

EFFECT OF ORGANISATIONAL CULTURE ON PROJECT PERFORMANCE OF AIRTEL KENYA LIMITED

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Abstract: Organisational culture plays a key role in management of organisations. Culture is a key tool in managing organisations. Several benefits have been cited to be of great value to the development of design and structure. Many organisations have failed due to cultural diversity that affects reporting systems. Studies show that there is a relationship between organizational structure and organizational culture in the ultimate performance of projects. Organizational culture has a number of underlying factors – it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behaviour's, thinking, norms and traditions of the people in the company. The specific objectives were; to investigate the effect of diversity on organizational project performance; to determine the effect of communication on organizational project performance; to determine effect of leadership on organizational project performance; to determine the moderating influence of organizational design on the relationship between determinants and organizational project performance.

Analysis of completed projects showed that a significant number of projects exceed the planned time and costs, consequently reducing the benefits of the projects majorly because of their failure to recognize the link between organizational structure and organizational culture. The requirements for business growth, profitability and competitive advantage compelled organisations to invest in various projects e.g. expansion of communication network to neighbouring countries and switch from traditional 2G network to U900, 3G/4G. For projects to be successful they'd have to be completed on time, within the required budget and the project outcomes should fully address the business requirements. In the past seven years, 45% of the projects have failed and this was attributed to lack of training and development, poor communication and team work, in addition to poor reward and recognition of its staff. The study used a survey design. The target population was 112 employees from within Airtel, Cronbach's Alpha Statistical formula was used to determine the sample size and data was analysed using descriptive and non-parametric tests. Findings show that Diversity, Communication and Leadership influence performance of projects in an organization in a positive way.

Keywords: Organisation culture, Project management, Leadership, Diversity, communication.

1. INTRODUCTION

Project culture is one of the most influential factors of successful project implementation in enterprises and is part of the overall organisational culture (Skarabot, 1998). Project culture is the general attitude to projects within the business. Most projects do not operate in isolation; they have to operate within a business environment that should be complementary to the requirements of good project management. The culture affects strategic planning and implementation, project management, and everything else (Cleland, 1999). Co-operative cultures require effective management support at all levels and the interface between project management and line management is critical. A matrix organization is particularly important, where responsibility for the project is shared between the project managers and line managers

(Levine, 2002). Effective relationships with line management are based on the following factors (Kerzner, 2001). Both the project and line manager can develop a mutually agreeable project culture and working relationship. There are four typical cultures (Kerzner & Saladis, 2009); (a) co-operative – based on trust, communication, teamwork, and cooperation; (b) competitive – each one tries to advance at the expense of the other; (c) isolated – the functional unit creates its own culture, and the project manager must manage work according to that culture or risk alienating the line manager and the functional group; and (d) fragmented – this appears in multinational projects and virtual teams.

Another important issue of project culture is the organizational policies, procedures, rules and strategies; the tools and principles of project work in the enterprise (Cleland, 1999; Kerzner, 2001). Its “project management methodology” must not simply be theoretical and found solely on pieces of paper; it must be converted into a world-class methodology in the way in which the corporate culture executes the methodology. Companies which excel in project management have co-operative cultures where the entire organization supports a singular methodology. Organizational culture is one of the most influential dimensions of the work climate, it is reflected in the way tasks are realized, goals are set and in how people are guided towards the achievement of goals. Culture affects decision-making, thinking, feeling and the response to opportunities and threats. It also affects how people are chosen for a particular task, which affects performance and decision making. Organizational culture has a number of underlying factors – it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behaviors, thinking, norms and traditions of the people in the company (Davidson, 2000; Yazici, 2009; Mobley in Kuo & Kuo, 2010; Hooijberg & Petrock in Fong & Kwok, 2009), and is also affected by ethnic cultures (Lewis, 1995). Culture also represents a person's attitudes arising out of their professional, religious, class, educational, gender, age and other backgrounds and people's capacity for learning and transmitting knowledge (Turner & Simister, 2000, PMBOK, 1987, www.maxwideman.com).

The organizational context of a culture serves as a foundation for the methods of operation, an organization's management system as well as a set of management practices and behaviors that both exemplify and reinforce those basic principles (Davidson, 2000). Project culture is one of the most influential factors of successful project implementation in enterprises and is part of the overall organizational culture (Skarbot, 1998). Project culture is the general attitude to projects within the business. Most projects do not operate in isolation; they have to operate within a business environment that should be complementary to the requirements of good project management. The culture affects strategic planning and implementation, project management, and everything else (Cleland, 1999). Pinto (2010) reveals four ways organizational culture can affect project management. First, it affects how departments are expected to interact and support each other in the pursuit of project goals. Second, the culture influences the level of employee commitment to the goals of the project in the context of balancing them with other, potentially competing goals. Third, the organizational culture influences project planning processes such as the way work is estimated or how resources are assigned to projects. Finally, the culture affects how managers evaluate the performance of project teams and how they view projects' outcomes. In addition, the strong rise in the number of projects requires ever more employees to become involved, thus increasing the number of different relationships and frequency of contacts. The collaboration of project stakeholders basically represents a disturbance to regular work and therefore leads to short tempers and the dislike of such projects by line (functional) managers. If the roles, responsibilities, competencies and relationships between project stakeholders are not properly defined and carried into effect, even more conflicts could arise, resulting in less efficient project execution.

The project manager has total responsibility and accountability for the project's success. The functional departments, on the other hand, have the functional responsibility to maintain technical excellence in the project. Each functional unit is headed by a line manager whose prime responsibility is to ensure that a unified technical base is maintained and that all available information can be exchanged for each project. Line managers must also keep their people aware of the latest technical developments in the industry (Kerzner, 2003). Three types of the matrix organisation are applied in practice. A weak matrix has many characteristics of a functional organisation with one important difference – a project co-ordinator is defined. One has little authority (coordinates different departments), but also fewer responsibilities – line managers are responsible for task execution and the motivation of employees. A strong matrix has many of the characteristics of the project-based organisation and can have full-time project managers with considerable authority and full-time project administrative staff. While a balanced matrix organization recognizes the need for a project manager, it does not provide the project manager with full authority over the project (PMBOK, 2004). The most important aspect for our research is the division of competencies among project and functional managers in different types of organisations.

From the functional across all types of matrix to the project-based organisation, the competencies of project managers increase, whereas the competencies of functional managers decrease. In the case of a low project culture, some functional

managers do not want to hand their authority over to project managers. In addition, their low support for a project can result in less qualified team members being delegated to a project, while their low level of interest in the project can also lead to the poor quality of the results connected with the profession that one's department covers. Organizational culture has a number of underlying factors – it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behaviors, thinking, norms and traditions of the people in the company (Mobley in Kuo & Kuo, 2010), and is also affected by ethnic cultures (Lewis, 1995). Culture also represents a person's attitudes arising out of their professional, religious, class, educational, gender, age and other backgrounds and people's capacity for learning and transmitting knowledge (Turner & Simister, 2000, PMBOK, 1987, www.maxwideman.com). It can be described by three levels: artifacts, espoused values, and basic, underlying assumptions (Eskerod & Skriver, 2007).

Elbeik & Thomas (1998) identified ten factors that managers in organizations see as critical for the success of a project. These are: clearly defined projects objectives, good planning and control methods, good management support, enough time and resources, commitment by all, high user involvement, good communications, appropriate project organization structure and culture, and being able to stop a project. A survey conducted by Blu-Prints Company of South Africa in 2009 at NMG identified corporate culture as a major ingredient for the success of the organization. Grey et al (2008), indicates that in certain organisations, culture encourages the implementation of objectives hence the success of projects. In this environment the project management structure used plays a less decisive role in the success of the project. Blu-Prints Company identified various dimensions of corporate culture. Key among them was communication, teamwork, reward and recognition, training and development.

The Blu-Print survey identified several aspects of corporate culture that affect the performance of Nation Media Group (NMG). These included: favouritism by managers during promotions which were pegged on "god father syndrome", lack of coordination and team work, demoralized staff, poor communication, inflexible rules and barriers which slowed down action plans, back stabbing and blame shifting. This heavily entrenched weak culture was affecting the performance of various projects undertaken by the company. Failure of projects leads to wasted time, resources and opportunities. A study conducted by Standish Group International (SGI) in 1995, which included several thousands of information technology projects, revealed that only 16% of the projects were finished on time, and within the estimated budget, 32% were terminated before they were completed, while the remaining 52% involved costs higher than the original estimates and were completed behind their schedule (Standish Group, 1994).

Tornatzky & Fleischer (1990) found that projects failed to achieve successful results because of three factors. The factors are the organizational background, the external environment, and the technological framework. Failure in the organizational context can be attributed to leadership, corporate culture, corporate project knowledge base, and top level support. Failure in the external environment is linked to competitors, suppliers, customers, vendors, government, and education. Failure in the technological framework can be hardware, software, and telecommunications or a combination of the three areas (Tornatzky & Fleischer, 1990). Kumar (2000), in a study of reengineering projects, found that failure was primarily linked to the organizational context and could attribute to the lack of leadership, organizational culture, the lack of integration, and the lack of commitment by senior management. Failure of projects at NMG is depicted through: termination of projects before completion, project cost over runs, the project outcomes not fully addressing the business requirements. This has serious consequences for the company in terms of lost market share and reduced revenue.

2. RESEARCH OBJECTIVES

General Objective

The general objective of the study was to establish the effect of organizational culture on project performance at Airtel Networks Kenya Limited

Specific Objective

The specific objectives of this study were:

- a. To investigate the effect of diversity on organizational project performance
- b. To determine the effect of communication on organizational project performance
- c. To determine effect of leadership on organizational project performance

- d. To determine the moderating influence of organizational design on the relationship between determinants and organizational project performance.

Research questions

This research was guided by the following questions:-

- a. Does diversity influence organizational performance?
- b. Does communication influence project performance?
- c. Does leadership influence project performance?
- d. Does organizational design have a moderating influence on the determinants of organizational performance?

Justification of Study

This therefore requires that proper understanding of organizations' structures and their respective cultures because they influence performance of these companies. Management of projects is fundamental to the success of society. Many projects have failed due to poor management of systems. Understanding culture and organisational structure determine how jobs are designed and aide establish reporting systems. A good design should enable one understand how to manage organisations.

3. LITERATURE REVIEW

This study is based on the following theories;

Theory Bureaucratic Management

Weber's theory of bureaucratic management also has two essential elements. First, it entails structuring an organization into a hierarchy. Secondly, the organization and its members are governed by clearly defined rational-legal decision-making rules. Each element helps an organization to achieve its goals. An organizational hierarchy is the arrangement of the organization by level of authority in reference to the levels above and below it. For example, a Network Director (ND) is below the company's CEO, at the same level as the company's Head of Procurement, and above the Head of communications of the company. Each level answers to the level above it, with the ultimate leader of the organization at the top.

Hofstede's theory

Organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Hofstede also known as Geert Hofstede proposed that national and regional factors contribute to the culture of the organization and eventually influence the behavior of employees in the organization. According to Hofstede there are majorly five factors which influence the culture of the workplace. Team leaders were delegated more responsibilities as compared to the team members. Power distance index refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work

Masculinity vs. Femininity. This refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts follow different policies as compared to organizations where females have a major say in the decision making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and softhearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travelling. In Individualism, there are some organizations which strongly rely on team work. Here individuals with a common interest come together and work in unison as a team. These organizations believe

that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.

Systems Theory

Systems theory treats an organization as a system. A system can be either closed or open, but most approaches treat an organization as an open system. An open system interacts with its environment by way of inputs, throughputs, and outputs. In order to understand the theory, you must first get a firm understanding of a system. A system is any set of distinct parts that interact to form a complex whole. Think of the universe. Its parts are as small as a subatomic particle and as large as galactic clusters. Each part is distinct but interacts to form the universe. An organization is also a system with parts such as employees, assets, products, resources, and information that form a complex system. As we noted in our definition, systems can be open or closed. A closed system is not affected by its environment. For example, a chunk of iron ore is not substantially affected by its environment. An open system is a system that is affected by its environment. A simple example is a living organism, such as an animal. Most theorists treat an organization as an open system. An open system consists of three essential elements. An organization receives resources such as equipment, natural resources, and the work of employees, referred to as inputs. The inputs are transformed, called throughputs, and then yield products or services called outputs. Outputs are released into the environment. Feedback loops are also an important feature of open systems.

Maslow's Hierarchy of Needs theory

Maslow (1943) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first to satisfy physiological needs. As long as the employees remain unsatisfied, productivity remains unfulfilled. When physiological needs are satisfied they cause to act as primary motivational factors and individual moves "up" the hierarchy and seek to satisfy security needs. This process continues until finally self-actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill work will hardly be able to make much contribution to productivity. Maslow's theory says that need can never be fully met, but a need that is almost fulfilled does no longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in order to motivate him/her, then you need to focus on meeting that persons needs at that level

Fredrick Herzberg's Hygiene Motivational Theory

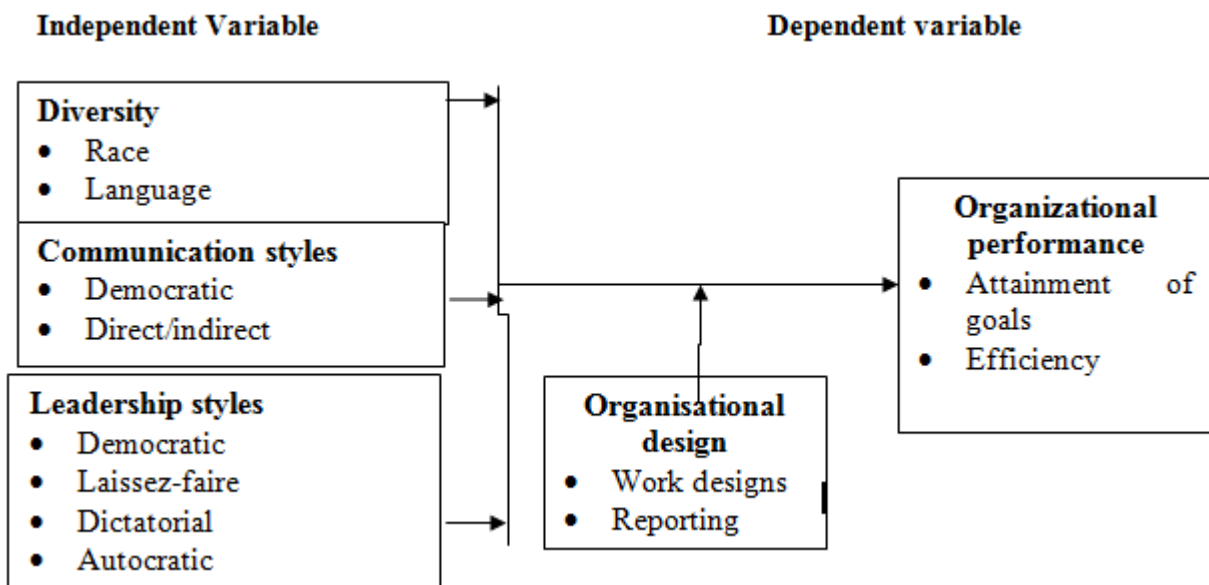
Fredric Herzberg developed two factor theory of satisfiers and dis-satisfiers in 1959 the theory was developed following an investigation into sources of job satisfaction and dissatisfaction of 200 accountant and engineers. It was assumed that people have the capacity to report accurately the condition that made them satisfied and dissatisfied with their jobs. Herzberg's study was designed to test the concept that man has two sets of needs, his need as animal to avoid pain and as human to grow psychologically. The respondents were asked to recall when they had felt exceptionally good about their jobs and then to recall negative feelings they had experienced. His interpretation of the results led him to state his two factor theory or motivation- hygiene theory of motivation. Factors such as achievement, recognition work life responsibility advancement and growth led persistently to employee satisfaction such factors were called motivators. Supervisor, work condition salary relationship with peer, personal life, relationship with subordinates status and security were called dis-satisfiers that is hygiene factors. Motivators appeared to be more closely connected to the job while hygiene factors were concerned with environment. Motivators appeared to produce motivated behavior. However hygiene factors produced either dissatisfaction or a nil response Herzberg noted that motivators have their negative aspects for instance, lack of achievement can lead to disatification and that hygiene factors have their positive aspects. For instance salary can be a source satisfaction.

McGregor's X-Y Theory

Theory X and Theory Y was an idea devised by McGregor in his book "The Human Side of Enterprise". It encapsulated a fundamental distinction between management styles and has formed the basis for much subsequent writing on the subject (McGregor 1960). Theory X is an authoritarian style where the emphasis is on "productivity, on the concept of a fair day's work, on the evils of feather-bedding and restriction of output, on rewards for performance" (Ramesh 2013). Latterly Theory X has been considered as a negative way of dealing with employees. In this theory its assume that employees are, by nature, reluctant to fulfill the obligations of their job and instead will find ways to avoid work or otherwise reduce their

work output in a bid to expend the least amount of effort possible. When there is more motivated management staff and owners urge the employees into making them work, the company will be successful and have productive employees as conceived by Theory X. In order to detect attempts by the staff to avoid work it is demanded a strict control and monitoring of behavior. The authority must keep a careful eye out for sabotaging effects by self-interested employees and find the cause of disruptions, handing out penalties in the belief that a sincere wish to avoid responsibility is the root cause for the majority of trouble. Theory Y is a participative style of management which “assumes that people will exercise self-direction and self-control in the achievement of organizational objectives to the degree that they are committed to those objectives”. It is management's main task in such a system to maximize that commitment (Ramesh 2013). In many ways, Theory Y is, the diverse to that of Theory X. Rather than taking the view that employees must be forced to do what management want and that they will not, under any circumstances, do anything beneficial for the company under their own direction, Theory Y states that employees actually become more productive when more trust and responsibility is delegated to them. According to Theory Y, employees do wish to work and be productive and the act of doing well at work is itself a strong motivator.

4. CONCEPTUAL FRAMEWORK



Conceptual framework

5. REVIEW OF VARIABLES

Diversity

Diversity can be defined as acknowledging, understanding, accepting, and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc. (Esty et al. 1995). Companies need to embrace diversity and look for ways to become inclusive organizations because diversity has the potential to yield greater work productivity and competitive advantages (SHRM 1995). Stephen Butler, co-chair of the Business-Higher Education Forum, believes diversity is an invaluable competitive asset (Robinson 2002). Managing diversity is a key component of effective people management in the workplace (Black Enterprise 2001). Demographic changes (women in the workplace, organizational restructuring, and equal opportunity legislation) will. Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must understand discrimination and its consequences. Second, managers must recognize their own cultural biases and prejudices (Koonce 2001). Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group. Finally, managers must be willing to change the organization if necessary (Koonce 2001). Organizations need to learn how to manage diversity in the workplace to be successful in the future (Flagg 2002). Unfortunately, there is no single recipe for success. It mainly depends on the manager’s ability to understand what is best for the organization based on teamwork and the dynamics of the workplace. According to Roosevelt (2001),

managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases. Therefore, organizations need to develop, implement, and maintain ongoing training because a one-day session of training will not change people's behaviors (Koonce 2001). Managers must also understand that fairness is not necessarily equality.

Communication styles

According to Scott (2005), communication is about sending, receiving, and understanding information and meaning. He claimed that "receiving" and "understanding" are the most important operations in the communication process, since the response of the receiver defines whether the communication attempt is successful or not. He further defined two types of communication that are related to workplace communication; the effective and the efficient communication (Scott, 2005). Effective communication, when the message of the sender has a successful decoding from the receiver; and efficient, when the communication is done effectively at a low cost. Furthermore Guo and Sanchez (2005), defined communication, as the creation or exchange of thoughts, ideas, emotions and understanding between sender(s) and receiver(s). They found a strong relationship among communication and the efficient and effective performance of the organization. Communication process is the procedure where a sender and a receiver communicate. This scheme incorporates the "encoding-decoding" operations and describes the usual transfer of the message. McShane and Von Glinow (2003) have illustrated this process by adding the feedback and communication barriers.

Leadership style

Leadership style is one of the most important human resource-related outcomes, and perhaps one of the most studied topic in management and industrial psychology. This is probably so because leadership happens to be the core but sometimes contentious issue in organizational research (Hogan, Curphy, & Hogan, 1994; House & Aditya, 1997; Judge & Piccolo, 2004; Khurana, 2002; Meindl, 1990). Leadership enables organizations to be more productive and profitable, but the extent of success depends on the style of the leader and the resultant environment created for employees to function well. Kim (2004) is of the view that the kind of leadership style exhibited by managers to a large extent influences organizational valued outcomes such as low employee turnover, reduced absenteeism, customer satisfaction, and organizational effectiveness. Similarly, leadership style controls interpersonal, reward and punishment that shapes employee behaviour, motivation and attitude which impacts on organizational performance (Warrick, 1981). It can either lead to inspiration or disenchantment among employees resulting in increase or decrease productivity (Sander, 2007). Furthermore leadership style at the workplace can affect employee's self-image either positively or negatively particularly an employee's health and energy level by creating a stimulating work climate or one filled with tension or fear (Warrick, 1981). The debate over whether leadership style can lead to firm performance has largely been contested. Those who support the veracity and efficacy of leadership style and firm performance believe that the disposition of leaders, their roles and responsibilities in decisions-making assist organizations to find solution to challenges and adapt to the complex competitive environment which impact on profitability (Bass, 1991; Waldman & Yammarino, 1999). The literature revealed that without good decisions organizations would lack competitive advantage. In contrast, other theorists believe that organizations which are less endowed resourcefully are so disadvantaged that on its own leadership is too weak to influence performance except through the combination of several factors (Hanna & Freeman, 1989; Meindl, 1990).

6. RESEARCH METHODOLOGY

Research Design

The design took a cross sectional exploratory survey with a mixed approach of qualitative and quantitative research in the performance at ANKL. This research design was used due to the argument that multi method approach enables triangulation to take place. Descriptive research design was used in this study. In this process respondents' views are documented to give the actual scenario. This allows time for the respondent to give their personal interpretation of what they think about the question. Descriptive research design is considered best for it is a scientific method, which involves observing, describing, recording, analysing and reporting conditions that exist without alterations. It can be used to obtain pertinent and precise information concerning the current phenomena and where possible to draw valid general conclusions from the facts discovered. The researcher used both primary and secondary data (Kothari & Garg, 2014).

Target Population

The target population were all those involved in various projects within Airtel and through Partnerships (Contractors). The main reason for this choice is that these deployments involve elaborate organisational structures that make use of best practices in management. There are seven projects within Airtel Kenya running separately with different core personnel that constitute the population of my study. Each project has its own strategic objective comprising a project manager, Project co-ordinator, Planner (expert in related field) and administrator as follows:- (a) 3G Rollout (Third generation for mobile telephony):-Improvement from 2G with transfer rate of at least 200kbits/s. Allows for internet browsing,(b) Collocation Services:-Increase Tenancy. Enable site sharing (Power and tower) with other operators i.e. Safaricom, Orange, Liquid Telecom, Wananchi, Simbanet. Promotes increase revenues (c) Transmission Upgrade: - Capacity upgrade for increase throughput (d) New Site Build:-This applies to erection of new sites for new tenants,(e) U900 deployment:-Exploiting 900MHZ frequency for 3G services. Allows for 3G coverage to rural areas and allows for homogenous deployment, has greater penetration for indoor use (f) Tower Strengthening:-Rehabilitation of corroded towers country wide, identification of overloaded towers and (g) Asset verification and power analysis:-Identify active and passive elements on site. Verify site load (equipment consumption in Kw or Amps).

7. SAMPLE SIZE AND SAMPLING TECHNIQUE

The researcher settled at 44 respondents' from the entire target population. Sample of 36 respondents from the lower cadre were selected using the formula $n * p/N$ (Kothari 2004). Eight (8) respondents were purposively selected from upper cadre comprising heads department. To obtain the sample the researcher used purposive and simple stratified sampling to select respondents from upper cadre and departments, and respondents from lower cadre respectively. To obtain respondents from lower cadre, the researcher dealt with each department separately by placing eight different containers with numbers distinct for every department. Individuals from every department were to pick numbers at random; this enabled the researcher to select fairly those to take part in answering the questions in the questionnaire

8. DATA COLLECTION METHODS

Cooper et al., (2011) avers that Open ended and closed ended questionnaires, interview schedule and content analysis were the instruments of data collection. Individual interviews, observation are the most common methods relevant for this research. Interviews range from the highly structured style, in which questions are determined before the interview, to the open-ended, conversational format. In qualitative research, the highly structured format is used primarily to gather socio demographic information. For the most part, however, interviews are more open- ended and less structured. Frequently, the interviewer asks the same questions of all the participants, but the order of the questions, the exact wording, and the type of follow-up questions may vary considerably. Observation in qualitative research generally involves spending a prolonged amount of time in the setting. Field notes are taken throughout the observations and are focused on what is seen. The questionnaires were be used to analyse role of organizational structure and project organizational culture on project performance of rollout personnel.

Pilot Test

A pilot study was conducted on 4 managers which consisted of 1 manager from operations and maintenance manager, Energy manager, Project manager and sales manager at both Orange and safaricom. This was done through the administration of survey questionnaires where the feedback was collected and the questionnaires were be analysed before the final version of the questionnaires before its distribution. This was be done to test the validity and reliability of the data collection instruments. There are different types of validity that can take place and they are content, construct and criterion validity. Validity is concerned with the truthfulness or accuracy of the results and refers to the extent to which it measures what it was intended to measure. To ensure that the management practices instrument has content validity, the study used factor analysis as the most powerful tool used to measure construct validity, where the more variance explained by the factors resulting from the factor analysis, the more powerful the instrument in measuring what is supposed to measure. The principal components factor analysis with varimax rotation were used. Rapp (2012) posit that internal consistency of a set of measurement items refers to the degree to which the items are homogeneous and can be estimated using a reliability coefficient such as Cronbach's alpha. Cronbach's alpha correlates each item with each other item, and the total score. Items with weaker correlations or low scores can be removed to leave an instrument with a high degree of homogeneity. Based on this, an internal consistency analysis was performed for each statement corresponding

to each of the identified management practices constructs and the various values of Cronbach's alpha for each construct of which a reliability co-efficients of 0.70 or more is considered good. This validity is concerned with the extent to which a measurement instrument is related to an independent measure of the relevant criterion. In the current study, criterion validity was a measure of how well the management practices constructs are related to support each other by use of Pearson's Product Moment Coefficient.

9. CONCLUSION

Most respondents agreed that Diversity, Communication and Leadership influence performance of projects in an organization. This results indicates that the fourth objective has been achieved, as it has been found that that Diversity, Communication strategy and Leadership approach used in an organization has a positive influence on the project performance of an organization.

The R square value shown in table 4.19 suggests that 79.45% of Variation in Performance of Projects was explained by a combined effect of the moderating variable on the other independent variables. The ANOVA table 4.19 indicates that the model fitted $Y = 3.637 + .1.624X1Z + 1.243X2Z + 2.217X3Z$ was significant since $p = 0.00$ is less than 0.05 the level of significance. From these results, it can be seen that the moderating variable (organizational design) has a moderating influence on Diversity, Communication and Leadership which in turn has a combined effect on the performance of the projects in an organization. These is can be explained by the significance improvement on the value of R-squared for the model without the moderating variable which is 65.35% to 79.45% for the model with moderating variable which is about 14.1%. Hence we reject the null hypothesis of no moderating effect at 5% level of significance. This results indicates that the fifth objective has been achieved, as it has been found that that Organizational Design has a moderating influence on Diversity, Communication strategy and Leadership approach used in an organization which has a positive influence on the project performance of an organization. This was justified by an increase in the value of R-squared from the model fitted without the moderating variable to the model with the moderating variable. The moderating variable account for about 14.1% variation in the performance of the projects in an organization.

The study recommends that;

The study established that diversity has an effect on project performance, therefore organization s should adopt diversity as a key component for reorganizing organizations and policies should be put in place to employ more personnel from diverse points so that creativity is employed

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