ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT ON FACTORS CONTRIBUTING TO SUCCESS OF NGO PROJECTS:

THE CASE OF CATHOLIC RELIEF SERVICES ETHIOPIA

BY: MEKEDELAWIT KEBEDE

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ASSESMENT ON FACTORS CONTRIBUTING TO SUCCESS OF NGO PROJECTS

The Case of CRS

A Thesis Submitted to the St' Mary's University College in Partial Fulfillment for the Award of Master of Arts in Project Management

By: Mekdelawit Kebede
SGS/0112/2012B

Advisor: Dr Muluadam Adamu

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DECLARATION

I, the undersigned, declare that this thesis is my original work; prepared under the guidance of Dr. Muluadam Alemu (PHD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Mekdelawit Kebede   ---------------------------------

    Name   Signature

St. Mary's University, Addis Ababa   **December, 2021**

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My utmost appreciation and honor to the almighty **God** and his mother **virgin St. Marry** for the light I have been given in every path of my life.

My Dad, Kebede Bizuayehu, who gave all to raise me and made me be the person I am today. I wouldn't have been anywhere without you, and I thank you very much. Long live!

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I appreciate all my friends who one way or the other have been there and have continually supported me and encouraged me till the completion of this project.

DEDICATION

I dedicate this research project and degree to my amazing husband; Pawlos Bereded and my super Dad Kebede Bizuayehu who has supported and encouraged me all the way and whose support was beyond anything. I also dedicate it to my beautiful children, Elon and Micah who have been affected in every way possible by this quest. Thank you. My love for you all can never be quantified. God bless you.

ENDORSEMENT

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

Muluadam Alemu (Ph.D)

   Advisor   Signature

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ABSTRACT

The primary concerns of donor agencies are to improve people's livelihoods. As a result, non-governmental organizations (NGOs) continue to launch various projects aimed at achieving this goal. The role of the non-governmental organization is development and poverty alleviation; however, most non-governmental organizations have had poor project performance in terms of completing projects on time, within the allocated budget, and achieving the set objectives. The study sought to assess the four contributing factors to the success of NGO projects; human resource factors, organizational culture, organizational leadership, and resource allocation on the performance of projects in CRS Ethiopia. The study used a descriptive research design, and the target population included all 183 staff members from CRS Ethiopia. Slovin's Formula was used to calculate sample size, and stratified random sampling was used to select 123 employees from the target population. In this study, both secondary and primary data were used. Secondary data for the last five years was obtained from non-governmental organization reports. Thematic analysis was used to analyze qualitative data and qualitative interviews. Thematic analysis was used to analyze qualitative data, and the qualitative results were written up in prose. Inferential and descriptive statistics, on the other hand, were used in the analysis of quantitative data using the Statistical Package for Social Sciences (SPSS). Mean, standard deviation, frequencies, and percentages were examples of descriptive statistics. Tables were used to present the results of both descriptive and inferential statistics. The study used correlation analysis to determine the impact of organizational factors on project performance.

ACRONYMS AND ABREVIATIONS

CSF: Critical Success Factors

CRS: Catholic Relief Services

NGOs: Non-Governmental Organizations

PMBOK: Project Management Body of Knowledge

PM: Project Management

PMI: Project Management Institute

USAID: U.S Agency for International Development

RFSA: Resilience Food Security Activities

JEOP: Joint Emergency Operation Program

CHAPTER ONE

Introduction

This chapter provides background information on the research topic and covers the problem statement, research objectives, research questions, and significance of the study. This chapter also includes sections on the study's limitations and scope. The study's background reviews the key concepts and how they relate to one another.

1.1. Background of the study

Globally, non-governmental organizations (NGOs) are regarded as the third sector that bridges the supply gap created by the private and public sectors. NGOs work in a variety of fields, including relief and humanitarian aid, disaster risk management, conflict resolution, environmental protection, and poverty alleviation. Many non-governmental organizations (NGOs) work to provide basic services to people in need, as well as to organize policy advocacy and public campaigns for change. Karanja G. (2013). They are widely acknowledged to be vital institutions in the development process.

NGOs employee project management approaches to deploy specific amount of donor provided resources to address typical socio-economic problems in a targeted community within a specific time frame and budget constraint. The combined forces of globalization, debt crises, and economic adjustment have weakened the economic role of governments, especially in developing countries, only increasing the opportunities for international development and intervention by NGOs.

Many researchers including (Pinto et al, 1990), (Lawrence et al, 2007) have investigated why projects succeed and as a result have provided several factors believe to contribute to good performance of projects being implemented by NGOs. Project management is a method of managing change by specifying activities that achieve goals while integrating stakeholders and fostering cooperation. As a result, projects have a defined start and finish date (Horine, 2005). Temporary may not always imply a brief period. Furthermore, projects can have far-reaching social, economic, and environmental consequences that outlive the projects themselves (PMBOK, 2008). Project management researchers have published several significant overviews over the past

two decades that have served to map the project management landscape, reveal its complexity, and deepen our understanding. Contributing to this understanding is an ongoing challenge that depends on timely identification. According to (Ballal et al., 2007), The field of project management focuses mainly on application of tools, techniques, skills, and knowledge so that specifications and requirements of the projects can be fulfilled.

Nongovernmental organizations face a number of common issues and dilemmas that have a significant impact on their performance. For example, in non-governmental organizations (NGOs), there are tensions between senior management and staff because staff expects to be equal partners in decision-making. Another common issue is organizational governance, as well as board members and staff relations. Furthermore, new project implementation in non-governmental organizations necessitates changes, emphasizing the importance of organizational change management practices. As a result, organizational factors that highlight an organization's internal environment are critical to the performance of non-governmental organizations' projects.

Project management researchers have published several significant overviews over the past two decades that have served to map the project management landscape, reveal its complexity, and deepen our understanding. Contributing to this understanding is an ongoing challenge that depends on timely identification. According to (Ballal et al., 2007), The field of project management focuses mainly on application of tools, techniques, skills, and knowledge so that specifications and requirements of the projects can be fulfilled.

In Ghana, as part of the measures aimed at addressing the conditions of the people, and as a means to redress the imbalances between rural and urban areas in terms of development and other projects aimed at raising living standards, NGOs are playing a vital role. Many NGOs are undertaking a number of activities in Agriculture, Health, Education, Research and most importantly, gender development (Ghana Budget Speech, 2011). In some deprived rural areas in Ghana, for example, the most known names associated with their development is either World Vision, Plan Ghana, Action Aid, Catholic Relief Services (CRS), Adventist Development and Relief Agency, Concern Universal, among others. This is because, it was the NGOs that provided them with clean drinking water, the clinic in the village center, the afforestation project, credit facilities, school building, extension services and many more (Bob-Milliar, 2005).

In Kenya, Mutula (2013) discovered that human resource elements such as worker welfare, salary, technical expertise, and management have a substantial impact on project performance in Westland's. Organizational factors, according to Oluoch, Machuki, and Awino (2015), refer to an organization's internal environment, which might have social, cultural, physical, or psychological features. Structure, skills, staff, strategy, shared values, and processes are the most important organizational variables in any organization. Organizational factors, according to Oluoch (2015), provide a platform for decision-making and decision-implementation, and the success of an organization's project is dependent on the interaction of factors such as organizational competencies and organizational culture. Where a project's success is determined by the highest level achieved at a point in time within the project's lifetime.

In Nigeria, Aninkan and Oyewole (2014) found that leadership style, experience openness, organizational environment, locus control, and supervisory support all influenced employee productivity and hence project performance. Ragasa (2013) discovered that organizational elements such as human resource availability, organizational management systems, and physical resource availability had an impact on project success in Agricultural Research Systems in comparative research in Nigeria and Ghana. Aninkan and Oyewole (2014) discovered that organizational culture, dedication, and communication influence employee engagement, which in turn influences project performance in South Africa.

1.1.1. CRS/Ethiopia Country Program

In Ethiopia, CRS began its work starting from 1958 at the invitation of Ethiopia's Episcopal Conference. Since then, CRS' programs and missions have evolved in reaction to and in parallel with the changing realities of the poorest of the poor's lives. The initial focus of CRS' programming was on small-scale charity and relief programs. However, a widespread drought and famine in Ethiopia during the years 1984-1986 resulted in one of the world's worst humanitarian crises. CRS responded to the issue by launching the Joint Relief Partnership, an emergency response effort (JRP). CRS, the Ethiopian Catholic Church, the Ethiopian Evangelical Church Mekane Yesus, and the Lutheran World Federation collaborated on this ecumenical project. In addition, Millions of Ethiopians were saved because to the JRP's delivery of life-saving food (mainly from the US government and the European Union). CRS had never executed a relief effort of this magnitude

before. From the 1990s to the present, CRS has broadened its programming to incorporate a more comprehensive, community- and partner-based approach to addressing poverty's core causes. As a result, in order to combat chronic food insecurity, CRS formed significant connections with the local Catholic Church. Meanwhile, CRS maintains its emergency response capacity and leads the Joint Emergency Operational Plan (JEOP), which brings together numerous international and national NGOs and works closely with the Ethiopian government and the funder, USAID's Food for Peace Office CRS Briefing book,2018).

1.1.2. Statement of the problem

Globally, number of project performances continue to fall below their targets. A lot of invested funds in these projects have gone down the drain with no tangible outcomes or results. If a project fails to reach its cost, time, or quality goals, it is deemed a failure. On the other hand, if a project meets its cost, quality, and time goals, it is considered a success. The performance of a large number of projects continues to fall short of expectations.

Only 47% of the teams reach 70-89 percent of their goals, and a significant amount of the financed monies in these initiatives have gone down the drain with no discernible outputs or results. Furthermore, according to a study, roughly 20% of the teams only reach 50-69 percent of their objectives (Geneca, 2011). Similarly, just 64% of projects achieve their objectives (Project Management Institute, 2015). According to (KPMG, 2010), 70% of businesses reported at least one failed initiative in 2009. (PMI, 2014).

Majority of nongovernmental organization projects are funded by donors. It can be governments, institutional donors, or private sectors, and the process of accessing these is very competitive, so if the accountability mechanisms, such as delivery of outputs and activities and budget utilization, are met, the funding entity has the option of rewarding or sanctioning the recipient. To stay in the game, non-governmental organizations must deliver the project to the standard and satisfaction level of the donors, and the implementing NGO must ensure that the organization follows standard rules and regulations during implementation. Most donors put a lot of pressure on the recipient countries to complete the projects that they fund. Noncompliance with these requirements and standards will cause the NGOs to go out of business.

Most NGO projects have performed admirably in terms of outputs and activities delivered on time, within budget, and within scope, but have been lacking in terms of impact, implying that the

completion of this project may not result in any change in reversing poverty, inequality, or restoring economic growth at the macro level. The overall performance of a project is an important factor in determining project success. This is usually determined by the achievement of the project's objectives and the project's subsequent sustainability. A great deal of research has been conducted to address the factors that contribute to project failure in general.

Nongovernmental organizations must understand the key factors that influence project performance in order to develop effective strategies for dealing with poor performance. Although several studies have been conducted in organizational factors and performance in Ethiopia, these studies have been limited to specific institutions, independent variables, and dependent variables. For instance, Kirubel Hailu (2015) did a study on Factors affecting the success of project implementation and Blen Damtew (2019) studied factors affecting successful implementation of projects in non-governmental organizations in Ethiopia.

As a result, the purpose of this study is to investigate the different factors contributing for the success of NGO projects being implemented by CRS Ethiopia.

1.2. Research Objective

1.2.1. General Objective

The overall objective of this study is to assess and analyze the factors contributing to the successful completion of NGO projects.

1.2.2. Specific Objectives

- To identify the contribution of the human factors, for the success of NGO projects
- To determine organizational leadership's influence on the performance of projects in CRS Ethiopia.
- To determine how organizational factors influence the performance of projects.
- To identify the influence of resource allocation on the performance of projects

1.2.3. Research questions

As problems discussed above, the study is going to be guided by the following research questions:

- What is the influence of the human resource factor in the performance of NGO projects?
- How does the Organizational culture influence the performance of NGO project in CRS Ethiopia?
- What is the influence of organizational leadership on the performance of projects in CRS Ethiopia?
- What is the influence of resources allocation on the performance of projects in CRS Ethiopia?

1.3. Significance of the research

In line with objectives of the study it is believed that the research is important because many projects fail without delivering the expected outcomes and many projects are not meeting their goal in accomplishment as kindly planned in the project document earlier. It is important to know what factors are contributing on achieving success on NGO projects and which area should be focused and worked on. To know these factors and give possible solutions, it is laudable to conduct this research.

This study is important for several stakeholders including the management of the NGOs, government, HINGO, whole NGO sector, future researchers and academicians. For the management of the NGOs, the findings of this study would be important in understanding how organizational factors influence projects performance that can be used in formulating strategies that improve the performance of projects in NGO's.

For future researchers and academicians, the study will be important in areas requiring further research to build on the topic of factors contributing to the success of Ngo Projects and it also provides information that may be used in literature review.

1.4. Scope and Limitation of the research

This study is limited to international non-governmental organizations (NGOs) in Ethiopia, and the focus of this study is primarily on CRS Ethiopia's projects. This is mainly because of the fact that

not so much is done of the factors contributing for the success of projects in international non-governmental organizations; thus, this paper will provide an insight into the different factors contributing to the success of NGO projects by studying on a small scale and leaving room for future research. This study scope limited as one-time assessment of international NGOs in the case of Catholic relief services with the time frame of November to January.

The major limitation of the research was time and the COVID pandemic. For example, regarding time, the time allocated for the research and for the workplace was greatly in competition. However, this was overcome by creating time during the weekends and evenings. Also, it was not easy to distribute the questionnaire physically due to the pandemic and people were being afraid to meet other people so for data gathering, the study involved questionnaires distributed online via email and through different medias. however, there is usually low validity in questionnaires as a result identifying whether respondents are telling the truth becomes tricky. Further, questionnaires are on a recall bias since they depend on respondent's ability to remember. validity and reliability of this instrument was used to find out whether it meets the necessary standards thus mitigating the problem. In addition, the respondent's willingness to answer the questions determines the data collected using a questionnaire. It is also considered that the staff working in CRS in Ethiopia may fear to feel as if they are investigated and hence give biased information. To mitigate this, respondents had an assurance from the researcher that the information collected would only be used for academic purpose only.

1.5. Basic Assumptions (Premise) Behind the Study

The study was carried out on the back of the assumption that:
i. Participants in the study will volunteer error free, correct and unbiased responses to the areas of interest in the questionnaire
ii. Successful completion of projects for NGO's working in CRS Ethiopia were mainly influenced by the variables stated in the study objectives
iii. Relevant information on the study topic will be available

1.6. Definition of terminology

- **NGOS**: Legally constituted corporations created by natural or legal people that operate independently from any form of government usually to deliver resources or serve some social or political purpose.
- **Objective**: This refers to the milestones that defines or are used to rate the project as either having been successful or not. They are specific targets which the project aims to address.
- **Performanc**e: This refers to factor are used to rate the project as either being a success or not such as attainment of the project targets/objectives.
- **Resources**: Human material or financial requirements of the project, necessary for the project activities to take off.
- **Risks**: This refers to the deterrent factors that may hinder the smooth implementation of the project activities as reach a conclusive and satisfactory end.
- **Scope**: This refers to the target or the expected outcome of a project i.e. limit of expectations.
- **Stakeholders**: This refers to all that have special interest in the project.
- **Project Implementation**: is carrying out, performing, or practicing of a plan, design or method to bring tangible or intangible outcome (business dictionary, 2017).

1.7. Organization of the study

The research contains five chapters, the first chapter begins with an introduction, problem of the statement, general and specific objectives, research questions, scope of the study and significance of the study whereas the second chapter includes theoretical and conceptual framework and related literature reviews. The third chapter presents the research methodologies with the specific research design, methods, and sample size of the study. The fourth chapter encompasses data presentation, interpretation, analysis and discussion of the findings. Last but not least, the fifth chapter summarizes, conclude, and recommend the results.

<div align="center">**CHAPTER TWO**</div>

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

Once a topic has been chosen, it is critical to go over all relevant materials that are relevant to the topic. In fact, the review of literature begins with a search for a suitable topic and continues throughout the research work. Because a research report, whether a dissertation or a thesis, is supposed to be an in-depth study of and contribution to existing knowledge, it should be carefully checked that the proposed study has not previously been carried out. This Chapter presents the related literature review. The impact of organizational factors on project performance in terms of human resources, organizational culture, organizational leadership, and resource allocation. This is followed by an explanation of the hypothesized relationships of variables in the conceptual framework, theoretical framework, gaps in reviewed literature, and literature summary.

2.2. Project Success

Numerous scholars define project in various ways; Meskendahl (2010) defines project as the central building block used in strategy implementation.

According to the Project Management Institute's Guide to the Project Management Body of Knowledge (2013), a project is a short-term endeavor undertaken to create a one-of-a-kind product or service. Project managers are expected to understand business operations more than ever before. Some companies are even developing internal business process training programs for project managers. Kernzer (2014) claims that project managers are becoming more business oriented; the definition of project success now includes a business component. Success factors are management system inputs that can lead to project success in an organization, either directly or indirectly. Projects are unique, which is why project success criteria differ from one project to the next, as researchers have indicated (Muller and Turner, 2007). According to Davis (2014), over the last few decades, the concept of project success has been approached in relation to stakeholders' perceptions

and the acceptance that success means different things to different people, as reported by researchers (Shenhar et al., 2001). What determines project success, known as success factors, is also approached and thought to be of great interest. For more than four decades, the traditional view of project management was that if you finished the project while adhering to the competing constraints or the triple constraints of time, cost, and performance, you were successful. Perhaps the project appeared to be a success in the eyes of the project manager. However, according to Kernzer (2014), even in the eyes of the customer or even the parent.

2.3. Common critical success factors

According to Patanakul and Milosevic (2005), critical success factors (CSFs) are characteristics, conditions, or variables that, when properly sustained, maintained, or managed, can have a significant impact on project success. According to Fortune and White (2006), various studies have identified various CSFs as well as a lack of agreement among researchers on the criteria for judging project success and the factors that influence that success.

Furthermore, several studies on CSFs have found that context influences which factors are considered most important, as well as whether certain CSFs are indeed related to success. According to researchers, the CSFs approach has been established and popularized over the last 20 years (Chan, et al., 2004).

2.3.1. Project implementation & performance

Effective project implementation is assessed in a variety of ways, taking into account a wide range of criteria. However, in its most basic form, project implementation effectiveness can be thought of as incorporating four basic facts.

A project is considered successful or effectively implemented if it is completed on time, within budget, and to the specified quality, and is accepted and used by the clients for whom it was designed. i.e. customer satisfaction criteria. Because the project must be completed within a specified time frame, a limited budget, and a set of performance characteristics or quality.

Furthermore, the project is typically intended to be used by some clients, either internal or external to the organization and its project team. It seems reasonable, then, that any assessment of project

implementation effectiveness should include at least these four measures, among others; this means that project success can be seen through the lens of these four measures.

Many studies on project performance have been conducted around the world over the last three decades. However, no author has reached an agreement on the correct definition or standard measures of project performance. According to Bateta and Wagoki (2015), project success is one of the topics in project management that have been discussed among authors without reaching an agreement, and as a result, the definition of project performance remains ambiguous and varies from one author to the next. Furthermore, differences in the definition of project performance lead to differences in the measures of project performance among different authors. Nonetheless, there is widespread agreement among project stakeholders that project performance necessitates both effectiveness and efficiency.

Project performance can be measured in terms of timeliness, safety, quality, cost, and user satisfaction. According to Afaq (2013), a project's performance is considered good if it meets its technical specifications and if stakeholders such as end users, project team members, parent organization managers, and donors or financiers are satisfied. According to Abok et al. (2013), a project's performance is considered good if it is completed on time, within budget, achieves the set goals, and ensures user satisfaction. Traditionally, project performance was measured in terms of meeting deadlines, staying within budget (cost), and meeting quality standards. Nonetheless, even if projects are completed on time, within budget, and are perceived to be of high quality, they can be considered failures, whereas projects that have exceeded the set time and budget can be considered successful.

As a result, even if the traditional performance measures such as quality, cost, and budget are important in measuring performance; however, other measures must be used as well. User satisfaction, client satisfaction, and environmental impact are examples of these metrics. According to Nguyen and Watanabe (2017), project performance measures should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder expectations, minimizing conflicts and disputes, and safety. As previously stated, different authors employ various measures of project performance. Wangu (2015), for example, assessed the performance of non-governmental organizations in Ethiopia using metrics such as transparency, accountability, cost of completion, completion within budget, and user satisfaction. Musyula (2014), on the other hand,

measured project performance in non-governmental organizations in terms of goal achievement, user satisfaction, and financial resource accountability. In this research, non-governmental organizations' project performance will be measured in terms of completion on time, completion within budget, and achievement of objectives.

2.3.2. Human Resource Factors and Project Performance

Human resources are one of the most important resources for successful organizational development. The issue of competence has been heavily emphasized in various institutions. According to Heumann et al. (2007), specific challenges in the context of human resource management are created by project-oriented specific features that are not widely known in general management. Project-oriented organizations view project management as a strategy within the organization that helps them meet their objectives while also gaining a competitive advantage over their competitors (Gareis, 2005). Project implementation can be viewed as a change that affects the various organizational dimensions in an organization (Gareis, 2005).

Human resources are a critical dimension that necessitates change because personnel require new skills and competencies. As a result, when a new program or project begins, the organization's human resource configuration must change. It is possible that pressure will be applied. Huang (2000) discussed how human resource practices influence employees' intentions to leave, job satisfaction levels, and organizational commitment. Bratton and Gold (2007) demonstrate how, in order to improve performance, human resource management links the function of human resources to the organization's strategic goals. Furthermore, Human Resource Management (HRM) is a managerial process in which human resource policies and practices must be linked to the organization's objectives. Increased performance leads to growth and the acquisition of a sustainable competitive advantage, which is triggered by an organization's resource management practices.

HRM practices in an organization contribute to increased performance, thereby enhancing its growth and ability to gain a sustainable competitive advantage. Employee motivation using a good rewarding system has a positive effect on their behavior toward the job as well as their commitment, thereby increasing their performance. This is, however, a difficult and challenging task for the general managers. According to Armstrong and Murlis (2007), HR practices should be linked with rewarding strategies so that they can reinforce and complete each other because they

are critical in HRM in an organization. According to Bratton and Gold (2007), a good reward system may increase employee productivity.

Various studies conducted in various parts of the world highlight various factors influencing project performance and project success. However, the findings of these studies are mixed, with some indicating a positive influence and others indicating a negligible influence. For example, Belout and Gauvreau (2004) discovered that, despite the existence of a link between projects, The factors of success in Malaysia and personnel factors (competence, skills) had no significant impact on the project's success. Cania (2015), on the other hand, demonstrates that human resource factors have a significant influence on project success in an organization.

2.3.3. Top Management Support

Schultz and Slevin (1987) reported that management support for implementation projects and even for any implementation had been considered of great importance to projects success. According to Beck (2006) project management is not only dependent on top management for authority, direction, and support, but also ultimately the channel for implementing top management's plans, or goals, for the organization. For the purposes of classification, the factor. Top Management Support refers to both the nature and amount of support the project manager can expect from management both for himself as leader and for the project. Management's support of the project may involve allocation of sufficient resources (financial, manpower, time, etc.) and fast decision making if matters escalate as well as the project manager's confidence in their support in the event of crises.

2.3.4. Organizational culture and Project performance

An organizational culture is defined as a system that contains shared beliefs, values, and assumptions and governs how people behave in an organization. Shared beliefs, assumptions, and values have a significant impact on organizations, and they show how people act, dress, and perform their jobs. According to Denison and Mishra (2005), the impact of organizational culture and its potential impact on organizational success has contributed to the increased attention it has received over the last two decades. Employee commitment to contract agreements is one of the measures of organizational culture, and it has a significant impact on project performance. The contractor's commitment, worker orientation, reliance, and goal alignment improve participant performance and satisfaction (Nguyen & Watanabe, 2017). While some authors discover a

significant relationship between organizational culture and project performance, others discover a negligible relationship. In Turkey, authors discovered that an organization's culture had a significant impact on project performance in non-governmental organizations (Metin & Coşkun, 2016).

Metin and Coşkun (2016) defined organizational culture as a climate for motivation in the organization, where members' willingness and confidence in taking on responsibilities creates a positive atmosphere. Similarly, Ojo (2009) asserts that a strong corporate culture has the potential to improve project success because project success in Nigeria is dependent on effective employee performance. Furthermore, the leaders' personal values and behaviors were consistent with those of the project's employees.

2.3.5. Organizational Leadership and Performance of projects

For any activity to be successful leadership is important and especially in groups that collaborate. Leadership is even more important in project management. Munns and Bjeimi (2012) put emphasizes that project leaders determine the failure or success of a project. Price (2009) indicated that the leadership aspects that are transformational e.g., inspirational motivation, individualized consideration, charisma and intellectual simulation are essential but Price in addition stated that the transactional aspects that are active and passive, contingent reward and management by exception were even more essential in leadership effectiveness. According to literature, a leadership style that is well perceived in elements of professional construction includes attributes that are idealized, motivation inspiration, intellectual simulation, Idealized behavior, contingent reward and consideration that are individualized. Transformational leadership should be adopted by NGOs in how they interact with their employees for them to realize better performance of employees and their satisfaction.

Different studies conducted on organizational leadership have measured organizational leadership differently, although they all agree that leadership significantly influences project performance. Chaudhry and Mahmood, (2009) indicate that that leadership is important in giving guidelines to the employees, efficiently managing them and working with them to understand the nature of their work. In addition, Zakaria et al. (2015) indicate that leadership skills and characteristics of the project leader positively influenced the project's success in

Malaysia, and it can be developed through never-ending learning and training and hence leaders should possess seven leadership skills that include skills in communication, skills in team building, skills in decision making and problem solving, skills in conflict resolution, sense of responsibility, goal setting and planning skills and time management skills. Hassan, Bashir and Abbas (2017) argue that projects managers' personality like agreeableness, extraversion and openness to experience are predictors of a positive successful project in Pakistan, whereas transformational leadership mediates these relations. Through transformational leadership, conscientiousness as a personal dimension skill had a direct effect on the project's success. Ekune, Oluseun and Ebong (2015) indicate that collaborative leadership traits drawn from emotional, managerial competencies positively influence team performance and team spirit in Nigeria, which translates into successful projects. Project management's leadership quest to satisfy the project team must be guided towards collaboration. Kivasu (2015) indicates that that leadership styles influence strategy implementation in Kenya by influencing the way employees go about their day-to-day tasks.

2.3.6. Resource allocation and Performance of Projects

In any organization, resource allocation is critical to the success of a project. Its application in terms of finances and equipment may have an impact on project delivery time and cost. Several policies govern resource allocation, which determine amount of resources received by various tasks. The policy used in resource allocation can have a significant impact on the project duration (Mutula, 2013). Time management is critical to the success of many projects. The resource amounts received by the various tasks are determined by resource allocation policies (Jensen, et al., 2016). Managers have two policies at their disposal that can be used to redirect project duration: estimates in resource demand and resource adjustment times (Gillis, et al., 2014). Increasing the amount, productivity, and utilization of resources through the use of an effective resource management system can help improve schedule performance. Enhancing the total resource amount is usually difficult, effective resource utilization is critical in reducing project duration (Zenko, et al., 2013). Managers can diligently execute policies in resource allocation despite amount of resources fixed, reducing project duration. In the event that all of the components are depleted, a designer manager can allocate the optimal number of designers to the initial design components (Kozlenkova, Samaha & Palmatier, 2014). Designs will be checked on a regular basis in order to

identify the necessary changes and the form of corrections applied to the various designs. When resources are scarce, the project's progress is slowed; when resources are plentiful, productivity is reduced and resource waste may occur. As a result, in order to succeed in the project by reducing the project duration, management should allocate scarce resources effectively.

Policies that are involved in resource management According to research on resource allocation, it has a significant impact on project performance. According to Lee, Ford, and Joglekar (2007), the allocation policy chosen can have a significant impact on project duration in the United States, though policies used to reduce project duration are difficult to implement and design due to closed loop flows of work that create dynamic patterns of demand and delays in resource shifting in activities. Managers can use estimates in resource demand and resource adjustment times as policy features to change project durations. Furthermore, Yaghootkar and Gil (2010) argue that, while capturing resources may ensure that a business-critical project is delivered on time, if the organization lacks capacity to free resources and does not recruit more staff, this practice will harm the performance schedule of the projects derived from the resources. Furthermore, Umulisa, Mbabazize, and Shukla (2015) state that the project manager's role is to allocate resources efficiently, such as time and money, in order to ensure the success of a project.

2.3.7. Project Structure

The three most common types of project management organizational structures today are functional organizational structure, project-based organizational structure, and matrix organizational structure. There are, however, more detailed classifications such as functional, weak matrix (nearly functional), strong (nearly project), and fully project structure.

2.3.7.1.   Functional Organizational Structure

The functional structure is managed in the current organization's hierarchical structure; once the project begins operation, the functional units occupy the various components of the project, and each unit is responsible for its charged component. Functional departments play an important role in resource allocation and decision making; therefore, senior managers in the organization will oversee project coordination. Furthermore, the project manager has limited decision-making and resource-allocation authority responsible for project coordination. Moreover, the project manager has low decision making and resource allocation power.

Table 2.1: Advantages and disadvantages

Advantages	Disadvantages
Flexible use of personnel flexibility, as long as the choice of a suitable functional departments as the project supervisor, the department will be able to provide professional and technical personnel required by the project, and technology experts can also be used by different projects and after completion of the work can go back to his original work; When the project team members leave the project, the functions can be used as the basis for maintaining the continuity of the project; third, functional department can provide a normal career path for professionals.	Projects sense of ownership and focus is lost, each unit has its own core functions of general business, sometimes in order to meet their basic needs, responsibility for the project will be ignored, Organization has certain difficulties in the inter-departmental cooperation and exchanges; Motivation is not strong enough for project participants, they think the project is an additional burden, In this structure, sometimes no one should assume full responsibility for the project, often the project manager is only responsible for part of the project,

2.3.7.2. Project Based Organizational Structure

The existence of an independent project team, separated from the organization's other functional units, with their own technical staff and management, the organization allocating certain resources to the project team, and giving the project manager the most power to implement the project. The benefits are that there is a focus on this project team, team decisions are made within the project,

response time is short, team members perform with strong ambition and power, high cohesion, participants shared the project's common goal, and individuals have clear responsibilities. When a company has several projects, each project has its own separate team, and the project team itself is an independent unit, prone to a condition known as "Project inflammatory" disease, in which there is a clear dividing line between the project team and the parent organization, weakening the effective integration between project team and parent organization.

2.3.7.3. Matrix organizational Structure

The project matrix organizational structure is a hybrid of both project and functional structures; however, there are two types of matrix systems: weak matrix, where functional managers have more power than project managers, and project matrix, where project managers have more power than functional managers.

2.3.8. Project Monitoring & Evaluation

Monitoring and evaluation will allow us to measure both the process and the success of the project; it not only measures but also contributes to the project's success by tracking the activities in the project and urging the corrective course of action.

This type of activity is known as monitoring, and the other main component is evaluation, which can occur in the middle of the project's implementation as'mid-term evaluation' to track main results such as milestones that can enable to make significant changes to the project process. Furthermore, there are final and impact evaluations that are conducted after the project is completed to document and learn, as well as accountability.

Establishing a monitoring and evaluation system during the project process is critical to the project's success. It enables project managers to communicate with stakeholders such as project financiers, society, and clients, all of whom have an impact on the project's success.

2.3.9. Theoretical framework

A theory is a set of accepted facts, assumptions, or propositions that attempt to provide a rational and plausible explanation for the relationships between cause and effect among a group of elements of an observed phenomenon. The resource allocation theory and open system theory were used in this study.

2.3.10. Resource based Theory

Birger Wernerfelt developed the theory in 1984. The theory is based primarily on the package of intangible resources or valuable tangibles available to a firm (Kozlenkova, Samaha & Palmatier, 2014). To create a long-term competitive advantage from a short-term competitive advantage, the organization requires diverse resources that are not necessarily perfectly mobile. This will successfully result in a value that is neither substitutable nor imitable without a great deal of effort. As a result, where the conditions remain constant, the firm's returns will be sustained (Kozlenkova, Samaha & Palmatier, 2014). Gillis, Combs, and Ketchen (2014) emphasize the distinction between resources and capabilities by defining a capability as a resource that is unique and organizationally fixed, is not transferable, and should aim to improve the firm's other resources. Resources are process inputs that can be classified as intangible or tangible. Land, buildings, machinery, equipment, finances, and human resources are examples of tangible resources (Gillis, et al., 2014).

Physical resources are readily available in the market and thus provide little advantage because competitors can easily purchase them. Intangible resources are those that cannot be touched but belong to the organization. Brands, reputation, trademarks, and intellectual property are examples. Intangible assets, unlike physical resources, are created over time, making them difficult to quantify for others to imitate and gain an immediate competitive advantage according to the theory, a firm's resources determine its performance (Jensen et al., 2016). These resources include organizational processes, knowledge, information, and attributes, as well as assets that enable the organization to acquire and develop strategies to improve its efficiency, quality, awareness, effectiveness, and sustainability. When these resources are used correctly, they improve organizational performance. Resources in non-governmental organizations include finances, equipment, employee skills and competence, and leadership abilities. Competencies/skills are a subset of resources with administrative and transformational capacities, such as specialized abilities, sets of activities, or practical process learning, and that assist an organization in performing well on critical objectives or against basic achievement elements. Abilities should not be purchased on the open market; rather, they should be created by a group.

2.3.10.1.   Open System Theory

Ludwig von Bertlanffy, a Hungarian biologist, developed this theory in 1972. (Von Bertalanffy, 1972). A creature is viewed as an integrated system of functions and interdependent structures from a biological standpoint. System theory, from a sociological standpoint, is an organization's trans-disciplinary approach. A sociological system is made up of four major components: attributes, objects, interrelationships between various objects, and the environment (Kast & Rosenzweig, 2011). Objects are parts, variables, or elements that exist in a system, according to Zenko, et al. (2013). Attributes are characteristics of a system and its objects. Internal relations exist among the various objects in every organization. Furthermore, a system occurs in a context (Zenko, et al., 2013). As a result, a system can be defined as a collection of things that influence one another in an environment, forming a better pattern that is distinct from any of the parts (Pouche, et al.,2016). A system is a group of entities that work together to accomplish a specific goal.

A boundary separates a system from its environment, as well as what is and is not in the system. It has two options: closed or open. The open systems are defined by the exchange of matter and information with the external environment. In other words, another aspect of the open system concept is the impact of change in an organization. A change in one part of an organization affects all parts of the organization. The primary function of an organization or project management is to act as a connecting boundary pin between various subsystems in an organization's system (Kast & Rosenzweig, 2012). Despite the fact that non-governmental organizations are open systems with both internal and external environments, this study only looked at internal environmental factors. Project managers in non-governmental organizations work with complex systems that are defined by nonlinearity, multiple interdependencies, stakeholders, and feedback systems. Progress updates, rework cycles, and performance reviews are the feedback systems. The interaction between various teams, leaders, and staff, as well as between departments, is critical to project success and performance (Raulea and Raulea) (2014). Communication is crucial in the implementation of system concepts. It integrates and connects the system networks' links. A processing system's elements are information flow, energy, and material, and communication systems coordinate them (Turkulainen et al., 2015).

2.4. Summary of Literature review

This chapter reviewed previous research on the impact of organizational factors on project performance. According to the literature review, human resources are an important factor in the success of projects in any organization. It is determined by the nature of the work. Environment, rewards and remuneration, and staff competence are all important considerations. Furthermore, human resource factors influence employee intentions to leave, as well as organizational commitment and, as a result, project performance. Furthermore, the preceding literature indicates that culture is a key factor influencing project performance. Its impact on the organization can be positive or negative. Norms, expectations, beliefs, traditions, and resistance to change all influence organizational culture. It is used to assess how an organization interacts with its surroundings and is difficult to change. The literature also indicates that leadership adopted by the project managers determines the performance of the projects. Project leaders highly determine the failure or the project management failure. Transformational factors e.g., inspirational motivation, individualized consideration, charisma and intellectual simulation are essential. According to literature, leaders should be educated and experienced for them to motivate their employees.

Lastly, the literature indicates that resource allocation is an important component in achieving a project in any organization. Its application in terms of finances, equipment and human resource may influence the delivery time and cost of a project. The amount of resources received for various tasks is determined by several policies that govern resource allocation. The policy used in the allocation of resources can greatly influence the project period.

2.4.1. Conceptual Framework

Independent variables   Moderating variable   Dependent Variable

Government policy

Human resource factors
- Work environment
- Rewards and remuneration
- Staff competence

Organizational culture
- Norms
- Traditions
- Resistance to change

Performance of projects
- Completion on time
- Completion within budget
- Achievement of objective

Organizational leadership
- Leadership skills
- Leadership style
- Decision making process

Resource allocation
- Adequacy of resources
- Timely allocation of resources
- Resource allocation policies

2.10. Operational Definition of Variables

Table 1.1: Operational Definition of Variables

No	Variable	Indicators	Instrument For Collection of data	Analysis of data	Measurementscale
1	Human resource factors	Work environment Rewards and remuneration Staff competence	Ordinal	Questionnaire	Mean Standard deviation Correlation Analysis
2	Organizational culture	Norms Traditions Resistance to change	Ordinal	Questionnaire	Mean Standard deviation Correlation Analysis
3	Organizational leadership	Leadership skills Leadership style Decision making process	Ordinal	Questionnaire	Mean Standard deviation Correlation Analysis
4	Resource allocation	Adequacy of resources Timely allocation of resources Resource allocation policies	Ordinal	Questionnaire	Mean Standard deviation Correlation Analysis
5	Performance of- projects	Completion on time Completion Achievement of objectives	Ordinal Continuous	Questionnaire Document analysisguide	Mean Standard deviation Correlation Analysis

CHAPTER THREE

3. RESEARCH METHODOLOGY

In order to achieve the objective of this paper, using of appropriate methodology that helps to approach the research scientifically is the priority attention given by the researcher. Therefore, this chapter discusses the methodology in relation to the research questions. It includes the research design, target population, sample size and sampling technique, research instruments, pilot study, data collection procedure, data analysis techniques, ethical considerations, and operational definition of terms.

3.1. Research Design and Approach

A research design is a strategy chosen by the researcher to identify the various study components in a logical and coherent manner, thereby addressing the research problem. Its components are data collection, data measurement, and data analysis (Cooper & Schindler, 2006). A descriptive design is chosen as a research design based on the research questions. According to (Naoum 2007), descriptive research is used to describe a specific population or phenomenon and to answer the "what" question.

3.2. Target Population

The target population is the entire group of people or things that are being considered in any field of study and share common characteristics (Cooper & Schindler, 2006). The study's target population was all the staff working in CRS Ethiopia. According to CRS Ethiopia (2021), 183 people work in eight programs: RFSA, JEOP, WASH, Agriculture, Farmer to farmer, Gender, Emergency, partnership & Capacity strengthening.

Table 3.1: People working in different programs

PROGRAMS	
DFSA	52
JEOP	35
FARMER TO FARMER	20
EMERGENCY	22
GENDER	17
PARTNERSHIP&CAPACITY STRENGTHENING	17
AGRICULTURE	9
PEACE BUILDING	11
Total	183

Source: CRS Ethiopia (2021)

3.3. Sample Size & Sampling techniques

According to Oso and Onen (2005), sampling refers to the process of selecting subsets from a population of research interest to enable detailed study for further generalization of research results. A sample size is the number of people chosen to represent the entire population, and a sampling technique describes the method and procedure for selecting samples.

3.3.1. Sample size

The position is held by Britton & Garmo (2002) that a research sample size constitutes a selection of a small researchable unit of a given population using methods that enable representation and generalization. According to Creswell (2006), the information gathered from the sample size should be sufficient and easy to analyze. The sample size was calculated using (Slovin's 1960) Formula. The formula was chosen because it takes population size into account.

$$n = \frac{N}{}$$

$$1 + NE^2$$

Whereby:

n = no. of samples

N = total

population

E = error margin / margin of error (0.05)

$$n = \frac{183}{1 + (183 * 0.05^2)}$$

$$n = 126$$

3.3.2. Sampling Technique

This study uses stratified random sampling to select 126 employees from the target population. Stratified random sampling entails dividing the population into smaller groups, with each group comprised of members who share common characteristics or attributes. The strata in this study were the CRS Ethiopia program staff. Stratification reduces the standard error by controlling the variance. Proportionate stratification will be used to ensure that the sample size in each stratum is proportional to the population size in the stratum, which implies each stratum has similar sampling functions.

3.4. Research Instruments

This study uses both secondary and primary sources of information. Secondary data for the last five years obtained from CRS Ehtiopia's annual reports. To collect information such as estimated cost, completion cost, estimated time (months), and completion time, a document analysis guide was used (months). To collect primary data for this study, structured questionnaires will be used. A questionnaire is the best method of data collection when respondents COOPERATE willingly and can be reached. This method of data collection is convenient because it can reach many people if they can read and write independently. Greener (2008) stated that questionnaires can be used to define

the study's specific objectives and the problem statement. In addition, the use of questionnaires saves resources and time.

The questionnaire is divided into six sections. The first section included questions about demographic information the second, third, fourth, and fifth positions included questions about the four independent variables, while the sixth section included questions about the dependent variable.

3.5. Data sources and data Collection tools

Any research activity should begin with gathering information from reliable sources. Primary and secondary data were used in the study. Primary data were gathered using self-administered questionnaires distributed to the staff of CRS working for program department chosen for the sample and included in the study.

3.5.1. Data Sources

The study used both primary and secondary data sources to obtain sufficient and relevant data that uses to answer the research questions. The primary sources were gathered through questionnaires and key informant interview. To obtain sufficient and relevant data to answer the research questions, the study uses both primary and secondary data sources. The primary sources are collected through questionnaire survey and interview guides, The secondary data sources, on the other hand, were gathered from publicly available organizational documents.

3.5.2. Data analysis techniques

The data analysis process is defined as the packaging of collected data, arranging it in order, and structuring the major in such a way that the results can be communicated easily and efficiently (Kothari, 2004). To analyze quantitative data, inferential statistics and descriptive statistics are used with the help of Statistical Package for Social Sciences (SPSS). Prior to data analysis, a codebook for quantitative variables was created using the numbering structure of the questionnaire.

After confirming the accuracy of the data collected, descriptive statistics was used to analyze the quantitative data. Descriptive statistics include frequency distribution, mean, percentages, and standard deviation. The results were presented in tables and figures. Distribution measurements were explained using descriptive statistics, and it also explains, organizes, and reviews data

(Bryman, 2003). Correlation analysis was also performed to determine whether there is a relationship between the dependent and independent variables. The study used a 95 percent confidence level and indicated a significance level of 0.05. The p-value should be less than the significance level for the independent variable to have a significant effect on the dependent variable (0.05)

3.6. Validity and Reliability

The degree of validity is defined by how well the measurement measures the features that the researcher needs to measure as well as the information that is relevant to the question being asked. The validity of the study will be ensured by ensuring that the sampling techniques are random and free of bias by giving each subject an equal chance of being chosen. The questionnaires are extensive to cover all the variables being measured. For validation, a comparison will be made between the conceptual (own variables) and theoretical framework (stated by other scholars). In this study, content validity will be improved by consulting with experts in the field, such as supervisors. To test the content validity, the questionnaire will be distributed to ten randomly selected Program staff of CRS, along with the objective and research questions. Following that, the questionnaire will be modified as needed based on the feedback received and distributed to the target populations. For reliability measures, project documents will be summarized and compared to survey questionnaire responses. According to Mark Saunders et al., (2016), reliability relates to "replication and consistency," which indicates that a study is dependable if it can be reproduced using an earlier design and achieve the same results.

3.7. Pilot-Study

A pilot study can also be defined as the pre-testing or 'trying out' of a specific research instrument as defined by a researcher (Baker 1994). It is recommended that the pre-test be the testing of the questionnaire on a small sample of respondents to ensure the reliability of the research instrument in terms of bias and ambiguity. The pretest group made up 10% of the total sample size (10). A pilot group should make up at least 10% of the total sample size, according to Hertzog (2008). Simple random sampling was used to choose the pilot group. The questionnaire was issued to 10

randomly picked individuals of CRS staff to test the content validity by tying it to the objective and research questions. Following that, the questionnaire was revised in light of the feedback collected and delivered to the target audiences.

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CHAPTER FOUR

4. DATA PRESENTATION, INTERPRETATION AND ANALYSIS

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4.1. INTRODUCTION

The findings, interpretations, and discussion of the findings are presented in this chapter, all of which are influenced by the study's goal and objective. The goal of this study was to look at the factors that influence the performance of NGO projects with the case of CRS. The goal of the study was to see how human resource factors, organizational culture, leadership, and resource allocation affected project performance in the case of CRS Ethiopia.

4.2. Response Rate

The sample size for the study was 126 employees from the CRS Addis Abeba Office (RFSA, JEOP, Emergency, WASH, Agriculture, Peace building). A total of 100 of the 126 questionnaires issued were properly completed, resulting in a response rate of 79.4 percent. According to Morton, Bandara, Robinson, and Carr (2012), a response rate of approximating to 60% for most studies is considered good.

4.3. General Information

The respondents' general information included their gender, age bracket, length of service in the organization, highest level of education, and the program for which they worked in their organization.

Table 4.1: Demographic characteristics of the respondents

Category	Frequency	Percent
Gender		
Male	67	67
Female	33	33
Total	100	100.0
Age bracket		
Below 25 years	7	7
Between 25 and 35 years	31	31
Between 35 and 45 years	37	37
Above 45 years	25	25
Total	100	100.0
Duration in the Organization		
Below 1 year	16	16.0
Between 1 and 5 years	27	27.0
Between 5 and 10 years	35	35.0
Above 10 years	22	22.0
Total		100.0
Highest level of education		
Diploma	3	3.0
Undergraduate Degree	24	24.0
Postgraduate Degree	73	73.0
Total	100	100.0

Source: Own survey (2021)

According to the findings, 67 percent of the sampled staff are male, while 33 percent are female. This means that the majority of samples in this study are male. In terms of age, 31% responded they were between 25 and 35 years old, 37% said they were between 35 and 45 years old, 25% said they were over 45 years old, and 7% said they were under 25 years old. This demonstrates that majority of the sampled staff are between the ages of 35 and 45.

When asked how long they had worked for CRS Ethiopia, 16 percent said less than a year, 27 percent said between one and five years, 35 percent said between five and ten years, and 22 percent said more than ten years. This suggests that majority of the sampled staff had previously worked with CRS Ethiopia. Also, for the question asked about their greatest level of education, 3% of the workers from the sampled staff said they had diplomas, 24% said they had undergraduate degrees, and 73% said they had postgraduate degrees. This demonstrates that the majority of sampled staff from CRS employees hold postgraduate degrees.

4.4.   Performance of Projects

About the performance of projects, staffs were asked to signify their level of agreement on the different statements on the performance of projects in the organization.

Table 4.2: Measures of Performance of Projects

	Mean	SD
The projects achieve the intended purpose	3.97	0.717
The projects achieve customer satisfaction	4.08	0.992
Projects are finished within budget	3.24	0.842
The organization finishes projects within the set time	4.03	0.881
The projects always achieve the set objectives	3.78	0.982
The projects are completed with the scope	3.78	0.982
Projects are finished as per specifications	4.1	0.959

Source: Own survey (2021)

According to the data, respondents agreed that their organizations achieve the intended purpose with a mean of 3.97 and Projects achieve customer satisfaction and within set time respectively with a mean of 4.08 & 4.03respectively. Respondents also agreed that projects achieve the set objectives with the scope and as per the specifications with a mean of 3.78, 3.78 & 4.1 respectively. Respondents were neutral with the statement that projects are finished within the budget with a mean of 3.24.

4.5.   Human Resource Factors

The first goal of this study was to determine the effect of human resource factors on project

performance at CRS Ethiopia. Employees of CRS were asked to rate their level of agreement with various statements about the impact of human resource factors on project performance in their organization. Whereas 1 indicates strongly disagree, 2 indicates disagree, 3 indicates neutral, 4 indicates agree, and 5 indicates strongly agree.

Table 4.3: Human Resource Factors

	Mean	Std Deviation
Staff in our organization have the skills required to achieve the goals of the organization	3.89	0.662
My work environment is conducive for maximum productivity	3.52	0.717
Our organization has human resource policies	4.08	0.895
My work environment allows creativity and innovation	3.51	0.718
My organization provides frequent training to improve staff skills and competence	3.33	0.807
My employer provides us with performance bonuses	3.22	0.894
My employer offers salaries that matches the work	2.65	0.909
My compensation matches with other NGOs compensations	2.48	0.979
My organization always follows the human resource policies	2.79	0.829

Source: own survey (2021)

The research found that the respondents agreed that their organization have the workforce who have the skills required to achieve the goals of the projects in their organization with a mean of 3.89 and agreed their work environment is conductive for maximum productivity with a mean of 3.52. The staff also agreed that the organization had human resource policies and their work environment allows creativity and innovation with a mean of 4.08, 3.52 respectively and were neutral on the statement that the employer provides frequent training to improve staff skills and competence with a mean of 3.33. Furthermore, as evidenced by a mean of 3.22, the staff were

neutral that the employer provides with performance bonuses. The respondents were also neutral on the term that the employer offer salaries that matches the work and the respondents disagreed on the term of my compensation matches with other NGO's Compensations and same as the term my organization always follows human resource policies with a mean of 2.48 &2.79 respectively.

4.5.1. Influence of Human Resource Factors on the Performance of Projects

Pearson's correlation coefficient (r), which quantifies the degree and direction of a linear relationship between two variables, is used to determine the relationship between Performance initiatives and Human Resource aspects. Pearson's correlation coefficient always has a value between -1 and +1. A correlation value of +1 means two variables are fully associated in a positive sense; a correlation coefficient of -1 means two variables are perfectly related in a negative sense; and a correlation coefficient of 0 means the two variables have no linear relationship. A low correlation coefficient of 0.1-0.29 indicates a poor or non-existent relationship between two items. The association is moderate if r is between 0.3 and 0.49.

A high correlation coefficient, i.e. >0.5, denotes a strong relationship. The sign of the coefficient determines the direction of change in the dependent variable. The dependent variable will move in the same direction as the independent variable if the coefficient is positive; if the coefficient is negative, the dependent variable will move in the opposite direction of the independent variable. As a result, the Pearson's correlation coefficient is used to determine both the direction and the magnitude of the association between the performance of projects and human resource factors in this study. According to the findings of the correlation analysis, human resource factors have a significant impact on the success of CRS Ethiopia projects. A correlation coefficient of 1 and a p-value of 0.753,

Table 4.4: Human Resource Factors and Performance Correlation

	Performance of Projects	Human Resource factors

Performance of projects	Pearson Correlation	1	.055
	Sig. (2-tailed)		.587
	N	100	100
Human Resource factors	Pearson Correlation	.055	1
	Sig. (2-tailed)	.587	
	N	100	100

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

Other human resource elements that affect the performance of non-governmental projects were also questioned about. According to the survey results, the number and ability of employees must equal the workload for some employees to avoid being overworked. Furthermore, employee morale, work attitudes, and their managers have all been linked to employee motivation. In addition, the staff indicated that the level of qualification of staff influences the project performance. Also, the staff reported that human resource empowerment increases efficiency in project implementation.

The study found that human resource factors had a significant influence on the performance of projects in CRS Ethiopia. These findings agree with Bratton and Gold (2007) argument that human resource factors affect the performance of projects. The findings also agree with Cania's, (2015) findings that human resource factors have a significant influence in achieving success in an organization's projects. The study found that staff in CRS had the skills required to achieve the goals of the organization. These findings are in line with Armstrong and Murlis (2007) findings that in order to be successful in working together on a project, specific skills, knowledge and competence are needed. The study established that the work environment in CRS was conducive for maximum productivity. The work environment also does allow creativity and innovation. Further, CRS provides the employees with performance bonuses.

The study found that the organization does not offer remunerations that match with their responsibilities and other NGO's compensations. These findings agree with Mutula (2013) findings that salaries among project staff should match with the responsibilities held. In addition, the organization had human resource policies. The study also found that CRS does frequent training to improve staff skills and competences. These findings agree with Kinyua and Warui (2013) argument that training has a significant influence on project performance.

The study established that the number of employees should be adequate to meet the amountof workload to avoid overworking some staff. In addition, the study found that staff motivation is directly associated with employee morale, attitude towards job and their superiors. Further, the role, powers and responsibilities of each staff should be well defined.

These findings agree with Cania, (2015) findings that staff motivation influences project performance and hence should be enhanced through clear definition of roles and reward systems.

4.6. Organizational Culture

The study's second goal was to figure out how CRS Ethiopia's organizational culture effects project performance. The sampled staff of CRS Ethiopia were also asked to rate their level of agreement with several assertions about the impact of organizational culture on project performance in their organization.

Table 4.5: Organizational Culture

	Mean	S. D
Our organization often experiences resistance to change in different Projects	3.29	0.671
Our organization normally utilizes change management practices	3.35	0.609
The norms and traditions in our organization influence employee productivity and commitment in project performance	3.87	0.580
The norms and traditions in our organization affect project Implementation	4.06	0.962
The way of doing things in our organization is normally very flexible and easy to change	2.35	0.609
The management of our organization ensures employee involvement in all phases of a project	3.20	1.015
Different departments in our organization often cooperate to create Change	3.65	1.038
Communication in our organization enhances follow of information	3.51	0.959

Source : Own survey

According to the findings, the staff agreed with a mean of 3.29 that the organization often experiences resistance to change in different Projects. In addition, the staff agreed with means of 3.87 and 4.06 that, the norms and traditions in their organization influence employee productivity and commitment and also affect project implementation. However, the staff were neutral on the statement that the way of doing things in their organization is normally very flexible and easy to change with a mean of 2.35 and agreed to the term the management of their organization ensures employee involvement in all phases of a project with mean of 3.20. The staff were also agreed on the statement that communication in their organization enhances flow of information with a mean of 3.51.

4.6.1. Effect of Organizational Culture on Performance of Projects

From the correlation analysis, the results show that organizational culture does not have a much significant influence on the performance of projects in CRS Ethiopia. This is shown by a correlation coefficient of 0.245 and a p-value of 0.014. The p-value was less than the significance level (0.05).

Table 4.6: Organizational Culture and Performance Correlation

		Performance of Projects	Organizational culture
Performance of projects	Pearson Correlation	1	.245
	Sig. (2-tailed)		.014
	N	100	100
Organizational culture	Pearson Correlation	.245	1
	Sig. (2-tailed)	.014	
	N	100	100

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

The staffs were further asked to indicate how else does organizational culture influences performance of projects in their organization. From the findings, they indicated that performance appraisal in an organization helps staff to know their stance relative to the objective. In addition, the traditions of the organization may not favor implementation of the project and ways in which conflicts are resolved influences efficiency in project

implementation. The staff further indicated that if the organization structure allows for a smooth flow of information between department and between employees, it would have a positive impact on a project. The staff further indicated that the management of the organization should create a conducive environment to foster information sharing on quality of work, customer feedback and on project result.

The study also found that organizational culture has a positive but not very significant influence on the performance of projects in CRS Ethiopia. These findings disagree with Denison and Mishra (2005) findings that organizational culture influences project performance. The findings also diagree with Metin and Coşkun, (2016) findings that the culture of an organization had a significant effect on the project performance in non-governmental organizations. The study found that norms and traditions in CRS Ethiopia influences employee productivity and commitment. These findings are in line with Nguyen and Watanabe (2017) argument that employee commitment to contract agreements is one of the measures of organizational culture and it significantly influences performance of projects.

The study found that organizational norms and traditions in their organization affects project implementation and communication enhances flow of information. In addition, if the organization structure allows for a smooth flow of information between department and between employees it will have a positive impact on a project. These findings agree with Yesil and Kaya (2013) findings that the pattern of basic assumptions, beliefs, norms, values, and expectations had an insignificant influence on change management and project performance in terms of delivery with time and within the set budget.

The study also revealed that different departments in CRS Ethiopia fail to cooperate to create change. In addition, the way of doing things in the organization was normally inflexible and not easy to change. The organization was also not ensuring employee involvement in all phases of a project. Further, the organization was not utilizing change management practices. These findings are in line with Abok et al. (2013) findings that poor employee involvement in change, poor communication, and failure to adopt change management practices negatively influences performance of projects.

4.7. Organizational Leadership

The third objective of the study was to establish the influence of organizational leadership on the performance of projects in CRS Ethiopia. The respondents were requested to indicate their level of agreement with different statements on the influence of organizational leadership on the performance of projects in their nongovernmental organization.

Table 4.7. Organizational leadership

	Mean	Std. Deviation
Our leaders have the skills required to lead the organization	4.39	0.814
Our leaders clearly outline the organization's vision and mission	3.93	0.998
Our leaders set realistic and ambitious goals	4.25	0.702
Leaders in our organization mentor the junior staff to improve professional and personal goals	3.14	0.876
The relationship between our organization leaders and employees is Good	3.61	0.875
There are coaching programs in organization to enhance the skills of the staff	3.41	0.877
Our leaders are responsive to the ideas and thoughts of the Employees	2.67	0.933
Our leaders encourage the staff to be creative and innovative	3.28	1.240
Our leaders use transformational leadership style	3.61	0.863
Our leaders ensure that the staff are motivated though incentives	3.26	1.031
Our leaders involve the staff in the decision-making process	3.30	0.870

Source: Own survey (2021)

According to the findings, the staff agreed that the leaders have the skills required to lead the organization with a mean of 4.39 and their leaders clearly outline the organizations vision and mission also they involve the staff in the decision-making process, as shown with mean values of 3.93 and 3.30, respectively. The staff further agreed that the relationship between their

organization leaders and employees is good as leaders and that the leaders ensure that the staff are motivated through incentives, as indicated with mean values of 3.61 and 3.26, respectively. The staff were neutral on the statement that leaders are responsive to the ideas and thoughts of the employees with a mean of 2.67 and agreed on the term they encourage the staff to be creative and innovative, as shown by a mean of 3.28. The staff also agreed on the statements that leaders use transformational leadership style as indicated by means of 3.61ively. The staffs were also agreed on the statements that leaders set realistic and ambitious goals as shown by mean of 4.25. The staff agreed with the statement that leaders in their organization mentor the junior staff to improve professional and personal goals as indicated by a mean of 3.14.

4.7.1. Effect of Organizational Leadership on Performance of Projects

From the correlation analysis, the results show that organizational leadership has a positive influence on the performance of projects in CRS Ethiopia as shown by a correlation coefficient of 0.117 and a p-value of 0.246. The p-value was greater than the significance level (0.05).

Table 4.8: Organizational Leadership and Performance Correlation

		Performance of Projects	Organizational Leadership
Performance of projects	Pearson Correlation	1	.117
	Sig. (2-tailed)		.246
	N	100	100
Organizational leadership	Pearson Correlation	.117	1
	Sig. (2-tailed)	.246	
	N	100	100

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

The staffs were requested to indicate how organizational leadership influences the performance of projects in their organization. From the findings, the staff indicated that the leadership style in an organization greatly affects the performance of a project and that the performance of a project greatly relies on the management skills applied. The staff also indicated that leaders assigning employees other tasks apart from their area of specialization may have a negative impact on efficiency. In addition, leaders should set good example and be on the forefront in

playing important roles in ensuring objectives of the project area achieved. Also, the relevance of training and coaching programs in an organization in relation to the set goals and objective affecting the project performance. Further, if the leadership of a project interferes with staff recruitment in a negative way, the project performance will be affected negatively as well. In addition, the flow of communication and instructions between staff and management is a factor that has an impact on project performance. The staff also indicated that leadership of an organization should be wary of the staff needs and be able to address them.

The study revealed that organizational leadership has a positive and significant influence on the performance of projects in CRS Ethiopia. These findings agree with Munns and Bjeimi (2012) findings that project leaders determine the failure or success of a project. The study found that leaders in CRS Ethiopia have the skills required to lead the organization and they involve the staff in the decision-making process. The findings are in line with Zakaria et al. (2015) argument that leadership skills and characteristics of the project leader positively influenced the project's success in Malaysia.

The study also found that the relationship between leaders and employees in CRS Ethiopia is good and leaders ensure that the staff are motivated through incentives. In addition, the study revealed that leaders in CRS Ethiopia are responsive to the ideas and thoughts of the employees and they encourage the staff to be creative and innovative. These findings concur with Price (2009) that transformational leadership should be adopted by NGO's in how they interact with their employees for them to realize better performance of employees and their satisfaction.

However, the study found that the leaders clearly outlined the organization's vision and mission. Also, the organization had good coaching programs once a year to enhance the skills of the staff. Also, the study revealed that leaders in the organization mentor the junior staff to improve professional and personal goals. These findings agree to Ekune, Oluseun and Ebong (2015) argument that coaching and mentorship programs influence performance.

The study found that the leadership style in an organization greatly affects the performance of a project and that the performance of a project greatly relies on the management skills of the leaders. Further, leaders should set good example and be on the fore front in playing important roles in ensuring objectives of the project are achieved. These findings agree with Chaudhry

and Mahmood (2009) findings that leadership is important in giving guidelines to the employees, efficiently managing them and working with them to understand the nature of their work.

4.8. Resource Allocation

The fourth objective of the study is to determine the influence of resources allocation on the performance of projects in CRS Ethiopia. The staffs were requested to indicate their level of agreement on different statements on the influence of resource allocation on the performance of projects in their nongovernmental organization.

Table 4.9: Resource Allocation

	Mean	Std. Deviation
There are adequate financial resources in our organization	4.29	0.880
Resource availability in organization influences the timeline of completing project	3.97	0.989
The management in our organization releases resources on time	4.05	0.892
Resources in our organization are allocated based on priority	4.04	0.803
The resources in organization are easily accessible	3.75	1.019
There are adequate tools and equipment in our organization to undertake different projects	4.11	0.875
There are resource allocation policies in organization	4.17	0.842
Our organization follows all resource allocation policies	3.14	0.894
Our organization clearly stipulates how resources should be allocated in our organization	4.05	0.892

According to the findings, the staff agreed with a mean of 4.29 that there are adequate financial resource in the organization. With a mean of 3.97, the staff also agreed that resource availability in the organization influences the timeline of completing the respondents also agreed on the statements that the management in their organization releases resources on time

and resources in their organization are allocated based on priority with means of 4.05 and 4.04. In addition, the staff agreed with a mean of 3.75 and 4.11 that the resources in the organization are easily accessible and there are adequate tools and equipment to undertake different projects. Further, the staff were neutral on the statement that there are resource allocation policies with a mean of 3.14. The staff also agreed with the statement that the organization clearly stipulates how resources should be allocated with mean of 4.05.

4.8.1. Influence of Resource Allocation on Performance of Projects

From the correlation analysis, the results show that resource allocation has a positive and significant influence on the performance of projects in non-governmental organizations in Ethiopia as indicated by a correlation coefficient of 0.171 and a p-value of 0.089. The p-value was greater than the significance level (0.05).

Table 4.10: Resource Allocation and Performance Correlation

		Performance of Projects	Resource Allocation
Performance of projects	Pearson Correlation	1	.171
	Sig. (2-tailed)		.089
	N	100	100
Resource allocation	Pearson Correlation	.171	1
	Sig. (2-tailed)	.089	
	N	100	100

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

The staffs were requested to indicate how resource allocation influences the performance of projects in their organization. According to the findings, the staff indicated that the availability of appropriate tools and equipment has a direct impact on project performance. For a project to achieve the set objectives, appropriate training on utilization of the available resources should be a priority. In addition, tools and equipment to perform different duties should be availed at the right time and at the appropriate location. The staff also indicated that accountability of the available resources should be enhanced as well. Incorporating the modern technologies in implementation of projects has a great impact and hence should be adopted. The resources in an

organization should be allocated in order of priority to achieve the set objectives. The availability and quality of tools and equipment determines the quality of project results.

The study established that resource allocation has a positive and significant influence on the performance of projects in CRS. These findings are in line with Gillis et al. (2014) argument that resource allocation influences project performance. The study established that resource availability in the organization influences the timeline of completing project. These findings agree with Zenko et al. (2013) findings that increasing resources, productivity and utilization of the resources using a resource management system that is effective help improve the scheduled performance. Improving the total resource allocation is at times challenging, however, efficient utilization of these resources is important in project duration reduction.

The study also found that CRS Ethiopia clearly stipulates how resources should be allocated in their organization. Also, the study discovered that resources in the organization were allocated based on priority whereas there is adequate financial resources.

The study also revealed that the management of the organization was allocating resources on time and were also following resource allocation policies. These findings are contrary to Zenko et al. (2013) argument that policies can be diligently executed by managers in resource allocation despite the amount of resources fixed thereby reducing the project duration. In addition, Hongwei, Huixin and Jian-bo (2009) indicate that organization management should allocate the scarce resources effectively in order to succeed in the project through reducing the project duration.

The study established that the availability of appropriate tools and equipment has a direct impact on project performance. For a project to achieve the set objectives appropriate training on utilization of the available resources should be a priority. In addition, tools and equipment to perform different duties should be availed and at the appropriate location. These findings agree with Umulisa, Mbabazize and Shukla (2015) findings that allocation of resources influences project performance positively.

CHAPTER FIVE

5. SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a summary of key findings of the study presented according to the Objectives of the study. Conclusions are drawn from the findings and recommendations are given.

5.2. Summary of the Findings

The impact of human resource factors on project performance, the impact of organizational culture on project performance, the impact of organizational leadership on project performance, and the impact of resource allocation on project performance are all covered in this section.

5.2.1. Human Resource Factors and Performance of Projects

The study discovered that human resource factors have a significant impact on project performance in CRS Ethiopia (r=0.55, P=0.587). The study also discovered that CRS Ethiopia staff possessed the necessary skills to achieve the organization's objectives (M=3.89). Furthermore, the study found that the working environment at CRS Ethiopia was conducive to maximum productivity (M=3.52). Furthermore, CRS Ethiopia offers performance bonuses to employees, and the work environment encourages creativity and innovation (M=3.22, 3.51). Also, the organization had human resource policies, even though the policies were not followed strictly(M=2.79)

According to the findings of the study, the organization does not provide salaries that are commensurate with the work and other NGOs' compensations (2.65). According to the study, CRS Ethiopia provides frequent training to improve staff skills and competence (M=3.33). Furthermore, the number and adequacy of employees should be adequate to meet the amount of work in order to avoid overworking some employees. Furthermore, the study discovered that employee morale, attitude toward job, and superiors are all directly related to staff motivation. Furthermore, each staff member's roles, powers, and responsibilities should be clearly defined.

5.2.2. Organizational Culture and Performance of Projects

The study also discovered that organizational culture has a positive but not significant impact on project performance in CRS Ethiopia (r=-0.245, P=.014). Employee productivity and commitment in CRS Ethiopia are also influenced by norms and traditions, according to the study (M=3.87). Furthermore, organizational norms and traditions influence project implementation as well as communication, which improves information flow (M=3.87). Furthermore, if the organizational structure allows for a smooth flow of information between departments and between employees, it will benefit a project. Whereas a positive relationship between the staff and management has a significant impact on the project's performance.

The study also discovered that different departments within CRS Ethiopia collaborate in order to effect change (M=3.65). Furthermore, the organization's way of doing things was typically rigid and difficult to change (M=2.35). In addition, the organization did ensure employee participation in all phases of a project (M=3.20). In addition, the organization did utilize change management practices (M=3.35). The study discovered that organizational traditions may favor project implementation and that how conflicts are.

5.2.3. Organizational Leadership and Performance of Projects

The study found that organizational leadership has a positive and significant impact on project performance in CRS Ethiopia (r=1, P=0.246). The study discovered that the leaders have the necessary skills to lead the organization (M=4.39). and that they involve the staff in decision-making (M=3.30) The study also discovered that the relationship between leaders and employees in CRS Ethiopia is positive, and leaders use incentives to keep employees motivated (M=3.61 and M=3.26, respectively). Furthermore, the study found that leaders at CRS Ethiopia are open to their employees' ideas and thoughts, and they encourage them to be creative and innovative (M=3.28). According to the findings, the leadership style in an organization has a significant impact on project performance, and project performance is heavily reliant on the management skills of the leaders. Furthermore, leaders should set a good example and be at the forefront of playing critical roles in ensuring the project's objectives are met.

The study also discovered that if a project's leadership interferes with staff recruitment in a negative way, project performance suffers as well. The study did discover, however, that the leaders were not clearly outlining the organization's vision and mission (M=3.93). Furthermore, there are coaching programs in place to help employees improve their skills (M=3.41). Furthermore, the study found that leaders in the organization were not mentoring junior employees to help them achieve their professional and personal goals (M=2.479).

5.2.4. Resource Allocation and Performance of Projects

The study discovered that resource allocation had a positive and statistically significant impact on project performance at CRS Ethiopia (r=1, P=0.171). The study also discovered that the availability of resources within the organization influences project completion timelines (M=4.010). CRS Ethiopia, according to the study, clearly specifies how resources should be allocated in their organization (M=3.583). However, the study revealed that resources in the organization were not allocated based on priority or adequate financial resources (M=3.479). The availability of appropriate tools and equipment has a direct impact on project performance, according to the study's findings (M=3.041). Appropriate training on how to use available resources should be prioritized for a project's success. The study also revealed that the management of the organization was not releasing resources on time and was rarely following resource allocation policies (M=3.177). Furthermore, tools and equipment needed to perform various tasks should be readily available and in the proper location. In addition, the study discovered that incorporating modern technology into project implementation has a significant impact and should thus be implemented.

5.3. Conclusions of the Study

According to the study, human resource factors have a significant influence on project performance in non-governmental organizations. The study discovered that staff at CRS Ethiopia possessed the necessary skills to achieve the organization's project goals, that the work environment was conducive to maximum productivity, that the organization provides employees with performance bonuses, and that the work environment encourages creativity and innovation. Despite the fact that the organization had human resource policies in place, the organization was inconsistent in adhering to these policies.

The study also concludes that organizational culture has a negative impact on the performance of CRS projects. According to the findings of the study, norms and traditions in CRS influence employee productivity and commitment. Furthermore, good relationships between staff and management have a significant impact on project performance. However, the organization's way of doing things was rigid and difficult to change, and it did not employ change management practices.

The study also concludes that organizational leadership has a positive and significant influence on the performance of projects in non-governmental organizations in Ethiopia that are funded by the USAID. According to the findings of the study, CRS Ethiopia leaders have the necessary skills to lead the organization and involve the staff in decision making. However, the study discovered that the leaders were not clearly outlining the organization's vision and mission, and that there were no coaching programs in place to improve the skills of the staff.

Finally, the study concludes that resource allocation has a positive and significant influence on the performance of USAID-funded projects in Ethiopian non-governmental organizations. The availability of resources in the organization influences the timeline for completing the project. The study also discovered that CRS Ethiopia clearly specifies how resources for the various functions in their organization should be allocated; however, it was also discovered that resources in the organization were not allocated based on priority despite having adequate financial resources.

5.4. Recommendations

1. The study found that even though CRS had human resource policies, they were not following them. This study therefore recommends that the organization should make sure that human resource policies are implemented and followed.

2. The study also found that the organization does not give remunerations that matches the responsibilities of the staff and other NGO's compensations. This study recommends CRS should revise employees' salaries and allowances to ensure that they are commensurate to the staff responsibilities and roles and what other NGO's offer.

3. The study also established that CRS Ethiopia does provide frequent training to improve staff skills and competence. Human resource empowerment increases efficiency in project implementation thus leading to achievement of the set goals and improvement of project performance. This study recommends that CRS Ethiopia should offer more frequent staff trainings in order to ensure that they obtain the necessary competent skills for the enhancement of the performance of projects.

4. The study found that the organization was observing employee involvement in all phases of project performance. Therefore, different departments in CRS Ethiopia fail to cooperate to create change. This study hence recommends that the management of the organization should ensure employee involvement in all phases of the projects to enhance project performance.

5. In addition, the study found that the organization was utilizing change management practices. This study therefore recommends that the organization should make use of change management practices such as planning for change and ensuring effective communication.

6. The study revealed that leaders in the organization were not mentoring the junior staff to improve professional and personal goals. This study recommends that the management of the organization should develop coaching and mentoring programs as a way of ensuring professionalisms and enhancement of the skills and competence of the staff.

7. The study established that resources in the organization are allocated based on priority

and there are adequate financial resources. This study recommends that organization should keep on resource allocation policies to guide in the management and allocation of the human and financial resources.

8. The study also found the resources in the organization were not accessible and were not released on a timely manner. This study recommends that CRS Ethiopia should ensure efficiency in resource allocation and enhance their accessibility by the responsible staff.

5.5. Suggestions for Further Research

1. This study was limited to CRS Ethiopia, which is one non-governmental organization among many funded by USAID in Ethiopia. Therefore, the findings of this study cannot be generalized to all non-governmental organizations in Ethiopia. The study therefore suggests further studies on factors affecting performance of projects in all NGOs in Ethiopia.

2. The study was limited to internal environment factors (human resource factors, organizational culture, organizational leadership, and resources allocation). Therefore, further studies should be conducted on the influence of external environment factors on the performance of NGOs projects in Ethiopia.

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APPENDICES

Appendix I: Introduction Letter

TO WHOM IT MAY CONCERN

REF: Request for participation in a research study on 'investigate the factors influencing the performance of projects in CRS Ethiopia'

Dear Sir/Madam,

I Mekdelawit Kebede, am a St. Mary's University student conducting a research project which is part of course fulfillment for Master of Arts in Project Management. The purpose of this study is to investigate the factors influencing the organizational performance in projects under CRS Ethiopia.

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

Yours faithfully
Mekdelawit Kebede

Appendix II: Questionnaire

SECTION A: General Information

1. Gender

   Male   [   ]

   Female   [   ]

2. Kindly indicate the age bracket you belong

   Below 25 years   [   ]

   Between 25 and 35 years   [   ]

   Between 35 and 45 years   [   ]

   Above 45 years   [   ]

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

   Below 1 year   [   ]

   Between 1 and 5 years   [   ]

   Between 5 and 10 years   [   ]

   Above 10 years   [   ]

4.   In which programme in your organization do you work?

   RFSA   [   ]

   JEOP   [   ]

   WASH   [   ]

   Agriculture   [   ]
   Farmer to farmer   [   ]

   Emergency   [   ]

   Gender   [   ]

   Partnership &   [   ]
   Capacity
   Strenghening

5.   Which is your highest level of education?

   Secondary Certificate   [   ]

Diploma   [   ]

Undergraduate Degree   [   ]

Postgraduate Degree   [   ]

Any other (specify) ……………………………………………………………….

SECTION B: Human Resource Factors and Performance of Projects

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

Questionnaire table 1: Statements on human Resource Factors

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

- How else do human resource factors influence the performance of projects in yournongovernmental organization?

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SECTION C: Organizational Culture and Performance of Projects

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

Questionnaire table 2: Statements on organizational culture

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

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our organization normally utilizes change management Practices					
The management of our organization ensures employee involvement in all phases of a project					
Communication in our organization enhances follow of information					

- How else does organizational culture influence the performance of projects in yournongovernmental organization?

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SECTION D: Organizational Leadership and Performance of Projects

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

Questionnaire table 3: Statements on organizational leadership

Statements on organizational leadership	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our leaders have the skills required to lead the Organization					
Our leaders set realistic and ambitious goals					

Our leaders clearly outline the organization's vision and mission					
Our leaders use transformational leadership Style					
Our leaders involve the staff in the decision making process					
Our leaders are responsive to the ideas and thoughts of the employees					
Our leaders ensure that the staff are motivated though incentives					
Our leaders encourage the staff to be creative and innovative					
The relationship between our organization leaders and employees is good					
There are coaching programs in organization to enhance the skills of the staff					
Leaders in our organization mentor the junior staff to improve professional and personal goals					

- How else does organizational leadership influence the performance of projects in yournongovernmental organization?

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SECTION E: Resource Allocation and Performance of Projects

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

Questionnaire table 4: Statements on resources allocation

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

- How else does resource allocation on influence the performance of projects in yournongovernmental organization?

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SECTION F: Performance of nongovernmental organization

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

Questionnaire table 5: Statements

Statements	Excellent	Good	Moderate	Poor	Very Poor
Our organization finishes projects within the set time					
Projects in our organization are finished within the Budget					
Projects in organization are finished as per Specifications					
projects in our organization are completed with the scope					
Our projects achieve the intended purpose					
Our projects always achieve the set objectives					
Our projects achieve customer satisfaction					

_____ *Thank You!* _____