to the claim that requires urgent action, and if the stakeholder can seek to influence through the use of power. According to Karlsen (2012),

stakeholder management often entails managing stakeholder strategies that encompass these conventional emphasis areas.

#### **4.4.3. Project Monitoring and Evaluation**

The study intended to determine the extent to which project monitoring and assessment impact the implementation of IT projects in Awash bank. In terms of monitoring and evaluation, respondents agreed that monitoring and evaluation improves project management quality and monitoring ensures that required quality standards are achieved in project as evidenced by a strong mean of around 4.0 and 4.1 respectively. The respondents are uncertain on whether there is proper feedback on the progress of projects ( $M=2.9$ ,  $SD=1.17$ ). However, respondents' attitudes regarding this issue vary, as seen by an average standard deviation score of 1.17. Similarly, respondents are uncertain whether evaluation can be perceived as an instrument for helping planners to assess to what extent the projects have achieved the objectives with a mean value of 2.9 and standard deviation of 0.75, though they believed that proper data on the project are collected and analyzed ( $M=3.9$ ,  $SD=0.96$ ). The respondents agreed that monitoring activities helps project managers and personnel understand if projects are on track or meeting their objectives ( $M=3.9$ ,  $SD=1.07$ ). Study respondents also indicate that there is a moderate progress (time, scope, and cost) monitoring and review throughout the project and there exists contingency plans in running the project with average mean score of 3.60 and 3.62 respectively.

Respondents noted that there is a periodic evaluation to assess the project outcomes at each stage with a mean score of 3.95. However, respondents' attitudes regarding this issue vary, as seen by an average standard deviation score of 1.04. Finally, respondents also agreed that there is a necessary report on the project performance relative to established objectives (e.g., budgets, cost, and quality) ( $M= 4.3$ ,  $SD= 0.95$ ). The overall mean value (3.17) also indicates that respondents are neutral as to the extent to which project monitoring & evaluation supports project implementation in Ethiopian commercial banks.

The study result supports the findings Solomon & Young (2007), who concluded that monitoring and evaluation are regarded as core tools for improving the implementation of project management, taking into account that managing complex projects in the short and medium run



will involve corresponding financial strategies, which are supposed to respect the criteria of effectiveness, sustainability and durability.

**Table 4.9: Project Monitoring and Evaluation**

<b>Project Monitoring &amp; Evaluation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Monitoring enhances the quality of project management	45	4.0009	.68165
There is proper feedback on progress of the project	45	2.9111	1.1744
Monitoring ensures that required quality standards are achieved in project	45	4.1556	1.08619
Evaluation can be perceived as an instrument for helping planners to assess to what extent the projects have achieved the objectives	45	2.9778	.75344
Proper data on the project is collected and analyzed	45	3.9778	.96505
Monitoring activity supports both project managers and staff in understanding whether the projects are progressing on schedule or meet their objectives	45	3.9333	1.07450
There is a regular and careful progress (time, scope, and cost) monitoring and review throughout the project	45	3.6000	1.30384
There exists contingency plans in running the project	45	3.6222	1.13396
There is a periodic evaluation to assess the project outcomes at each stage	45	3.9556	1.04350
There is a necessary report on the project performance relative to established objectives (e.g., budgets, cost, and quality)	45	4.3111	.94922
<b>Overall Mean &amp; Std. Dev.</b>		<b>3.74454</b>	<b>1.01657</b>

*Source: Survey data (2021)*

#### **4.4.4. Project Risk Management**

The study also intended to assess the influence of project risk management on the execution of information technology projects in Ethiopian commercial banks. As a result, the respondents were given items to score on a 5-point Likert scale: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, and 5-strongly agree. Table 4.10 summarizes the findings.

**Table 4.10: Project Risk Management**

<b>Project Risk Management</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Risk is considered key factors for a performance management in IT project	45	3.1556	1.22392
Identified risks are analyzed	45	2.8222	1.17336
The project has enough data on events that enables it to learn from its own mistakes	45	3.4222	.98832
There is proper communication on the risks involved in the project to all stakeholders	45	3.2889	1.05792
The management encourages the reporting of events in order to identify risk	45	2.9556	1.27841
There are proper mechanisms to mitigate project risk	45	3.0222	1.25207
There is a risk review process, after implementation of the mitigation measures for identified risk.	45	3.2889	.99138
<b>Overall Mean &amp; Std. Dev.</b>		<b>3.13651</b>	<b>1.13791</b>

*Source: Survey data (2021)*

According to the overall mean value of 3.136 in table 4.10 above, respondents are unsure if project risk management is handled seriously in Awash Bank. The average standard deviation value (1.13) shows that respondents' attitudes about this project management approach are varied.

As a result, the study was unable to determine if risk management is taken seriously in the execution of IT projects in Awash Bank. According to studies, however, adopting project risk management systems necessitates the company developing particular structures and procedures for systematic risk planning and control at all levels of management (Packendorff, 2005). As demonstrated by global practice, the efficacy of these measures is dependent on the organization's capacity to incorporate risk management techniques into organizational management, in each process, contract, or project.

#### **4.4.5. Project Implementation**

On IT project execution, respondents were asked to rate their degree of agreement with the effective implementation of projects at the bank using the following scale: 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = highly agree. Table 4.11 shows the results.

**Table 4.11: Project Implementation**

<b>Project Implementation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
IT Project activities addressed objectives outlined	45	4.7556	1.06931
IT Projects have met specific organizational objectives	45	3.6667	1.34840
IT Projects have successfully addressed intended beneficiaries needs	45	4.4222	1.24113
IT Project outcomes were satisfactorily accepted by all stakeholders	45	3.8667	1.19848
There was timely completion of projects	45	3.6444	1.06931
The projects were budget compliant	45	3.4111	.96818
Resource utilization was optimum	45	3.3556	1.16688
<b>Overall Mean &amp; Std. Dev.</b>		<b>3.87461</b>	<b>1.15167</b>

*Source: Survey data (2021)*

According to the findings in Table 4.11, the respondents agreed that the project implementations were rather effective, with means ranging from 3.35 to 4.75. According to studies, without standardized procedures and processes in place, the chances of a project completing on time, meeting all desired scope goals, and staying within budget are far less likely than the possibility of one of these variables falling short, or the project being abandoned entirely (Cooke-Davies & Arzymanow, 2014).

#### **4.5. Regression Analysis**

Multivariate regression was used to establish the correlation between the independent variables (project management practices) and project implementation (dependent variable) in Awash Bank. The analysis applied the Statistical Package for Social Sciences (SPSS) version 25 to compute the measurements of the multiple regressions for the study. The goal of this analysis is to know the level to which project success is affected by independent variables by considering R-square value, beta coefficient and P- value for the significant of the relation.

##### **4.5.1. Assumptions Testing in Multiple Regression**

The basic assumptions must be met in order to preserve the data validity and robustness of the research's regressed results under various regression models. As a result, this study performed assumption tests such as multicollinearity, heteroscedasticity, and normality.

#### 4.5.1.1. Test for Multicollinearity

To have good results, the independent variables should not be highly correlated with each other. In multiple regression analysis, collinearity refers to the correlation among the independent variables (Pallant, 2007). Therefore, to make sure that there is low collinearity, the values of Tolerance and VIF (Variance Inflation Factor) should be checked. According to Pallant (2007), tolerance indicates to what extent the independent variables do not explain much of the variability of a specified independent variable and the value should not be small (more than 0.10) to indicate the absence of collinearity. In addition to that, VIF, the inverse of tolerance value, should have a value of less than 10 to avoid any concerns of collinearity (Pallant, 2007). Hence, the values in the Table 4.12 below indicate low collinearity because all Tolerance values are above 0.1 and all VIF values are less than 10. Therefore, these tests reflect that the variables used in the study are free from multicollinearity.

**Table 4.12: Multicollinearity Test**

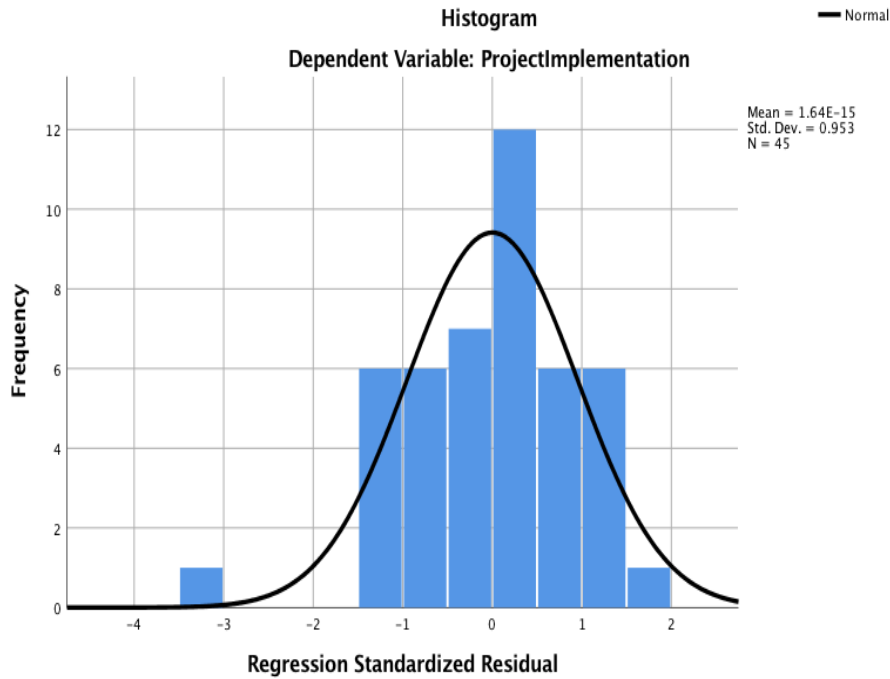
		Tolerance	VIF
1	(Constant)		
	Fund Management	.357	2.798
	Stakeholder Management	.256	3.903
	Project Monitoring & Evaluation	.443	2.255
	Risk Management	.737	1.357

a. Dependent Variable: Project Implementation

*Source: Survey data (2021)*

#### 4.5.1.2. Test for Normality

The normal distribution is one of the most essential statistical techniques. A standard normal distribution is a normal distribution with a mean of zero and a standard deviation of one (Garson, 2012). Multiple regression analysis necessitates that the variables in the sample have a naturally distributed distribution. Assume the histogram was bell-shaped and the residuals were typically distributed around its mean of zero. The residuals were regularly dispersed about their mean of zero, as shown in Figure 4.1, showing that the data were normally distributed and adhered to the normal distribution assumption. Since the figures validated the data's normality assumption, it follows that the inferences drawn regarding population parameters from survey statistics are likely to be correct.



**Figure 4.1: Normality Test, Histogram**

*Source: Survey data (2021)*

Furthermore, the study conducted Shapiro-Wilk to test the residuals are normally distributed. The Shapiro-Wilk normality test below shows that there is no statistical difference between project implementation and normal distribution, the study assumed that the residuals are normally distributed and failed to reject the null hypothesis because the p-value is larger than 0.05.

<b>Tests of Normality</b>						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Project Implementation	.098	45	.200*	.959	45	.115

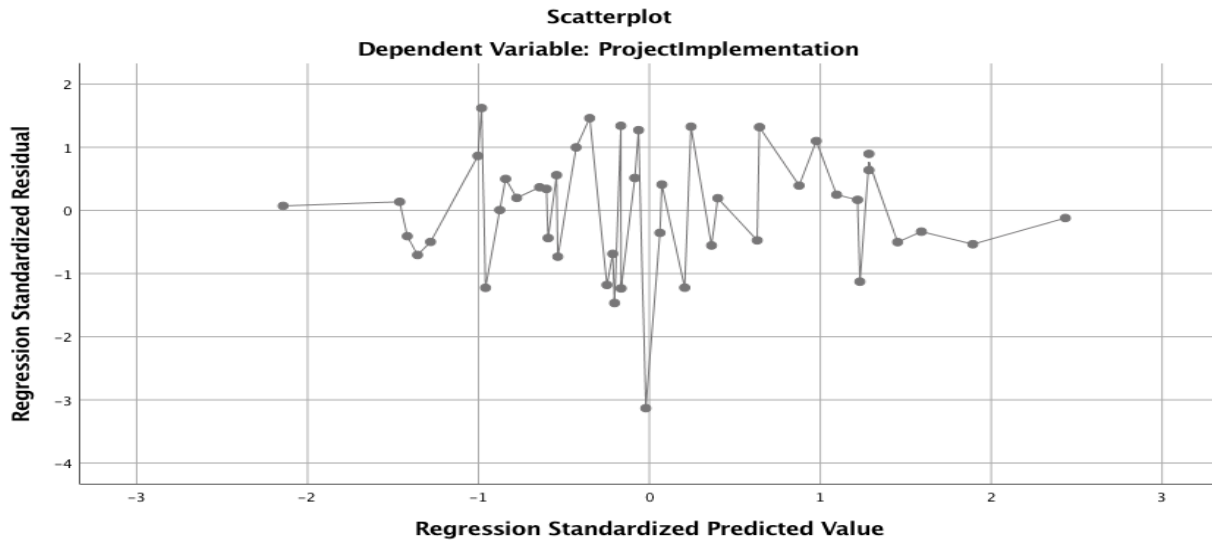
\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

*Source: Survey data (2021)*

### 4.5.1.3. Test for Homoscedasticity and Linearity

A Scatter plot was employed to test for homoscedasticity and linearity. The scatter plot compares the standardized expected (ZPRED) values to the normalized residuals (ZRESID). Figure 4.3 depicts the data graph.



**Figure. 4.2 Scatter Plot of ZPRESID and the ZPRED values of the Data**

**Source: Survey data (2021)**

To determine whether the residuals in a regression analysis are random, we simply look to see if they are randomly distributed around zero throughout the whole range of fitted values. When the residuals are centered on zero, it indicates that the model's predictions are on average correct rather than systematically too high or too low.

Furthermore, regression assumes that the residuals have a normal distribution and that the degree of scattering is constant across all fitted values (Pallant, 2007). Figure 4.3 depicts how the data is uniformly and randomly distributed around zero. It does not appear to funnel out, and there is no discernible curvature. There is no discernible pattern; dots are evenly distributed above and below zero on the X axis, and to the left and right of zero on the Y axis. This indicates that the required requirements for linearity and homoscedasticity have been met.

### 4.5.2. Correlation Analysis

To determine the existence and level of association, the study used bivariate correlation from which Pearson's correlation coefficient is considered. Pearson's correlation coefficient falls between -1.0 and +1.0, indicates the strength and direction of association between the two variables (Field, 2005). The Pearson's correlation coefficient ( $r$ ) was used to conduct the correlation analysis to find the level and direction of the relationships between the dependent and

independent variables. It was also used to rank the variables that have the strongest associations with project success. Correlations of 0.30 are regarded to mention worthy (Cohen, 1988). High correlation coefficients illustrate higher level of association between the variables i.e. dependent and independent. According to Cohen (1988), the value of Pearson’s correlation is divided into three areas. A correlation coefficient between 0.10 and 0.29 will indicate a small correlation, a correlation coefficient between 0.30 and 0.49 will indicate a medium correlation, and a correlation coefficient between 0.50 and 1.0 will indicate a strong correlation.

The bivariate correlation of a two-tailed test confirm the presence of statistically significant difference at probability level  $p < 0.05$  i.e. assuming 95% confidence interval on statistical analysis. The Pearson correlation analysis shown in the table 4.12 below all independent variables (project management practices), were significantly (statistically) correlated with project implementation.

**Table 4.13: Correlation Test**

Correlations						
		Fund Management	Stakeholder Involvement	Project Monitoring & Evaluation	Risk Management	Project Implementation
Fund Management	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	45				
Stakeholder Involvement	Pearson Correlation	.797**	1			
	Sig. (2-tailed)	.000				
	N	45	45			
Project Monitoring & Evaluation	Pearson Correlation	.504**	.685**	1		
	Sig. (2-tailed)	.000	.000			
	N	45	45	45		
Risk Management	Pearson Correlation	.183	.331*	.503**	1	
	Sig. (2-tailed)	.228	.026	.000		
	N	45	45	45	45	
Project Implementation	Pearson Correlation	.335*	.275	.332*	.494**	1
	Sig. (2-tailed)	.025	.068	.026	.001	
	N	45	45	45	45	45
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

*Source: Survey data (2021)*

Accordingly, the correlation matrix shows that risk management has the highest significant positive correlation with project implementation ( $r=.494$ ,  $p=0.001$ ). The other project management practices except stakeholder involvement also have positive and significant

correlation with project implementation i.e. project monitoring & evaluation ( $r=.332$ ,  $p=0.026$ ), and fund management with the value of ( $r=.335$ ,  $p=0.025$ ). This indicates that all independent variables except stakeholder involvement have significant correlation with project implementation.

### 4.5.3. Model Summary

The overall results of the model summary are shown in Table 4.14.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.569 <sup>a</sup>	.324	.257	.55509	1.533
a. Predictors: (Constant), Risk Management, Fund Management, Project Monitoring & Evaluation, Stakeholder Involvement					
b. Dependent Variable: Project Implementation					

*Source: Survey data (2021)*

The model summary findings indicated that there is a relationship ( $R= .569^a$ ) between the independent variables (project management practices) and the dependent variable (project Implementation). R-square is measured the goodness of fit of the explanatory variables in explaining the variations in dependent variable. The R-Square ( $R^2= 0.324$ ) shows the explanatory power of all independent variables involved in the study. Hence the project management practices (fund management, stakeholder management, project monitoring & evaluation and risk management) jointly determine 32.4% of the variance in project implementation. Whereas, 67.6% of project implementation were determined by the variables which were not included in the study.

### 4.5.4. Analysis of Variance (ANOVA)

The study further sought to establish the goodness of fit of the regression model using ANOVA statistics. According to Mugenda & Mugenda (2003), ANOVA is a statistical technique for the data analysis, which is applied in establishing whether any significant differences among two or more groups or samples at a chosen level of probability exist, or not. An explanatory variable is said to be a significant predictor of the dependent variable if the absolute t-values of the regression coefficient related with that independent variable is greater than the absolute critical t-values. The results of the study are as shown in the table below.



Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.915	4	1.479	4.799	.003 <sup>b</sup>
	Residual	12.325	40	.308		
	Total	18.240	44			
a. Dependent Variable: Project Implementation						
b. Predictors: (Constant), Risk Management, Fund Management, Project Monitoring & Evaluation, Stakeholder Involvement						

*Source: Survey data (2021)*

According to the findings in the study as above, the regression model had a significance level of 0.3% which indicates that regression model is perfect for predicting IT projects' implementation given project management practices employed. This is because the significant value (p-value) was less than 5% which was used as an indicator of statistical significance. Therefore, from the result, it can be concluded that with 32.4% of the variance (R-Square) in project implementation is significant and the model is appropriately measure it.

#### **4.5.5. Coefficients of Determination**

The direction of the relationship between dependent and independent variables is shown by the regression co-efficient. Table 4.16 shows the findings of this analysis.

**Table 4.16: Regression Coefficient Analysis of the Model**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.898	.606		1.483	.146
	Fund Management	.414	.211	.427	1.965	.050
	Project Monitoring & Evaluation	.060	.207	.057	.290	.773
	Stakeholder Management	.227	.223	.261	1.018	.315
	Risk Management	.388	.124	.474	3.130	.003
a. Dependent Variable: Project Implementation						

*Source: Survey data (2021)*

The values of the unstandardized Beta Coefficients ( $\beta$ ) indicate the effects of each independent variable on dependent variable. Furthermore, the values of the unstandardized Beta Coefficients in the Beta column of the Table 4.16 above, indicate which independent variable makes the

strongest contribution to explain the dependent variable (project implementation), when the variance explained by all other independent variables in the model is controlled.

The regression analysis shows that fund management and risk management have significant and positive effect on the dependent variable (project implementation), while project monitoring & evaluation and stakeholder management have statistically insignificant effect on project implementation. The study's hypothesis testing was made based on  $\beta$  and  $P$  values. Hence using those coefficient results, the proposed hypotheses for this study were tested as follows.

***H<sub>a1</sub>: Fund management has no statistically significant effect on the IT project implementation in Awash Bank.***

To validate the hypothesis, SPSS version 25 was used to run multiple regression, which provides the total fitness of the model presented in the preceding paragraphs as well as the importance of each independent variable in influencing the dependent variable. The study found a positive and significant association between fund management and project implementation ( $t = .1965$ ,  $p=0.050$ ). As a result, the study rejected the alternative hypothesis that states fund management has no statistically significant effect on IT project implementation in Awash Bank.

This study result is in line with the findings of Kabutu (2013), who argued that the success elements of offshore software development and implementation projects in public enterprises include top management support, technology, training and competence, organizational resources, and fund management. Kotut (2003) also noted that efficient fund management is critical to a firm's health and success, thus they believe that businesses should utilize efficient fund management methods as a strategy for increasing their worth. According to Lamberson (2005), project management entails fund management techniques and the managing of current assets and liabilities in a way that minimizes the danger of being unable to fulfill short-term commitments and avoids overinvestment in these assets. This short-term asset management is just as essential as long-term financial asset management since it immediately contributes to the maximizing of project profitability, liquidity, and total financial performance. As a result, by understanding the role and drivers of money, projects may reduce risk and enhance overall financial performance.

***H<sub>a2</sub>: Project Monitoring & Evaluation has no statistically significant effect on the IT project implementation in Awash Bank.***

The findings of multiple regressions, as seen in Table 4.16, showed that project monitoring & evaluation had insignificant influence on IT projects' implementation in Awash Bank ( $t = 0.290$ ,  $p=0.773$ ). As a result, the study failed to reject the alternative hypothesis that states project monitoring & evaluation has no statistically significant impact on project implementation.

This study finding is inconsistent with the findings of Yaghootkar & Gil (2011), who argued that building a successful project often entails the establishment of monitoring and evaluation systems as well as processes. By including monitoring and evaluation from the pre-project stage, both the project manager and the project team will provide themselves with extensive and ongoing feedback mechanisms, allowing them to make prompt management choices without waiting for assessment findings. The decision maker receives the logical route of the monitoring and evaluation work breakdown structure by integrating the monitoring and evaluation activities and following the succession of the combined findings for both processes. It also contradicts with Okoth (2012), who contended that good Project Management guarantees that the financial management techniques, organizing, coordinating, monitoring, and control of the project from inception to conclusion will fulfill the client's needs and project objectives to achieve project success. They are typically caused by internal difficulties in the context of the construction industry's performance and profitability.

***H<sub>a3</sub>: Stakeholder management has no statistically significant effect on the IT project implementation in Awash Bank.***

According to the multiple regression table 4.16 above, stakeholder management has statistically insignificant impact on the IT project implementation in Awash Bank ( $t = 1.018$ ,  $p = 0.315$ ). As a result, the study failed to reject the alternative hypothesis that states stakeholder management has no statistically significant effect on project implementation.

This study result doesn't support the findings of Chow et al., (2008); Luthra et al., (2016); and Sheffield et al., (2013) who gave evidence to suggest a substantial and favorable link between user engagement and information technology project success. Yetton et al. (2013) also discovered that user engagement reduces budget variation by controlling expectations and resolving possible problems promptly. Similarly, Jun et al., (2011) showed that addressing

possible conflicts early stemming from more user engagement plays a crucial role in the perceived system satisfaction of IT project developers and users. Therefore, user engagement is an efficient approach to know and meet the demands of the agile users. It may also result in user devotion to IT initiatives. In their study, AlArafati, Kadir, and AlHaderi (2019) examined the link between user engagement and change management in the development of information technology projects. According to Mohammed (2006), businesses that place an emphasis on essential management components such as customers, stakeholders, workers, and leadership outperform those that do not.

This finding is also inconsistent with Vickland (2015) who observes that stakeholder engagement is an integral consideration in any ICT project. Without engaging stakeholders, there can be no common enduring agreement, ownership or support for a particular project. Slevin et al. (2014) also observe that the lack of stakeholder involvement causes a great deal of resentment among the intended beneficiaries and the projects are seen as something forced upon them by developers who only wanted to test out something.

***H<sub>a4</sub>: Project Risk management has no statistically significant effect on the IT project implementation in Awash Bank.***

As seen in Table 4.16, the results of multiple regressions revealed that risk management had a positive and statistically significant effect on project implementation ( $t = 3.130$ ,  $p=0.003$ ). Therefore, the study rejected the alternative hypothesis which states that risk management has no a statistically significant effect on IT project implementation in Awash Bank.

This study result is in line with the findings of Kaynak (2013), who argued that project risk and implementation are two sides of the same coin: quality is the measure of meeting the criteria, and risk is the weight of unfavorable events, departures from the requirements. According to Waithira (2013), risk management is seen as a cornerstone of excellent corporate governance, resulting in improved service delivery, more efficient and effective use of scarce resources, and better project management. It is concerned with the detection, analysis, and control of risks that endanger a company's resources, assets, employees, and earning potential.

The study yielded the following regression equation:

$$Y = 0.898 + 0.414X_1 + 0.060X_2 + 0.227X_3 + 0.388X_4$$

Where Y = Project Implementation

X<sub>1</sub> = Fund Management

X<sub>2</sub> = Project Monitoring & Evaluation

X<sub>3</sub> = Stakeholder Management

X<sub>4</sub> = Risk Management

# **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

## **5.1. Introduction**

This chapter presents summary of the key findings presented by the study, conclusions and gives appropriate recommendations there-to. This was done based on research findings analyzed in the study to examine the influence of project management practices on IT project implementation. The suggestion for further research is also given in this chapter.

## **5.2. Summary of the Study**

The purpose of this study was to determine the influence of project management practices (fund management, stakeholder management, project monitoring & evaluation and risk management) on IT projects implementation in Awash Bank.

### **5.2.1. Effect of Fund Management on Implementation of IT Projects**

According to the study findings, Awash Bank frequently generate cash flow statements, as well as budgets. This implies that fund management guarantees that a project has enough cash flow to cover its short-term debt commitments and operating expenditures.

### **5.2.2. Effect of Stakeholder Management on Implementation of IT Projects**

According to the research, the bank includes stakeholders throughout the project cycle, and stakeholder management entails managing stakeholder strategies. Furthermore, the bank engages in early identification and management of stakeholders at the outset of a project, and stakeholder requirements and expectations can impact project decisions and strategy.

### **5.2.3. The relationship between project monitoring and evaluation and implementation of IT projects**

The findings also show that respondents agreed that monitoring and evaluation improves project management quality and monitoring ensures that required quality standards are achieved in project. Monitoring activity assists both project managers and staff in understanding whether projects are progressing on time or meeting their objectives, and it is also indicated that there is a moderate progress (time, scope, and cost) monitoring and review throughout the project and there exists contingency plans in running the project. It was also discovered that there is a periodic evaluation to assess the project outcomes at each stage and necessary reports on the project performance relative to established objectives (budget, time and quality). Respondents are neutral on the fact that monitoring offers the foundation for decreasing schedule and expense

overruns, and that assessment may be viewed as a tool for assisting planners in determining the amount to which projects have met their objectives. However, the descriptive statistic doesn't show that project monitoring & evaluation supports project implementation in Awash Bank.

#### **5.2.4. Effect of Project Risk Management on Implementation of IT Projects**

According to the study findings project risk management is considered key factors for a project implementation and that the bank has implemented risk management systems. The study also found out that the bank integrates risk management methodologies in the management of the organization, in each process, contract or project. Project risk and implementation also complement each other being components of the indicators system that measure the project implementation. It was further established that bank develop specific structures and processes by which to plan and to control risk in a systematic manner and plans and controls risks that could affect its ability to achieve its objective. Further on project implementation, the implementation of projects was successful and that projects had met specific organizational objectives.

The regression analysis also reveals that the coefficient of determination (the percentage variation in the dependent variable explained by changes in the independent variables)  $R^2$  equals 0.324, implying that all of the independent variables explain 32.4 percent of the observed changes in IT project implementation. The P-value (less than 0.05) indicates that the regression model is significant at the 95% confidence level. The regression result further indicated that fund management and risk management had statistically significant effect on project implementation, while stakeholder management and project monitoring & evaluation had statistically insignificant effect on the dependent variable.

### **5.3. Conclusions**

The relationship between the varied project management practices and IT project implementation in Awash Bank was examined. The research found a statistically significant relationship between fund management, risk management and IT project implementation in Awash Bank, based on the project management practices investigated.

According to the findings of the study, fund management and risk management have statistically significant associations with project implementation. Stakeholder management and project monitoring & evaluation, on the other hand, had a statistically negligible association with project implementation. The study's research findings provide a significant contribution to the Ethiopian

banking industry by providing some suggestions for project managers and team members to identify their project management practices and how this has helped to the successful implementation and management of their IT projects. It is vital to highlight that project management practices contributes to successful project implementation.

#### **5.4. Limitations of the Study**

Survey data were obtained from employees of the bank under study. The correctness of the responses from the respondents determines the trustworthiness of the conclusions. As a result, the accuracy of the questionnaire replies and other inquiry information may be limited. Simultaneously, while the survey instrument statistically assessed the research participants' judgments of project elements associated to project success dimensions, a degree of subjectivity may implicit in the data that were obtained. As a result, systematic variation in the survey population owing to known or unknown variables might lead to bias. Finally, the study technique is incapable of accounting for all of the rising complexities of project management methods and associated needs that may need to be addressed.

#### **5.5. Recommendations**

Based on the study findings the following recommendations are made:

- The study result established that risk management had a statistically significant influence on project implementation. Besides, it can be argued that the more effective continuous risk management implemented in a project, the higher the chances of project success. Thus, the management should seriously identify risks involved in a proposed project throughout the project life cycle and develop an appropriate mitigation plan accordingly. To have a smooth and successful project, it is vital for project managers to identify all the strengths and weaknesses of projects. Project managers need effective planning and preparation to identify to identify and analyze the risks involved. Further, the study suggests that project managers should assign a specialized professional to deal with risk management activities.
- The study confirms that fund management is significant for successful project implementation. As a result, the study recommends that the bank's finance department always ensure that budgets are prepared and risk assessments are performed in order to



avoid financial impoundments that would later influence the proper administration of project funds. The project manager should constantly ensure that budgets, funds control, and funds allocation are clear and adhere to project management principles, since these might have an impact on project execution. Furthermore, the management of the bank should enhance its cash management in such a way that complements IT project success.

#### **5.6. Suggestion for Further Research**

The purpose of this study was to assess project management techniques and the execution of information technology projects in Awash Bank. In an attempt to achieve this goal, this study employed a quantitative research technique that was confined to answering "why" questions. For example, empirical studies show that stakeholder involvement and project monitoring & evaluation are critical to project success. This study, however, discovered that they had a statistically negligible impact. A comparable study should be done utilizing a mixed research strategy and in other industries to validate the outcome of this investigation.

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## Appendix



**ST. MARY UNIVERSITY  
SCHOOL OF GRADUATED STUDIES  
MA IN PROJECT MANAGEMENT PROGRAM**

**Dear Sir/Madam**

**Questionnaire to be filled by Employees**

I am a student at St. Mary's University studying Masters' degree in Project Management. As a partial fulfillment of the degree requirement, I am expected to carry out a research at Awash Bank. The study is on the Project Implementation and Management Practices of Financial Institutions: The case of Projects in Awash Bank.

The purpose of this consent letter is to request you to kindly fill in the attached questionnaire which will help in completing the research study. The information obtained will be treated with utmost confidentiality.

**Best regards,**

**Binyam Biruk**

**binyambiruk2011@gmail.com  
Tel: +251 92 321 3947**

**SECTION A: GENERAL INFORMATION**

1. What is your gender?  
 Female ( ) Male ( )
2. Age  
 <25 ( ) 26-30 ( ) 31-40 ( ) 41-50 ( ) Above50 ( )
3. Please indicate your highest level of formal education  
 Diploma ( ) Degree ( ) Post Graduate ( ) PhD ( )
4. For how long have you worked in the bank?  
 1-5 ( ) 6-10 ( ) 11-15 ( ) >15 years ( )
5. Your position in the project:
  - a. Project Manager ( )
  - b. Project Coordinator ( )
  - c. Project Member ( )
  - d. Support Staff ( )

**SECTION B: FUND MANAGEMENT**

6. In a scale of 1-5 to what extent, do you agree with the following factors concerning the practices of fund management? How often do you perform the following practices of fund management? Please indicate by ticking only one in the scale.

	Never	Rarely	Sometimes	Often	Very Often
Preparation of budget					
Preparation of cash flow statements					
Review and evaluation of budget					
Allocating sufficient resource					

**PART C: STAKEHOLDER INVOLVEMENT**

7. The statements below are concerned with the influence of stakeholder management on implementation projects in the bank. Please tick the one that best describes your opinion. Use the following scale. 1-strongly disagree, 2- disagree, 3- neutral, 4-agree and 5- strongly agree.

Statement	1	2	3	4	5
Stakeholders are involved in every stage of the project					
Our bank undertakes early identification and management of stakeholders at the start of a project					
The stakeholders' expectations in the project are clear and are met					



It is difficult to evaluate stakeholders needs and expectations in relation to the objectives of the project					
Stakeholders needs and expectations can influence project decisions					

6. In your own view, what is the influence of stakeholder involvement on quality management of bank's projects?  
 .....

7. In yours on view, what should be done to ensure that stakeholder involvement in project implementation? .....

**PART D: PROJECT MONITORING AND EVALUATION**

8. The statements below concern about activities related with IT project monitoring and evaluation in the bank. Please tick the one that best describes your opinion. Use the following scale. 1-strongly disagree, 2- disagree, 3- neutral, 4-agree and 5- strongly agree.

Statement	1	2	3	4	5
Monitoring enhances the quality of project management					
There is proper feedback on progress of the project					
Monitoring ensures that required quality standards are achieved in project					
Evaluation can be perceived as an instrument for helping planners to assess to what extent the projects have achieved the objectives					
Proper data on the project is collected and analyzed					
Monitoring activity supports both project managers and staff in understanding whether the projects are progressing on schedule or meet their objectives					
There is a regular and careful progress (time, scope, and cost) monitoring and review throughout the project					
There exists contingency plans in running the project					
There is a periodic evaluation to assess the project outcomes at each stage					
There is a necessary report on the project performance relative to established objectives (e.g., budgets, cost, and quality)					

9. In your view, what should be done to ensure that monitoring project implementation is effective?  
 .....

10. In your view, what should be done to ensure that evaluation project implementation is effective?

**PART E: RISK MANAGEMENT**

11. The statements below are concerned with the effects of risk management on implementation of projects in banks. Please tick the one that best describes your opinion. Use the following scale. 1-strongly disagree, 2- disagree, 3- neutral, 4-agree and 5-strongly agree.

Statement	1	2	3	4	5
Risk is considered key factors for a performance management in IT project					
Identified risks are analyzed					
The project has enough data on events that enables it to learn from its own mistakes					
There is proper communication on the risks involved in the project to all stakeholders					
The management encourages the reporting of events in order to identify risk					
There are proper mechanisms to mitigate project risk					
There is a risk review process, after implementation of the mitigation measures for identified risk.					

12. In your own view, what is the influence of risk management on implementation of the bank’s \_\_\_\_\_ projects?  
 .....

**PART F: PROJECT IMPLEMENTATION**

13. Kindly indicate your level of agreement with the successful performance of projects in your bank, using the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

Statement	1	2	3	4	5
IT Project activities addressed objectives outlined					
IT Projects have met specific organizational objectives					
IT Projects have successfully addressed intended beneficiaries needs					
IT Project outcomes were satisfactorily accepted by all stakeholders					
There was timely completion of projects					
The projects were budget compliant					
Resource utilization was optimum					

**Thank You!**