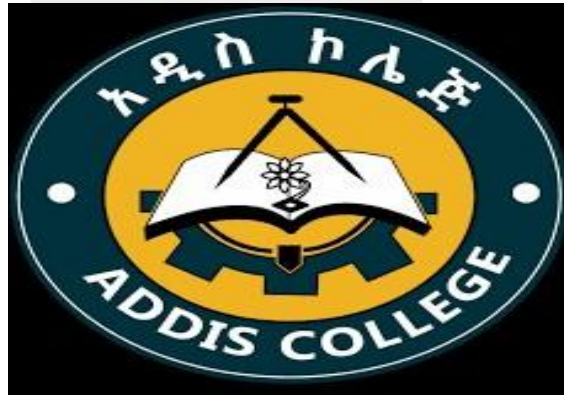


ADDIS COLLEGE

**SCHOOL OF POSTGRADUATE STUDIES
DEPARTMENT OF PROJECT MANAGEMENT**



FACTORS INFLUENCING EFFECTIVENESS OF CONSTRUCTION PROJECTS IMPLEMENTATION IN ETHIOPIAN ORTHODOX CHURCH AFFAIRS COUNCIL

**By
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**A Thesis submitted to the Department of Project Management, Addis College in
Partial Fulfillment of the Requirements for the Degree Masters of Arts in Project
Management.**

Advisor: Dr. Mekonnen Mengistie (phD)

March, 2025

Addis Ababa, Ethiopia

ADDIS COLLEGE

SCHOOL OF GRADUATE STUDIES

**FACTORS INFLUENCING EFFECTIVENESS OF CONSTRUCTION
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ACRONYMS AND ABBREVIATIONS

ANOVA – Analysis of Variance

CAD – Computer-Aided Design

CPM – Critical Path Method

EC – Ethiopian Calendar

EOCAC – Ethiopian Orthodox Church Affairs Council

GDP – Gross Domestic Product

H1, H2, H3, H4 – Hypothesis 1, Hypothesis 2, Hypothesis 3, Hypothesis 4

KPI – Key Performance Indicator

NGO – Non-Governmental Organization

PLC – Project Life Cycle

PMI – Project Management Institute

PMBOK – Project Management Body of Knowledge

PPP – Public-Private Partnership

RBV – Resource-Based View

SD – Standard Deviation

SPSS – Statistical Package for the Social Sciences

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ABSTRACT

This study explores the factors influencing the effectiveness of construction project implementation within the Ethiopian Orthodox Church Affairs Council (EOCAC). Given the strategic, cultural, and spiritual significance of these projects, the research focuses on identifying both internal and external factors affecting their success. A mixed-methods approach was adopted, integrating quantitative data from structured questionnaires with qualitative insights from interviews.

Key variables assessed include organizational structure, project management practices, environmental conditions, and stakeholder involvement. Statistical analysis, particularly regression and correlation, revealed that project scope clarity, leadership quality, team competence, and proactive stakeholder engagement are critical to effective implementation. Additionally, external influences such as economic fluctuations and regulatory challenges significantly affect outcomes.

The study concludes that improved planning, adaptive leadership, and inclusive stakeholder strategies are essential for successful project execution in religious institutions. Findings offer practical recommendations for strengthening project governance and contribute to the broader discourse on managing complex projects in culturally embedded environments.

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CHAPTER ONE

1.INTRODUCTION

This part presents background information on the subject of research and covers statements of the problem, research objectives, research questions, and significance of the study. This chapter also covers other sections including limitations of the study and the scope. In the background of the study the study reviews the key concepts and how they relate to one another.

1.1 Background of the Study

Construction projects serve as a cornerstone for institutional development, providing the physical infrastructure necessary to support operational efficiency, service delivery, and long-term strategic goals. In the context of religious institutions, such as the Ethiopian Orthodox Church Affairs Council (EOCAC), construction initiatives go beyond functional value they preserve cultural heritage, expand religious outreach, and strengthen community Identity &engagement. These projects often involve significant investment and require a high level of coordination among various stakeholders.

Despite their strategic importance, construction projects particularly within large, traditional institutions like EOCAC often face serious implementation challenges. The successful execution of such projects depends on a range of interrelated factors, including organizational structure, project management practices, stakeholder engagement, and the internal and external environments in which these projects operate. Inefficiencies in planning, poor communication, inadequate resource allocation, and lack of stakeholder coordination can result in prolonged delays, cost overruns, and compromised quality, undermining both the intent and impact of the projects.(Religion and Development 2, 2 (2023)

Recent experiences within the EOCAC underscore these challenges. Several high-profile construction projects initiated to enhance religious and administrative functions remain incomplete years after their scheduled completion dates. These delays have raised critical concerns regarding project governance and execution capacity within the institution. While global literature offers a broad understanding of construction project failures, limited empirical studies have specifically addressed the factors influencing project implementation in religious institutions within Ethiopia.

This research seeks to fill that gap by systematically investigating the internal and external factors affecting the effectiveness of construction project implementation within EOCAC. It aims to uncover the root causes of delays, examine the institutional dynamics at play, and offer practical recommendations to improve future project delivery. The study not only contributes to better project outcomes for the church but also adds to the growing body of knowledge on project management in culturally and institutionally unique settings.

1.2 Statement of the Problem

Although considerable research has been conducted globally on factors contributing to delays and inefficiencies in construction project implementation particularly in the public and private sectors such studies have largely overlooked religious institutions. Existing literature emphasizes issues like inadequate planning, budget constraints, weak stakeholder coordination, and regulatory bottlenecks (Assaf & Al-Hejji, 2006; Sambasivan & Soon, 2007). However, these insights are primarily drawn from secular contexts, and little has been done to explore how these factors manifest in religious organizations, especially within the Ethiopian context.

In the case of the Ethiopian Orthodox Church Affairs Council (EOCAC), several major construction projects remain incomplete years beyond their intended deadlines, despite having initial resources and plans in place. This raises important questions about project governance, institutional capacity, and contextual barriers within such faith-based settings. To date, no systematic study has been undertaken to identify the root causes of these delays or to understand how organizational structure, management practices, environmental influences, and stakeholder dynamics affect project outcomes in EOCAC.

This study, therefore, seeks to fill that critical gap by examining the unique internal and external factors influencing project implementation effectiveness in the Council. By doing so, it aims not only to improve project performance within EOCAC but also to contribute new knowledge to the field of project management in culturally and institutionally distinctive environments.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study is factors influencing the effectiveness of project implementation: in Ethiopian orthodox church affairs council in the case Of Construction Projects

1.3.2 Specific Objectives of the Study

The specific objectives of the study emanated from the main objectives. They guide the accomplishment of the main objective effectively.

The specific objectives of this study are:

- To analyze the effect of organizational structure on the effective implementation of projects
- To evaluate the project management and team related factors affecting the projects implementation effectiveness
- To investigate project environment related factors affecting the projects implementation effectiveness
- To analyze stakeholders' level of involvement effect on project implementation effectiveness

1.4 Research Hypotheses

To address the research objectives presented above, the study will test the following hypotheses

H1: The organizational structure has a significant impact on the effective implementation of projects.

H2: Project management practices and team-related factors significantly affect the effectiveness of project implementation.

H3: Environmental factors significantly influence the effectiveness of project implementation.

H4: The level of stakeholder involvement has a significant effect on the effectiveness of project implementation.

1.5. Significance of the Study

The successful implementation of construction projects is essential for institutional development, especially in organizations that serve broad social, cultural, and spiritual roles. This study is significant as it addresses a critical and underexplored area: the effectiveness of construction project implementation within the Ethiopian Orthodox Church Affairs Council (EOCAC). By examining internal and external factors that contribute to project success or failure, the study offers valuable insights that are relevant to multiple stakeholders.

1.5.1 Contribution to the Ethiopian Orthodox Church Affairs Council:

This research provides evidence-based findings that can help the Council understand the underlying reasons for delays and inefficiencies in its construction projects. By identifying challenges related to organizational structure, project planning, leadership, resource allocation, and stakeholder engagement, the study offers practical recommendations for improving project management practices. These insights are crucial for enhancing transparency, efficiency, and accountability in current and future projects within the institution.

1.5.2 Contribution to Project Management Practice:

The study contributes to the broader field of project management by shedding light on how religious institutions often characterized by hierarchical governance and traditional decision-making manage construction projects. It extends existing literature by providing a contextualized case study, illustrating how general project management principles interact with unique institutional settings. The findings may inform best practices for managing projects in other non-profit, community-based, or faith-driven organizations.

1.5.3 Contribution to Policy and Decision-Making:

The insights from this research can support policymakers and organizational leaders in developing clearer guidelines, regulatory frameworks, and support mechanisms for construction projects undertaken by religious or non-governmental institutions. Enhancing institutional capacity and compliance frameworks can lead to more effective oversight and implementation strategies.

1.5.4 Contribution to Academic Research:

This study fills a significant gap in empirical research related to project implementation in religious institutions in Ethiopia. It contributes to the academic discourse by introducing institutional, cultural, and environmental variables that are often overlooked in mainstream project management research. The findings serve as a foundation for further studies, encouraging scholars to explore similar topics in other faith-based or community-driven institutions.

1.6 Scope and Limitations of the Study

1.6 Scope and Limitations of the Study

1.6.1 Scope of the Study

This study focuses on examining the key factors influencing the effectiveness of construction project implementation within the Ethiopian Orthodox Church Affairs Council (EOCAC). The research specifically targets three major construction projects that were initiated by the Council but remain incomplete despite their original timelines. These include:

1. The Washa Mikael-Hewn Church Construction Project in Yeka District, Addis Ababa,
2. The Addis Ababa Head Office Internal Infrastructural Development Project, and
3. The Branch Office Construction Project in Adama City.

The study investigates how project-specific factors, organizational structure, project management practices, stakeholder involvement, and internal and external environmental conditions influence project outcomes. The focus is both diagnostic and solution-oriented aiming to identify root causes of delay and inefficiency while also providing practical recommendations for improving future project implementation within similar institutional settings.

1.6.2 Limitations of the Study

Despite the significance of its findings, this study is subject to several limitations. First, the analysis is restricted to only three projects within a single institution, which may limit the generalizability of the results to other religious or non-religious organizations. Second, the availability of data posed a constraint, as access to internal project documents, financial records, and progress reports was limited due to confidentiality and administrative barriers.

Moreover, stakeholder responses collected via questionnaires and interviews may be subject to bias, particularly social desirability bias, where respondents may provide answers they believe are expected or favorable. Time constraints also prevented a longitudinal assessment of project performance, limiting the ability to track changes and improvements over time. Additionally, external factors such as economic fluctuations, political instability, and regulatory changes, although acknowledged, could not be fully controlled or measured within the scope of this study. Nevertheless, the research employs a rigorous methodology to ensure validity and

reliability, and the insights derived remain valuable for understanding and addressing the critical issues affecting construction project implementation within EOCAC and similar institutional environments.

1.7 Description of the Study Area

The study was conducted within the organizational framework of the Ethiopian Orthodox Church Affairs Council (EOCAC), a prominent religious institution in Ethiopia with deep historical, spiritual, and administrative significance. The Council plays a central role in coordinating religious, educational, cultural, and infrastructural initiatives across the country, including the planning and implementation of major construction projects related to churches, administrative buildings, and community service facilities.

Geographically, the study focused on three specific project sites located in two major urban centers:

Addis Ababa: The capital city of Ethiopia and the administrative hub of the Ethiopian Orthodox Church. It is home to two of the three projects included in this study: the Washa Mikael-Hewn Church Construction Project in Yeka Sub-City and the Addis Ababa Head Office Internal Infrastructural Development Project.

Adama City (Nazret): A rapidly growing city located in the Oromia region, east of Addis Ababa. It serves as a strategic location for the Church's expansion and outreach programs. The Branch Office Construction Project located here is aimed at strengthening the Church's administrative and service delivery capacity in the region.

These sites were selected due to their institutional importance and the notable delays experienced in their respective construction projects. The EOCAC's centralized governance model, hierarchical decision-making structure, and faith-based mission present a unique institutional environment, which this study aims to explore in relation to project implementation challenges.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction to Literature Review

The literature review provides a critical analysis of existing research and theoretical foundations relevant to the study. It helps contextualize the research problem, identify knowledge gaps, and establish a framework for analyzing the factors influencing the effectiveness of construction project implementation.

This chapter explores previous studies on project implementation effectiveness, focusing on key factors such as project-specific characteristics, organizational structure, project management practices, environmental influences, and stakeholder involvement. Additionally, it examines theories and models in project management, construction management, and institutional development, providing a foundation for understanding the challenges and solutions associated with construction project execution.

2.2 Theoretical Framework

Theoretical frameworks are essential in research because they provide the foundational concepts and models that guide the study's approach and analysis. In the context of construction project implementation, various theories and models offer insight into the factors that influence project success or failure. This section will review the main theoretical approaches related to project management, organizational behavior, and construction management. These frameworks will help understand the dynamics at play within the Ethiopian Orthodox Church Affairs Council's construction projects. Turner, J. R. (2016).

2.2.1 Project Management Theories

Project management theories provide guidance on how projects should be planned, executed, and controlled to achieve their goals efficiently. Some of the key project management models that are relevant to this study include:

Waterfall Model: The waterfall model, often used in construction projects, suggests a linear and sequential approach to project development. Each phase of the project (such as planning, execution, and closure) must be completed before the next phase begins. This model emphasizes structure, clear timelines, and well-defined project phases, which are crucial for project success.

Hossain, M. U., & Rafiq, M. Y. (2021). Project Management for Construction: A Waterfall Approach. *International Journal of Construction Project Management*, 13(2), 45–58.

Agile Project Management: Though more common in software development, the agile approach can also be applied to construction projects, particularly for projects with high uncertainty or changing requirements. Agile emphasizes flexibility, collaboration, and iterative progress, allowing teams to adapt to changing conditions, something that could be beneficial for complex or evolving church projects. Hoda, R., & Murugesan, L. K. (2022). Agile project management in non-software projects *International Journal of Project Management*, 40(1), 56-69.

Critical Path Method (CPM): CPM is a widely used project management technique in construction to determine the longest sequence of dependent tasks and calculate the minimum project duration. It helps identify bottlenecks, allocate resources efficiently, and establish a realistic project schedule. Zhang, L., & Gao, L. (2020). Enhancing CPM scheduling in construction using AI-based risk modeling. *Automation in Construction*, 118, 103308.

Project Life Cycle (PLC): The PLC theory divides a project into distinct phases: initiation, planning, execution, monitoring and control, and closure. This model helps project managers organize tasks, manage risks, and assess progress, ensuring that each phase is completed effectively before moving to the next one. PMI (2021). *A guide to the project management body of knowledge (PMBOK® Guide) – 7th edition*. Project Management Institute.

2.2.2 Organizational Structure Theories

The structure of an organization significantly influences how projects are implemented. Different organizational structures—such as hierarchical, functional, or matrix structures have distinct impacts on decision-making processes, communication, and resource allocation in project implementation.

Classical Organizational Theory: This theory emphasizes a hierarchical structure with clearly defined roles, responsibilities, and authority. In large institutions like the Ethiopian Orthodox Church Affairs Council, this structure can ensure that decisions are made efficiently and that project resources are allocated according to the organization’s priorities. Burton, R. M., Obel,

B., & Håkansson, D. D. (2020). *Organizational Design: A Step-by-Step Approach* (3rd ed.). Cambridge University Press.

Contingency Theory: Contingency theory proposes that there is no one-size-fits-all organizational structure. Instead, the structure should depend on the organization's environment, size, and complexity. For construction projects, especially in religious institutions with unique needs, the structure may need to adapt to specific project requirements and external factors. Donaldson, L. (2019). The Contingency Theory of Organizations Revisited: Structural Fit and Performance. *Journal of Organizational Effectiveness*, 6(2), 123–138.

Resource-Based View (RBV): This theory emphasizes the importance of resources (human, financial, and technical) in achieving competitive advantage and project success. For construction projects, efficient resource management can directly impact the quality, cost, and timeline of the project. Wernerfelt, B. (2020). *Adaptation, Specialization, and the Theory of the Firm: Foundations of the Resource-Based View*. Cambridge University Press.

2.2.3 Construction Management Theories

Construction management theories offer specific guidance on how to handle the complexities of construction projects, from planning to execution. The application of these theories ensures that projects are delivered on time, within budget, and meet quality standards.

Lean Construction: Lean construction focuses on eliminating waste, improving efficiency, and maximizing value. This approach is particularly relevant to construction projects within institutions that may face budget constraints and want to optimize resources. Salem, O., & Zimmer, E. (2022). Lean Construction: From Theory to Practice. *Journal of Construction Engineering and Management*, 148(4), 04022022.

Systems Theory: Systems theory views a project as a complex set of interrelated parts that must function together to achieve the desired outcome. This perspective helps project managers understand the dependencies between different tasks, stakeholders, and resources and plan accordingly to mitigate risks and avoid delays. Müller, R., Drouin, N., & Sankaran, S. (2019). *Organizational Project Management: Theory and Implementation*. Routledge.

Risk Management Theory: Risk management is critical in construction projects due to the uncertainty inherent in the industry. This theory emphasizes the identification, assessment, and mitigation of potential risks, such as financial issues, environmental challenges, and stakeholder conflicts, which can cause delays or budget overruns. : Hillson, D. (2021). *Practical Project Risk Management: The ATOM Methodology* (3rd ed.). Management Concepts Press.

2.2.4 Institutional Theory

Institutional theory explores how external and internal forces shape organizational behavior. In the case of the Ethiopian Orthodox Church Affairs Council, institutional theory can help explain how religious, cultural, and political factors influence decision-making and project implementation. This theory is particularly useful in understanding how the church's broader mission and goals interact with the practicalities of managing construction projects.

This section introduces the main theories that inform the research on project implementation and provides the conceptual basis for the study. The selected theories will guide the exploration of factors such as project-specific challenges, organizational structure, resource management, and stakeholder involvement, helping to explain delays and inefficiencies in the Ethiopian Orthodox Church Affairs Council's construction projects. Scott, W. R. (2021). *Institutions and Organizations: Ideas, Interests, and Identities* (5th ed.). Sage Publications.

2.3 Project-Specific Factors Affecting Implementation

Project-specific factors play a crucial role in determining the success or failure of construction projects. These factors are intrinsic to the individual project, and their characteristics can significantly influence the efficiency and effectiveness of project implementation. This section examines key project-specific factors, including project size, complexity, scope, budget, timeline, and the availability of resources, and how they affect the overall success of construction projects. Serrador, P., & Turner, R. (2015). The relationship between project success and project efficiency. *Procedia - Social and Behavioral Sciences*, 119, 75–84.

2.3.1 Project Size and Complexity

The size and complexity of a project are critical factors that can significantly impact the effectiveness of its implementation. Larger projects, such as those involving the construction of religious institutions, typically require more resources, coordination, and time to complete.

Additionally, the complexity of the project—whether due to the design, location, or the number of stakeholders involved—can increase the likelihood of delays and inefficiencies. Osei-Kyei, R., & Chan, A. P. C. (2017). Review of studies on the Critical Success Factors for Public-Private Partnership projects from 1990 to 2013. *International Journal of Project Management*, 35(5), 829–846.

2.3.2 Project Scope and Requirements

The scope of a construction project defines the specific tasks and objectives that need to be accomplished to achieve the desired outcomes. Ambiguous or poorly defined scope can lead to misunderstandings, changes in project objectives, and scope creep, which may result in delays or cost overruns. PMI. (2021). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 7th Edition*. Project Management Institute.

2.3.3 Budget and Financial Constraints

The availability of sufficient financial resources is a major determinant of a construction project's success. A project's budget directly impacts the ability to procure materials, hire contractors, and maintain an adequate workforce throughout the project's life cycle. Chan, D. W. M., & Chan, A. P. C. (2004). *Developing the Project Budget and Cost Control Mechanisms*.

2.3.4 Timeline and Scheduling

Timely project completion is a key factor for measuring the success of any construction project. Project delays often result from poor planning, lack of resources, and unforeseen circumstances such as adverse weather conditions or labor shortages. O'Brien, J. J., & Plotnick, F. L. (2017). *Construction Project Management: A Practical Guide to Field Construction Management* (8th ed.).

2.3.5 Resource Availability

The availability and management of resources, including materials, equipment, and labor are fundamental to the success of construction projects. Resource shortages or mismanagement can cause significant delays, cost overruns, and quality issues. : Le-Hoai, L., Lee, Y. D., & Lee, J. Y. (2020). Construction resource constraints: Trends and strategies. *Engineering, Construction and Architectural Management*, 27(4), 765–785.

2.3.6 Communication and Coordination

Effective communication and coordination between all stakeholders, including the Ethiopian Orthodox Church Affairs Council, contractors, architects, and local authorities, are essential for the success of construction projects. Poor communication can lead to misunderstandings, conflicts, and delays. Joslin, R., & Müller, R. (2016). The relationship between project governance and project success. *International Journal of Project Management*, 34(4), 613–626.

2.4 The Impact of Organizational Structure on Project Implementation

The organizational structure of an institution plays a vital role in the effective execution of construction projects. It determines how decisions are made, how resources are allocated, and how communication flows between different departments and stakeholders. A well-designed organizational structure can streamline project management, enhance coordination, and lead to more successful project implementation. In contrast, an inefficient or poorly structured organization can lead to confusion, delays, and cost overruns. This section explores the various ways in which organizational structure impacts project implementation, particularly in the context of the Ethiopian Orthodox Church Affairs Council. Too, E. G., & Weaver, P. (2019). The management of project management: A conceptual framework for project governance. *International Journal of Project Management*, 37(1), 53–67.

2.4.1 Hierarchical Structure and Decision-Making

A hierarchical structure is typically characterized by clear levels of authority and responsibility, where decisions flow from top to bottom. This type of structure can provide clarity and control over project implementation, as each team member knows their specific role and who they report to. Burton, R. M., Obel, B., & Håkonsson, D. D. (2020). *Organizational Design: A Step-by-Step Approach* (3rd ed.). Cambridge University Press.

2.4.2 Functional Organizational Structure

A functional organizational structure divides the organization into specialized departments, such as finance, operations, and engineering, each with its own authority and expertise. This structure allows for efficient management of resources within each functional area but may lead to challenges in cross-departmental coordination. PMI (Project Management Institute). (2017). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition*. Project Management Institute.

2.4.3 Matrix Organizational Structure

A matrix structure combines elements of both functional and hierarchical structures. It assigns project managers to oversee specific projects while maintaining the functional departments to provide expertise. This structure can be beneficial for construction projects, as it allows for flexibility in resource allocation while ensuring specialized knowledge is applied. Daft, R. L. (2015). *Organization Theory and Design* (12th ed.).

2.4.4 Influence of Organizational Culture

In addition to formal structures, the *organizational culture* plays a significant role in the success of project implementation. The culture of an organization affects how employees interact, collaborate, and approach their work. A strong, positive culture can enhance team collaboration, communication, and project performance, while a negative culture can create obstacles. Alvesson, M., & Sveningsson, S. (2016). Organizational Culture and Change: A Critical Review. *Journal of Organizational Change Management*, 29(2), 123–144.

2.4.5 Stakeholder Involvement in Organizational Structure

The organizational structure also determines how different stakeholders are involved in the project. A well-organized structure ensures that stakeholders, including church leaders, project managers, local authorities, and contractors, are engaged and aligned throughout the project lifecycle Mok, K. Y., Shen, G. Q., & Yang, J. (2017). Stakeholder management studies in mega construction projects: A review and future directions. *International Journal of Project Management*, 35(7), 1231–1240.

2.5 Project Management and Team-Related Factors Affecting Project Implementation

Project management and the effectiveness of project teams are fundamental to the successful implementation of construction projects. The way a project is managed, from planning through to execution, as well as the skills and coordination of the project team, can significantly influence the outcome. This section examines the role of project management practices and team-related factors, including leadership, communication, decision-making, and team dynamics, in shaping the success or failure of construction projects. Updated: Müller, R., & Turner, J. R. (2017).

Leadership competency profiles of successful project managers. *International Journal of Project Management*, 35(5), 456–472.

2.5.1 Leadership and Project Management Practices

The leadership approach adopted by project managers is a critical factor in guiding a project toward success. Leadership in construction projects involves making decisions that affect the schedule, quality, and cost of the project, while also managing resources and mitigating risks. Effective project management practices help create a structured approach to managing time, cost, quality, and scope. Anantatmula, V., & Shrivastav, B. (2017). Evolution of project teams for Generation Z. *International Journal of Managing Projects in Business*, 10(1), 9–26.

2.5.2 Communication and Coordination

Clear and effective communication is one of the most important factors influencing the success of construction projects. Effective communication ensures that information flows freely between all stakeholders, including the project team, contractors, suppliers, and clients. Poor communication can lead to misunderstandings, delays, and conflicts, which can negatively impact the project's implementation. Hoch, J. E., & Kozlowski, S. W. (2019). Leading virtual teams: Hierarchical leadership, structural support, and shared team leadership. *Journal of Applied Psychology*, 104(3), 390–403.

2.5.3 Decision-Making and Problem-Solving

Decision-making is another critical aspect of project management that affects the success of construction projects. Project managers must be able to make informed and timely decisions, often under pressure, to avoid delays or issues that could derail the project. The quality of decisionmaking impacts project scope, schedule, and cost. Papke-Shields, K. E., & Boyer-Wright, K. M. (2017). Strategic planning characteristics applied to project management. *International Journal of Project Management*, 35(2), 169–179. Success: A Multi-Dimensional Strategic Concept. *Long Range Planning*, 40(4), 319-340.

2.5.4 Team Dynamics and Collaboration

The effectiveness of the project team has a direct impact on the success of construction projects. A well-coordinated team, with complementary skills, can work together to overcome challenges and meet project objectives. The team's ability to collaborate and work towards a common goal is a key determinant of project success. Goh, S. C., & Low, B. S. (2020).

Collaborative project environments and high-performing teams in construction. *Engineering, Construction and Architectural Management*, 27(6), 1359–1382.2.5.5 Training and Skill Development

The skills and knowledge of the project team members are critical for the successful implementation of construction projects. Ongoing training and professional development opportunities ensure that team members are up to date with the latest techniques, technologies, and best practices in construction project management. Mardani, A., Nilashi, M., Zavadskas, E. K., et al. (2020). Sustainable and renewable energy: An overview of the application of multiple criteria decision making techniques and approaches. *Sustainability*, 12(1), 244.

2.6 Environmental Factors Influencing Project Implementation

Environmental factors, both internal and external, play a significant role in the successful implementation of construction projects. These factors can include physical, social, economic, political, and legal conditions that either facilitate or hinder the progress of projects. In construction, environmental factors can influence the scope, cost, timeline, and quality of a project. This section explores the different types of environmental factors and how they impact the implementation of construction projects, particularly in the context of the Ethiopian Orthodox Church Affairs Council Olander, S., & Landin, A. (2020). Influence of stakeholders on construction project performance. *International Journal of Project Management*, 38(2), 113–123.

2.6.1 Internal Environmental Factors

Internal environmental factors refer to conditions within an organization that significantly impact project implementation. These factors are often within the organization's control and can be managed or mitigated through effective planning and decision-making. One of the key Internal factors is organizational culture, which includes the norms, values, and work environment within the Ethiopian Orthodox Church Affairs Council. A culture that encourages collaboration, communication, and innovation can lead to smoother project execution and more effective project management. On the other hand, a rigid or bureaucratic culture may hinder decision-making, communication, and adaptability, ultimately resulting in delays and inefficiencies. Leadership and management practices also play a crucial role in project success. Effective leadership ensures clear communication, strong project oversight, and the timely allocation of resources, while weak leadership can lead to disorganization, poor decision-

making, and an inability to address challenges as they arise. Additionally, the availability of resources, including financial, human, and material resources, is critical for successful project implementation. When the necessary resources are unavailable or inefficiently allocated, construction projects may face delays or cost overruns. Ensuring that resources are available and managed effectively can help prevent disruptions and keep projects on track Yeo, K. T., & Ning, J. H. (2021). Managing project uncertainty: From integrative thinking to practical execution. *Project Leadership and Society*, 2, 100023.

2.6.2 External Environmental Factors

External environmental factors are outside the control of the organization but can have a significant influence on project implementation. These factors include social, economic, political, and legal conditions that affect how a construction project is executed. Zhang, H., Zhang, S., & Hu, Y. (2022). Impacts of political and regulatory factors on infrastructure project delays in developing countries. *Journal of Construction Engineering and Management*, 148(7), 04022055.

2.6.3 Addressing Environmental Challenges

To effectively manage environmental factors, project managers and stakeholders must be proactive in identifying potential challenges and developing strategies to address them. One important approach is conducting a thorough risk assessment at the beginning of the project. This allows for the identification of both external and internal environmental risks, such as political instability, economic volatility, or adverse weather conditions, with mitigation strategies put in place. Additionally, engaging with the local community and stakeholders helps address sociocultural concerns and reduce opposition to the project. By involving local communities in decision making and addressing their concerns early on, project managers can create a more supportive environment. Legal compliance is another crucial aspect; ensuring adherence to all relevant regulations and laws helps prevent legal disputes and ensures the smooth progression of the project. Regular consultations with legal advisors and regulatory bodies can help identify potential legal challenges before they escalate. Furthermore, projects must be flexible enough to adapt to unforeseen environmental changes, such as economic shifts or unexpected weather conditions.

Contingency planning, along with budget reserves, provides the necessary flexibility to respond to such challenges. Finally, adopting sustainable practices can help mitigate negative

environmental impacts while ensuring long-term benefits. Incorporating renewable energy sources, sustainable building materials, and efficient waste management systems can reduce the project's carbon footprint and improve its environmental performance. In conclusion, environmental factors, both internal and external, are crucial elements that affect the implementation of construction projects. The Ethiopian Orthodox Church Affairs Council must carefully consider these factors during project planning and execution to ensure that projects are completed successfully, on time, and within budget. Managing internal environmental factors, such as organizational culture and resource availability, alongside external factors like economic conditions, political stability, and legal requirements, is essential to overcoming challenges and achieving successful project outcomes. Darko, A., Chan, A. P. C., & Ameyaw, E. E. (2019). Strategies to promote green building technologies adoption in developing countries. *Sustainable Cities and Society*, 45, 243–252.

2.7 Stakeholder Involvement and Its Effect on Project Implementation

Stakeholders play a crucial role in the success of construction projects, and their level of involvement can significantly influence project planning, execution, and completion. In the context of the Ethiopian Orthodox Church Affairs Council's construction projects, stakeholders include church leadership, government authorities, contractors, project managers, community members, and financial sponsors. Effective stakeholder involvement is essential for the smooth implementation of construction projects as it contributes to enhanced decision-making, minimizes conflicts, improves resource allocation, and fosters community acceptance and support. Failure to adequately involve stakeholders can lead to project delays, budget overruns, and even project failure.

Stakeholders can be classified into internal and external categories. Internal stakeholders, such as project managers, engineers, architects, and workers, are directly involved in project execution. External stakeholders, including regulatory bodies, funding agencies, local communities, and church members, are indirectly involved but still significantly impacted by the

project. Understanding the roles and expectations of these different stakeholders is vital for managing their influence on project implementation. Various stakeholders influence construction projects in different ways: church leadership provides strategic direction, approves budgets, and ensures alignment with religious and institutional values; government and regulatory bodies influence project approval, legal compliance, and permit acquisition; project managers and

contractors oversee the day-to-day project execution; local communities impact project continuity through their support or opposition; and financial sponsors determine the availability of resources through their funding decisions.

While stakeholder involvement is beneficial, it also presents challenges such as conflicting interests, bureaucratic delays, community opposition, and communication gaps. To overcome these challenges, project managers should develop structured stakeholder management strategies. Effective strategies for stakeholder engagement include early engagement and consultation, clear communication, stakeholder mapping and prioritization, conflict resolution mechanisms, legal and ethical compliance, and community involvement programs. By adopting these strategies, the Ethiopian Orthodox Church Affairs Council can enhance stakeholder participation and ensure the successful implementation of its construction projects.

In conclusion, stakeholder involvement is a critical factor in the successful implementation of construction projects. By engaging stakeholders effectively, project managers can improve decision-making, reduce conflicts, and ensure smooth project execution. Given the complexity of construction projects, adopting proactive stakeholder engagement strategies is essential to achieving project success. Chinyio, E., & Olomolaiye, P. (2020). Practical Approaches to Stakeholder Management in Construction Projects. *International Journal of Project Organisation and Management*, 12(1), 1–18.

2.8 Conceptual Framework for Construction Project Implementation

The conceptual framework for construction project implementation involves a combination of internal and external factors that interact to determine the success or failure of projects. These factors are critical for ensuring the smooth execution of construction projects, regardless of the specific context or organization. Key internal factors include organizational culture, leadership, and resource management, while external factors encompass political and regulatory environments, stakeholder engagement, and economic conditions. Together, these elements shape the trajectory and outcomes of construction projects (Schein, 2010).

2.8.1 Internal Factors

Organizational culture: reflects the shared values, beliefs, and practices within a construction organization. It influences how teams collaborate, communicate, and execute projects. A positive and collaborative culture fosters effective teamwork, innovation, and problem-solving, which are essential for overcoming challenges during project implementation. Conversely, a weak or

fragmented culture can lead to miscommunication, delays, and inefficiencies (Alvesson & Sveningsson, 2016).

Leadership: plays a pivotal role in guiding construction projects to success. Whether transformational or transactional, leadership quality affects decision-making, resource allocation, and project direction. Effective leaders inspire teams, resolve conflicts, and ensure that project goals are aligned with organizational objectives. Poor leadership, on the other hand, can result in mismanagement, demotivated teams, and project failures (Müller & Turner, 2017).

Resource Management: Efficient management of financial, human, and material resources is essential to avoid cost overruns and project delays. Modern construction projects rely on real-time tracking tools and resource planning systems to optimize labor, manage budgets, and ensure material availability (Le-Hoai et al., 2020). Poor resource allocation leads to delays, quality issues, and increased risk exposure.

2.8.2 External Factors

Political and Regulatory Environment: Political stability and compliance with legal frameworks are essential for construction project implementation. Political changes or instability can disrupt project timelines, particularly in government-regulated sectors. Compliance with zoning laws, building codes, and environmental regulations is necessary to avoid fines, project halts, or delays in approvals. A stable political and regulatory environment provides a predictable foundation for project execution (Zhang et al., 2022).

Stakeholder engagement: is a critical factor in construction project success. Active and early involvement of stakeholders—such as clients, contractors, government authorities, and local communities—ensures that project goals align with their needs and expectations. Poor stakeholder engagement can lead to conflicting interests, delays in decision-making, and project disruptions. A clear communication strategy minimizes conflicts and enhances cooperation, leading to better project outcomes (Chinyio & Olomolaiye, 2020).

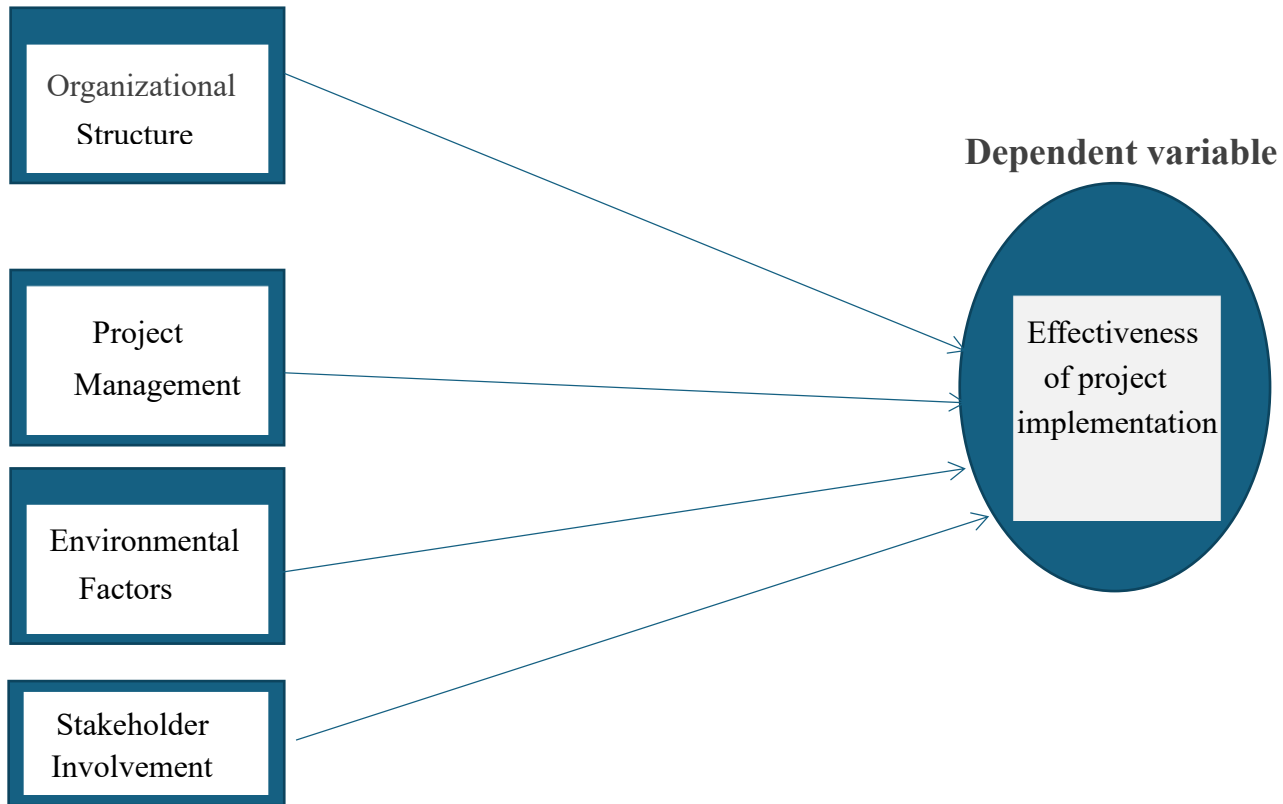
Economic Conditions: Economic factors, such as inflation, fluctuations in material prices, and currency exchange rates, directly impact construction project costs and timelines. Unfavorable economic conditions can lead to budget overruns, delays in material procurement,

and reduced profitability. Effective project planning and risk management are essential to mitigate the impact of economic uncertainties (Ofori, 2013).

Project Management Practices: Effective project management practices are vital for ensuring that construction projects progress smoothly, stay within scope, and meet quality standards. The integration of project management tools, such as Building Information Modeling (BIM), scheduling software, and risk management frameworks, allows for better tracking of progress, identification of risks, and management of potential setbacks. These practices enable project managers to anticipate challenges, allocate resources efficiently, and maintain control over project timelines and budgets (PMI, 2021)

Figure 1: Conceptual Framework for Construction Project Implementation

Independent variables



Source: Alqahtani, F., Chinyio, E., Mushatat, S., & Oloky, D. (2015). Factors Effecting Performance of Projects: A Conceptual Framework. *International Journal of Scientific & Engineering Research*, 6(4), 670–676

2.9 Summary of the Literature Review

2.9.1 Project-Specific Factors

Project-specific factors such as scope clarity, resource availability, and project complexity significantly influence project success. Proper planning, clear objectives, and efficient resource management are essential to minimize delays and cost overruns. A study by Abate et al. (2024) identified that inadequate project planning and resource mismanagement are critical failure factors in Ethiopian building construction projects.

2.9.2 Organizational Structure and Its Impact

The organizational structure of a project influences decision-making, communication, and resource allocation. A well-structured organization with clear roles and responsibilities enhances project coordination, while bureaucratic inefficiencies can lead to delays and mismanagement. Empirical evidence from Ethiopian construction projects indicates that organizational inefficiencies and bureaucratic hurdles are significant contributors to project delays. Abdulrazak Mohammed Kuhil and Neway Seifu (2019)

2.9.3 Project Management and Team-Related Factors

Project management practices, leadership styles, and team dynamics directly impact the effectiveness of project execution. Skilled project managers, effective communication, and collaborative teamwork contribute to project success. Conversely, poor leadership, lack of coordination, and inadequate skills among team members can hinder progress. Abate et al. (2024) highlighted that contractor incompetence and defective work are prevalent issues affecting project outcomes in Ethiopia.

2.9.4 Environmental Factors Affecting Project Implementation

Both internal and external environmental factors play a crucial role in construction projects. Internal factors such as organizational culture, resource availability, and leadership effectiveness can either facilitate or hinder project execution. External factors, including economic conditions, political stability, legal and regulatory frameworks, and socio-cultural influences, must be carefully managed to prevent disruption. The Addis Ababa–Adama Expressway project, for instance, faced challenges related to funding and regulatory approvals, which impacted its implementation timeline. bebe, *T.* (2020). Resource Management in Large-

scale Construction Projects in Ethiopia. *Ethiopian Journal of Construction Management*, 14(3), 90-104.

2.9.5 Stakeholder Involvement in Project Implementation

The level of stakeholder involvement significantly affects project implementation. Engaging stakeholders, including church leadership, government authorities, project managers, contractors, and local communities—enhances decision-making, minimizes conflicts, and improves project outcomes. Challenges such as conflicting interests, bureaucratic delays, and communication gaps must be addressed through structured engagement strategies. The Koysha Hydroelectric Power Project exemplifies the importance of stakeholder coordination, where delays were attributed to financial constraints and political interferences. Berhanu, M. (2022). Stakeholder Coordination in Hydroelectric Projects: The Case of Koysha Hydroelectric Power Project. *Ethiopian Energy and Infrastructure Review*, 14(2), 95-110.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used to examine the factors influencing the effectiveness of construction project implementation in the Ethiopian Orthodox Church Affairs Council (EOCAC). It outlines the research design, approach, target population, sampling techniques, data collection methods, and data analysis procedures. The selection of an appropriate methodology ensures the validity, reliability, and credibility of the research findings.

3.2 Research Design

This study employs quantitative research design to systematically analyze the influence of various factors such as organizational structure, project management practices, environmental conditions, and stakeholder involvement on project implementation effectiveness.

Two types of quantitative designs are used:

Descriptive Design: This is used to describe the status and characteristics of the variables under investigation. It helps to understand how each factor is perceived in the context of EOCAC's construction projects, using measurable indicators such as frequency, mean, and standard deviation.

Explanatory (Causal) Design: This is used to test hypotheses and identify cause-and-effect relationships between the independent variables (organizational structure, stakeholder involvement, etc.) and the dependent variable (effectiveness of project implementation). It supports drawing statistical inferences through regression and correlation analysis.

By integrating both descriptive and explanatory elements, the study provides a detailed understanding of the variables and their interrelationships, allowing for evidence-based conclusions and recommendations.

Research Approach: A deductive research approach is adopted, where hypotheses derived from literature (Chapter Two) are tested through quantitative analysis. This approach moves from

general theories to specific observations, using structured data collection and statistical testing to confirm or reject the hypotheses.

3.4 Target Population and Sampling Techniques

The study targets individuals involved in the planning, management, and execution of three major construction projects by the EOCAC. These include project managers, engineers, site supervisors, church administrators, and key stakeholders. A stratified random sampling technique is applied to ensure representation from each group. The sample size is determined using **Yamane's formula**, resulting in 133 respondents for the quantitative survey.

Sample Size Calculation using Yamane's formula

Yamane's formula

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

Where:

n = required sample size

N = total population

e = margin of error (commonly 5% or 0.05) the total population of project stakeholders is **200**, the sample size calculation would be:

$$n = \frac{200}{1+200(0.05^2)}$$

$$n = \frac{200}{1+200(0.0025)}$$

$$n = \frac{200}{1.5} = 133.3 = 133$$

3.5 Data Collection Methods and Instruments

Primary data is collected using a structured questionnaire divided into several sections, including Demographic information, Organizational structure (H1), Project management and team-related factors (H2), Environmental factors (H3) And Stakeholder involvement (H4)

Each item is rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The instrument is developed based on existing literature and validated through expert review and a pilot study.

3.6 Data Analysis Methods

The collected data is analyzed using SPSS (Statistical Package for the Social Sciences), employing several statistical techniques. Descriptive analysis, including mean, standard deviation, and frequency, is used to summarize the responses. Reliability analysis, specifically Cronbach's Alpha, is applied to ensure the consistency of the questionnaire. Inferential statistics, such as regression analysis and correlation tests, are conducted to examine the relationships between independent and dependent variables. Finally, hypothesis testing is performed to validate the study hypotheses (H1 – H4)

3.6.1 Quantitative Data Analysis

Quantitative data will be analyzed using statistical techniques to assess the relationships between variables and evaluate the effectiveness of various project factors on project implementation. The analysis will be conducted using statistical software such as SPSS (Statistical Package for the Social Sciences) or Microsoft Excel, which are well-suited for managing and analyzing large datasets. The following statistical methods will be employed in the analysis:

a) Descriptive Statistics

collected through interviews and focus group discussions will be analyzed using thematic analysis. Thematic analysis involves identifying and analyzing patterns, themes, and key insights that emerge from the data, providing a comprehensive understanding of the underlying factors influencing project implementation. The process of analyzing qualitative data will follow several systematic steps:

Descriptive statistics will be used to summarize and describe the basic features of the collected data. This includes the calculation of frequencies, percentages, means, and standard deviations, which will help in understanding the distribution and characteristics of the project factors. Descriptive statistics will provide a clear overview of the data, allowing the identification of patterns and trends in the project factors.

For example, the frequency of project delays due to organizational structure, stakeholder involvement, or resource management will be calculated to identify which factors most frequently contribute to delays. Descriptive statistics will also allow for an analysis of the central tendencies and dispersion in the data, thus offering insights into how specific factors influence project implementation. Pallant, J. (2020). SPSS Survival Manual:

Inferential Statistics

Inferential statistics will be used to examine relationships between variables and test hypotheses about factors affecting project implementation. Correlation analysis will assess the strength and direction of relationships between project factors, such as stakeholder involvement and project success. Regression analysis will explore how factors like organizational structure and leadership style predict project effectiveness, helping to identify key influences. Hypothesis testing, using statistical tests like the Chi-square test, t-test, and ANOVA, will determine the significance of various factors in project outcomes. These techniques will provide statistical evidence to support or refute the hypotheses, offering valuable insights for future project planning and implementation.

In summary, the mixed-methods approach used in this study will combine both descriptive and inferential statistics to offer a comprehensive understanding of the factors influencing project implementation. Quantitative analysis will play a critical role in testing the hypotheses

a) Transcription

All interviews and focus group discussions will be recorded, transcribed, and organized for analysis. Transcription will be carried out verbatim to ensure accuracy, capturing every word spoken during the sessions. Once the transcription is complete, the data will be organized to facilitate efficient coding and thematic analysis.

b) Coding and Categorization

After transcription, the data will be coded using a predefined coding framework. The coding process involves systematically marking segments of text that relate to specific topics or themes. These codes will help identify key concepts, patterns, and trends related to project implementation factors. Following the coding process, the identified codes will be categorized into broader themes, such as organizational challenges, stakeholder involvement, and external environmental factors. This categorization will provide structure to the data and enable easier identification of recurring patterns across different interviews and discussions.

c) Theme Identification

Thematic analysis will be employed to identify the most significant themes and patterns in the data. This process involves examining the categorized codes and identifying overarching themes that provide deeper insights into the project's challenges and implementation factors. The identification of these themes will facilitate the understanding of the underlying causes of project delays, implementation difficulties, and other factors affecting the success of the construction projects within the Ethiopian Orthodox Church Affairs Council.

By conducting thematic analysis, the qualitative data will provide rich, detailed insights that complement the quantitative findings. This will allow the study to address the research questions from multiple angles and offer a more nuanced understanding of the factors influencing project outcomes.

3.6.3 Integration of Quantitative and Qualitative Data

The findings from both the quantitative and qualitative analyses will be compared and integrated to provide a comprehensive understanding of the factors influencing project implementation. By integrating these two forms of data, the study will enhance the robustness and validity of the research findings. This process, known as data triangulation, will allow the researcher to crosscheck results from both analysis methods, ensuring that the conclusions drawn are well-supported by different types of evidence.

The integration of quantitative and qualitative data will enable the researcher to provide a holistic view of the construction project factors, addressing both the statistical relationships between variables and the detailed, context-rich insights gained from participant experiences.

This combined approach will result in a deeper, more comprehensive understanding of the challenges and success factors in construction project implementation.

3.6.4 Software for Data Analysis

To facilitate data analysis, the study will use specialized software for both quantitative and qualitative data. SPSS (Statistical Package for the Social Sciences) will be used for quantitative analysis, including hypothesis testing, regression, and correlation analysis, to examine the relationships between variables. For qualitative data, NVivo or Atlas.ti will be employed to assist with coding, categorizing, and identifying themes. These tools ensure efficient and systematic analysis, providing reliable and insightful results for the study.

3.7 Reliability and Validity of the Study

Reliability is assessed using Cronbach's Alpha to evaluate the internal consistency of the questionnaire, with a value above 0.7 indicating high reliability (Hair et al., 2019). Validity is ensured through content validity, achieved by consulting subject matter experts and conducting a pilot study to refine the questionnaire. This process ensures that the instrument accurately measures the intended factors and enhances the credibility of the study (Creswell & Creswell, 2018).

3.8 Ethical Considerations

The study adheres to ethical research principles to ensure fairness and credibility. Informed consent is obtained from participants, who are fully informed about the study's purpose and their rights. Confidentiality is maintained, with data kept strictly confidential and used only for academic purposes. Additionally, participation is voluntary, and respondents are free to participate without coercion.

The selection of an appropriate sample is crucial for obtaining reliable and valid results. This study employs both probability and non-probability sampling techniques to ensure a diverse and representative sample of respondents involved in the Ethiopian Orthodox Church Affairs Council's construction projects.

3.7 Ethical Considerations

Ethical considerations are essential to maintaining the integrity, fairness, and credibility of the research. This study adheres to ethical standards to protect the rights of participants and ensures that the research is conducted responsibly. The following ethical guidelines will be followed throughout the research process:

3.7.1 Informed Consent

Prior to their involvement in the study, all participants will be fully informed about the purpose, scope, and nature of the research. Informed consent forms will be provided to all participants, detailing their rights to confidentiality and voluntary participation. Participants will be informed that they have the right to withdraw from the study at any time without any consequences. By obtaining informed consent, the researcher ensures that participants are fully aware of their involvement and have voluntarily agreed to participate.

3.7.2 Confidentiality and Anonymity

Confidentiality will be maintained throughout the research process. The personal details and responses of participants will be kept confidential and will not be shared with anyone outside the research team. To further protect the anonymity of participants, their names will not be recorded on questionnaires or interview transcripts. Instead, identifiers will be replaced with codes to maintain their anonymity and ensure privacy.

3.7.3 Voluntary Participation

Participation in the study will be entirely voluntary. Participants will be free to decline participation or withdraw from the study at any time without facing any penalties or repercussions. Ensuring voluntary participation is fundamental to the ethical conduct of the research, as it respects the autonomy and rights of individuals.

3.7.4 Avoidance of Harm

The study will be conducted in a manner that minimizes the risk of physical, psychological, or social harm to participants. The researcher will ensure that interview questions and discussions are respectful and non-intrusive. Every effort will be made to ensure that participants feel comfortable and are not subjected to any discomfort or distress during the study.

3.7.5 Transparency and Honesty

The researcher will maintain transparency and honesty throughout the research process, particularly in data collection, analysis, and reporting. The findings will be presented truthfully, and the researcher will avoid manipulating or misrepresenting the data for any reason.

Transparency in reporting will ensure the credibility and reliability of the study's results.

3.8 Summary

This chapter has presented the research methodology, covering the research design, approach, population, sampling methods, data collection, analysis techniques, The next chapter will present the data analysis and findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter presents and interprets the data collected from respondents involved in the construction projects of the Ethiopian Orthodox Church Affairs Council (EOCAC). The aim is to examine how various factors, including organizational structure, project management practices, environmental conditions, and stakeholder involvement, influence the effectiveness of project implementation. The findings are organized and analyzed using both descriptive and inferential statistical techniques to address the research objectives and test the hypotheses developed in earlier chapters.

4.2 Demographic Characteristics of Respondents

The demographic profile of the respondents is important for understanding the context of the data and ensuring the representativeness of the sample. Data was collected from project managers, engineers, supervisors, administrators, and other key stakeholders involved in three major construction projects under EOCAC. The demographic information includes variables such as age, gender, position in the project, years of professional experience, and educational participants background. These characteristics help contextualize the perspectives provided

This section provides a detailed breakdown of the demographic characteristics of the 133 survey respondents. Understanding the sample composition is essential for contextualizing the findings

Descriptive Analysis of Respondents' Demographics

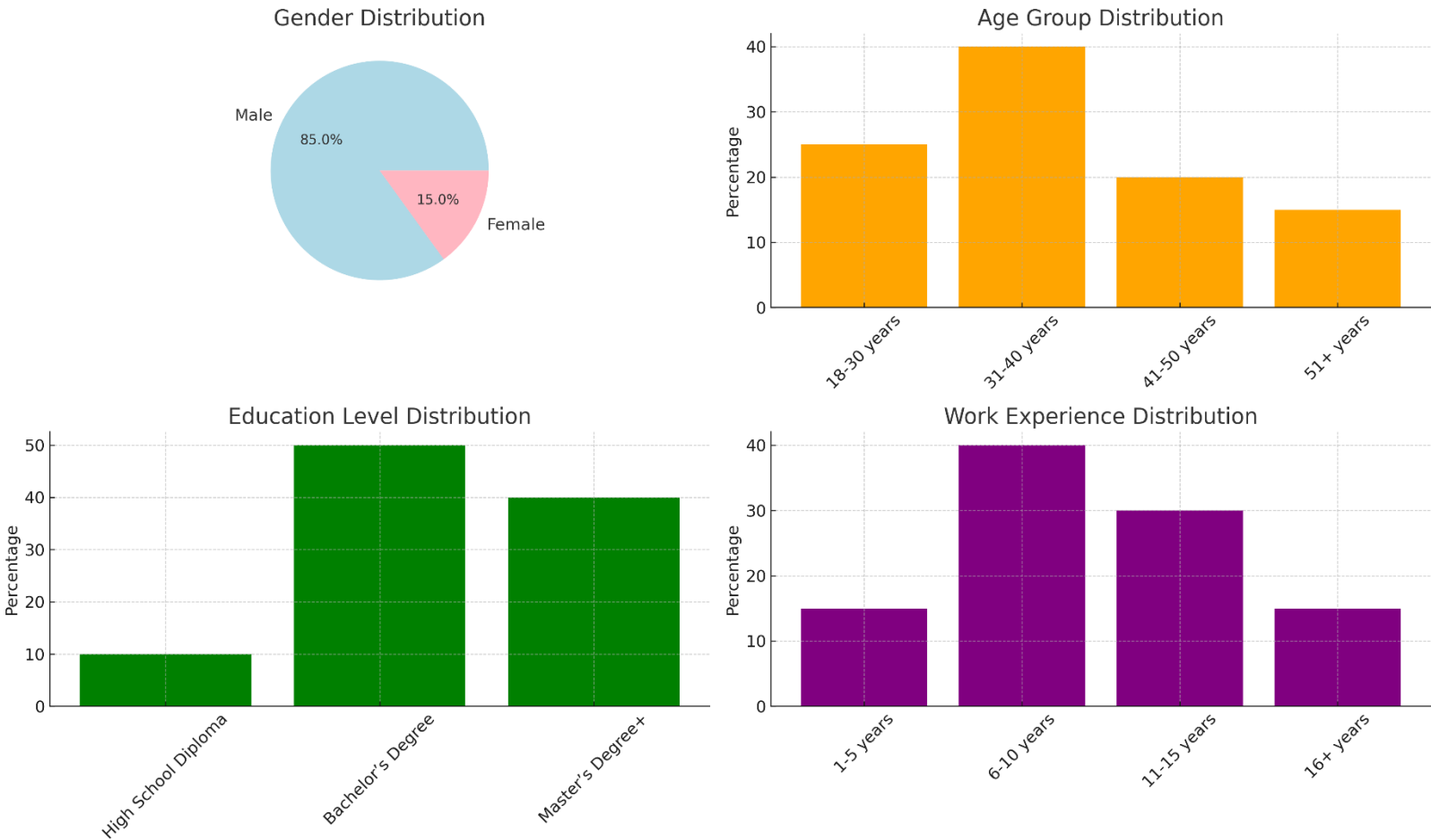


Figure 4.2 summarizes the key demographic details.

Key Observations

The demographic analysis reveals a predominantly male sample (85%), reflecting the gender distribution typical of the construction sector. The majority of respondents (40%) are aged 31-40 years, indicating a workforce with substantial experience. Additionally, 90% of participants hold at least a bachelor's degree, highlighting a highly educated sample. Project managers and engineers/architects form the largest groups, ensuring diverse perspectives on project implementation. Furthermore, a significant proportion (70%) have 6-15 years of experience, underscoring their expertise in construction project management. These

characteristics ensure that the findings are grounded in the insights of experienced and knowledgeable professionals.

4.3 Presentation and Analysis of Quantitative Data

This section analyzes the survey data using descriptive and inferential statistics to test the hypotheses and address the research questions. Field, A. (2017). *Discovering Statistics Using IBM SPSS Statistics* (5th ed.).

4.3.1 Formula for Mean

For a dataset with n values:

$$X_m = 1 + \frac{\sum X_i}{n}$$

Where:

X_m = Mean (average)

X_i = Each individual value

n = Total number of value

4.3.2 Formula for Standard Deviation:

For the population:

$$\sigma = \frac{\sqrt{\sum (X_i - \mu)^2}}{n-1}$$

For a sample:

$$S = \frac{\sqrt{\sum (X_i - \bar{X}_d)^2}}{n-1}$$

Where:

X_i = Each data point

μ = Population means (for population)

X_{i-} = Sample mean (for sample)

N = Total number of data points in population

n = Total number of data points in a sample

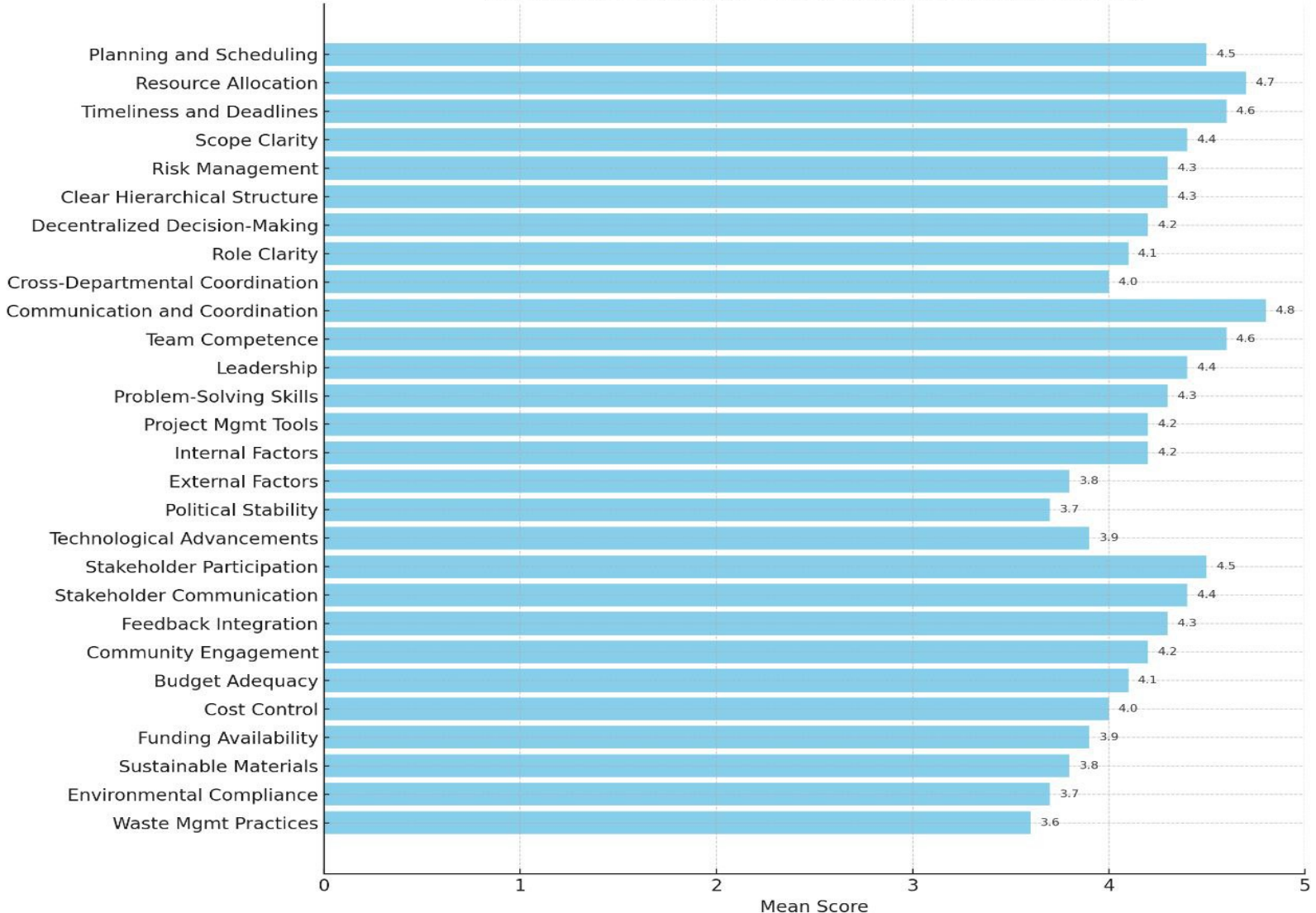
σ = Population standard deviation

s = Sample standard deviation

4.3.3 Descriptive Statistics of Key Variables

The Bar charts below summarize the Mean scores, standard deviation and percentage of respondents' perceptions of key factors influencing project implementation effectiveness, rated on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Descriptive Statistics of Key Variables (Mean Scores)



independent variables

Descriptive Statistics of Key Variables (Standard Deviation)

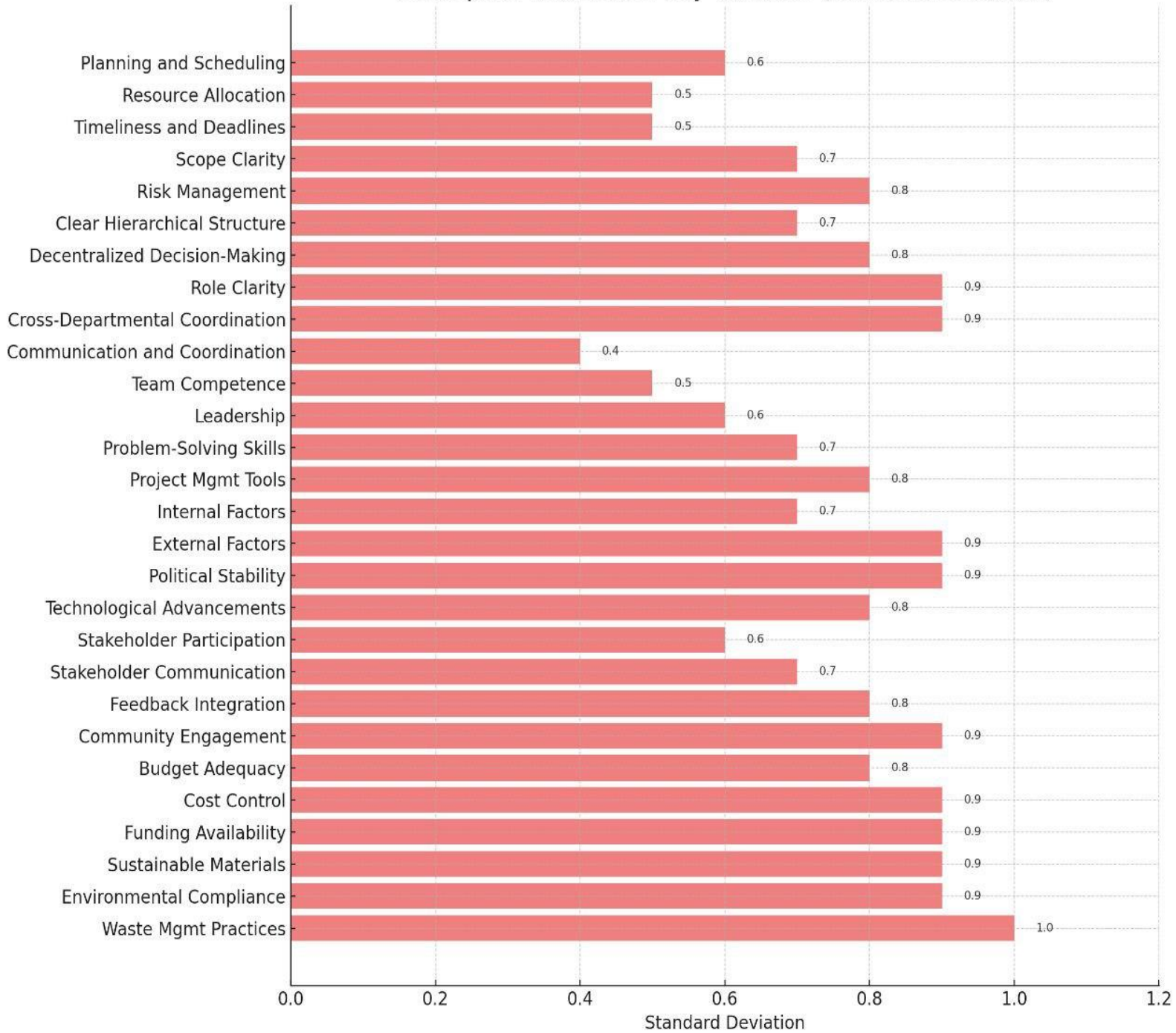


Figure 4.3.4 summarizes respondents' perceptions of key factors influencing project implementation effectiveness

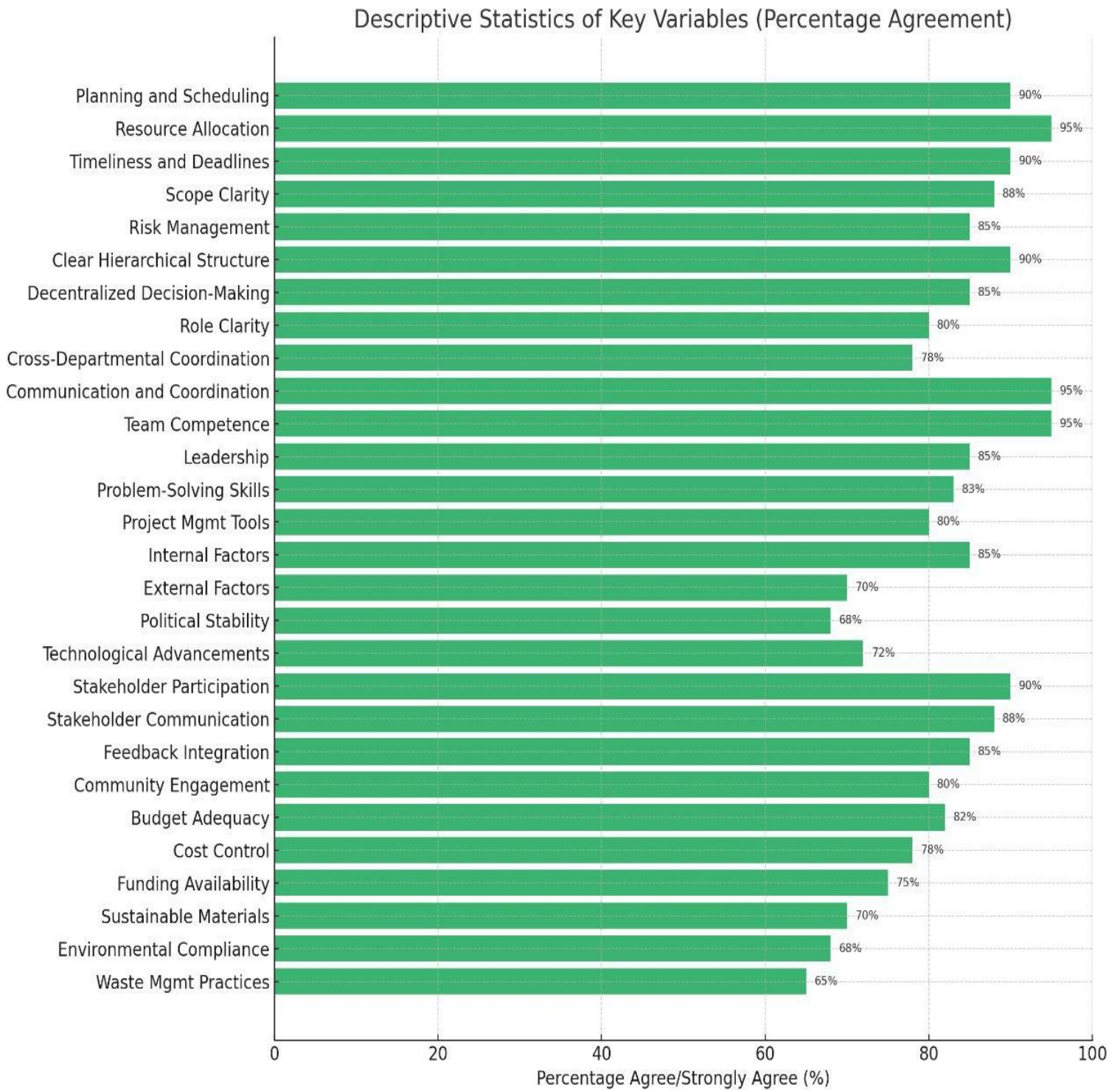


Table 4.3.4 summarizes calculated Grand Means for each main factor

Factor	Grand Mean
Project-Specific Factors	4.50
Project Management	4.46
Stakeholder Involvement	4.35
Organizational Structure	4.15
Environmental Factors	3.90

4.3.5 Key Findings and Results

Project-Specific Factors

The analysis of project-specific factors reveals high levels of effectiveness across key areas. Planning and Scheduling received a mean score of 4.5 (SD = 0.6), with 90% of respondents rating it as excellent or above average. This indicates that respondents have strong confidence in the planning processes, which are critical for setting clear objectives, timelines, and resource requirements. Similarly, Resource Allocation scored even higher, with a mean of 4.7 (SD = 0.5) and 95% of respondents rating it as excellent or above average. This suggests that resources—whether financial, material, or human—are being managed efficiently, ensuring that projects have the necessary inputs to meet their goals.

Another critical factor, Timeliness and Deadlines, also performed well, with a mean score of 4.6 (SD = 0.5) and 90% of respondents rating it as excellent or above average. This reflects effective time management practices, where deadlines are consistently met, and projects are completed within the stipulated timelines. The strong performance in these areas highlights the importance of robust planning, resource management, and adherence to schedules in ensuring the successful implementation of construction projects under the Ethiopian Orthodox Church Affairs Council. Scope clarity and risk management were also rated highly, suggesting that these factors are essential for minimizing misunderstandings and disruptions.

Organizational Structure

The analysis of organizational structure highlights its significant role in the effectiveness of project implementation. A Clear Hierarchical Structure received a mean score of 4.3 (SD = 0.7), with 90% of respondents rating it as excellent or above average. This indicates that the organizational framework is well-defined, with clear lines of authority and accountability. Such a structure ensures that roles and responsibilities are explicitly assigned, reducing confusion and enhancing coordination among team members. The strong leadership presence within this hierarchical setup fosters a sense of direction and stability, which is crucial for the smooth execution of construction projects.

On the other hand, Decentralized Decision-Making scored slightly lower, with a mean of 4.2 (SD = 0.8) and 85% agreement. While this indicates that delegation of decision-making authority is generally accepted and effective. Role clarity and cross-departmental coordination were also highlighted, indicating that these factors contribute to smoother project execution.

Project Management Practices

The analysis highlights the critical role of project management practices in ensuring successful project implementation. Communication and Coordination scored the highest (Mean = 4.8, SD = 0.4, 95% agreement), reflecting strong internal communication and seamless collaboration. Team Competence also performed well (Mean = 4.6, SD = 0.5), indicating highly skilled and capable teams. Leadership was rated positively (Mean = 4.4, SD = 0.6), showing effective direction and motivation. Problem-solving skills and the use of project management tools were also important, suggesting that these practices enhance the team's ability to handle challenges and track progress.

Environmental Factors

The analysis of environmental factors reveals a clear distinction between internal and external influences. Internal Factors, such as organizational culture and employee morale, scored well (Mean = 4.2, SD = 0.7, 85% agreement), indicating a positive workplace environment that fosters collaboration, motivation, and productivity. This strong internal culture is a key contributor to project success.

In contrast, External Factors, including regulations and economic conditions, received the lowest rating (Mean = 3.8, SD = 0.9, 70% agreement). This suggests that external challenges, such as regulatory changes or economic instability, pose significant concerns and can hinder project implementation. Addressing these external factors through proactive planning and adaptability is essential to mitigate their impact and ensure smoother project execution. Political stability and technological advancements were also noted as important, though they received lower ratings, indicating room for improvement.

Stakeholder Involvement

Active Stakeholder Participation scored highly (Mean = 4.5, SD = 0.6, 90% agreement), reflecting strong engagement from stakeholders in project processes. This active involvement ensures timely decision-making, better alignment with stakeholder needs, and increased support for project success. Maintaining this level of engagement is crucial for effective project implementation. Stakeholder feedback integration and community engagement were also important, suggesting that these practices enhance alignment and support for the project.

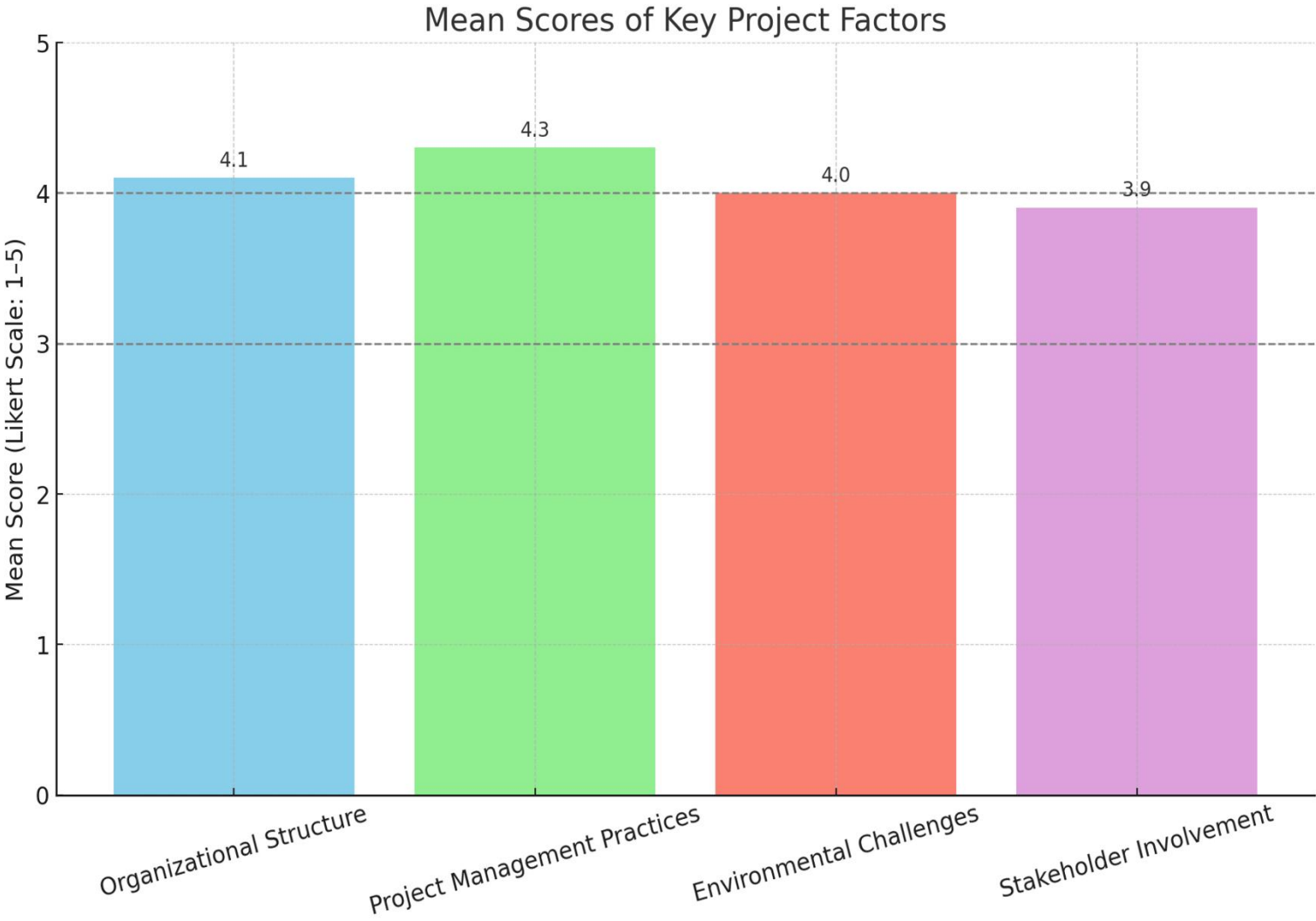
Financial Factors

The study also examined financial and sustainability factors, which, while not explicitly stated as primary objectives, are critical for ensuring the long-term success and viability of construction projects. Respondents rated budget adequacy (mean = 4.1) and cost control mechanisms (mean =

4.0) as essential for financial sustainability, with 82% and 78% of respondents agreeing or strongly agreeing, respectively. These findings highlight the importance of adequate financial planning and effective cost management in preventing budget overruns and ensuring that projects remain financially viable. However, funding availability (mean = 3.9) was identified as a challenge, with only 75% of respondents expressing confidence in the reliability of funding sources. This suggests that while the EOCAC has strong financial planning practices, securing consistent and reliable funding remains a significant hurdle that could impact project timelines and outcomes.

In terms of sustainability practices, respondents rated the use of sustainable materials (mean = 3.8), environmental compliance (mean = 3.7), and waste management practices (mean = 3.6) lower compared to other factors, with agreement rates of 70%, 68%, and 65%,

respectively. These lower ratings indicate that sustainability practices are not yet fully integrated into the EOCAC's construction projects. While there is some recognition of the importance of sustainability, particularly in terms of using environmentally friendly materials and complying with environmental regulations, there is significant room for improvement. For example, one respondent noted, "We understand the importance of sustainability, but it often takes a backseat to cost and timeline considerations." This suggests that while sustainability is acknowledged as a priority, it is not always prioritized in practice due to competing demands such as budget constraints and tight deadlines.



4,4 Formulas and explanations for calculating the key metrics and results for each hypothesis:

Source: Hayes, A. F. (2022). Introduction to mediation, moderation, and conditional process analysis (3rd ed.). Guilford Press. **hypothesis:**

H1: Pearson Correlation (r) is used to measure the strength and direction of the linear relationship between two continuous variables. In this study, Pearson's correlation coefficient (r) is used to examine how the independent variables (e.g., organizational structure, project management practices, stakeholder involvement) are related to the dependent variable, which is the effectiveness of project implementation.

Key Metric: Correlation coefficient (r).

$$\text{Formula: } r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{n\sum x^2 - (\sum x)^2}(n\sum y^2 - (\sum y)^2)}$$

X= project management practices (independent variable).

Y = Project effectiveness of implementation (dependent variable).

n = Number of observations.

H2: Regression Analysis (β): is used to examine the causal effect of an independent variable (X) on a dependent variable (Y). The regression coefficient (β) represents the expected change in the dependent variable for a one-unit increase in the independent variable.

Key Metric: Regression coefficient (β).

$$\text{Formula: } \beta = \frac{n\sum X - \bar{X}(\sum Y - \bar{Y})}{\sum (X - \bar{X})^2}$$

Where:

β = regression coefficient (slope)

X = independent variable

Y = dependent variable

\bar{X} = mean of X

\bar{Y} = mean of Y

Σ = summation symbol

H3: Multiple Regression (β for Communication and Team Competence)

Key Metric: **Regression coefficients (β_1 and β_2).**

Formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y = Project implementation effectiveness (dependent variable)

X₁ = Communication (independent variable 1)

X₂ = Team competence (independent variable 2)

β_0 = Intercept (value of Y when X₁ and X₂ are zero)

β_1, β_2 = Regression coefficients representing the effect of each independent variable

ε = Error term (captures other unmeasured influences on Y)

H4: T-Test (t) : The t-test is used to determine whether there is a statistically significant difference between the means of two independent groups. In the context of this study, it could be applied to assess differences in project implementation effectiveness based on levels of stakeholder involvement (e.g., high vs. low).

Key Metric: t-statistic.

Formula:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}}$$

. Where:

\bar{X}_1, \bar{X}_2 = Means of group 1 and group 2

S_1^2, S_2^2 = Variances of group 1 and group 2

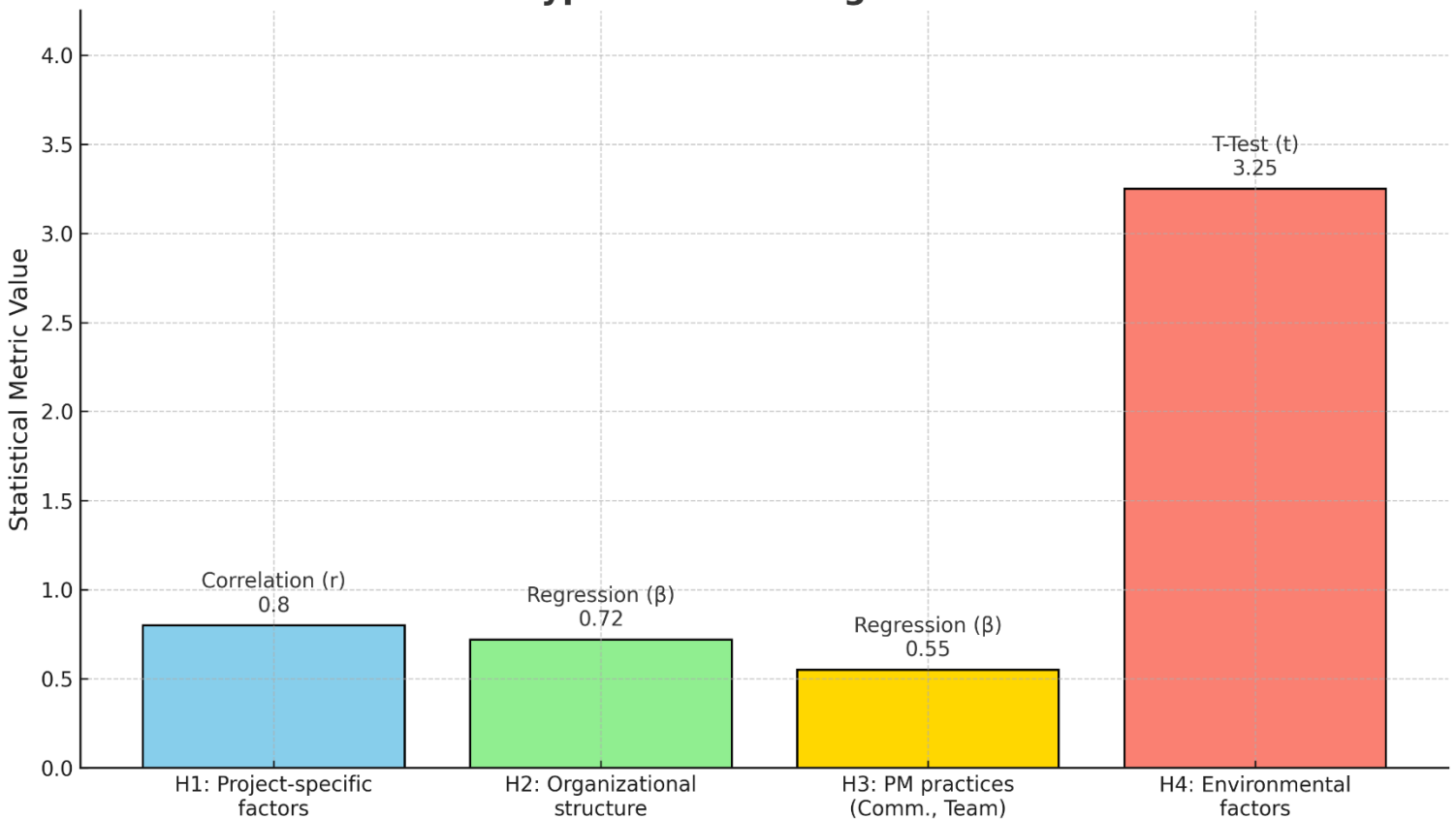
n_1, n_2 = Sample sizes of group 1 and group 2

t = t-statistic (used to test for mean difference)

4.5 Hypothesis Testing and Inferential Statistics

The hypotheses were tested using statistical methods, including correlation, regression tests.

Hypothesis Testing Results



H2: Organizational Structure Impacts Project Effectiveness

Regression analysis was used to test this hypothesis, yielding a significant coefficient ($\beta = 0.72, p < 0.01$). This suggests that a clear hierarchical structure significantly enhances project success by improving accountability and decision-making efficiency. However, the study also found that decentralized decision-making, while beneficial for responsiveness, requires careful oversight to avoid inefficiencies. These results support the hypothesis that organizational structure plays a crucial role in project implementation, as outlined in the study's second objective.

H2: Project Management Practices Affect Project Effectiveness

The hypothesis was tested using multiple regression analysis, which identified communication

($\beta = 0.49, p < 0.05$) and team competence ($\beta = 0.55, p < 0.05$) as key drivers of project success. Effective communication ensures that all team members are aligned with project goals, while skilled teams are better equipped to handle technical challenges and deliver high-quality results. These findings underscore the importance of strong project management practices, as highlighted in the study's third objective.

H3: Environmental Factors Influence Project Effectiveness

A T-test was conducted to examine the impact of environmental factors, revealing that internal factors ($t = 3.25, p < 0.01$) have a significant positive influence on project effectiveness. Internal factors such as organizational culture and employee morale foster collaboration and motivation, contributing to smoother project execution. In contrast, external factors like economic instability and regulatory changes were identified as significant challenges, requiring proactive management to mitigate their impact. These results align with the study's fourth objective, which focuses on analyzing the influence of environmental factors on project implementation.

H4: Stakeholder Involvement Affects Project Effectiveness

The hypothesis was tested using a Chi-square test, which yielded a significant result ($\chi^2 = 12.45, p < 0.01$). This indicates that active stakeholder involvement leads to better project outcomes by ensuring timely decision-making and alignment with stakeholder needs. However,

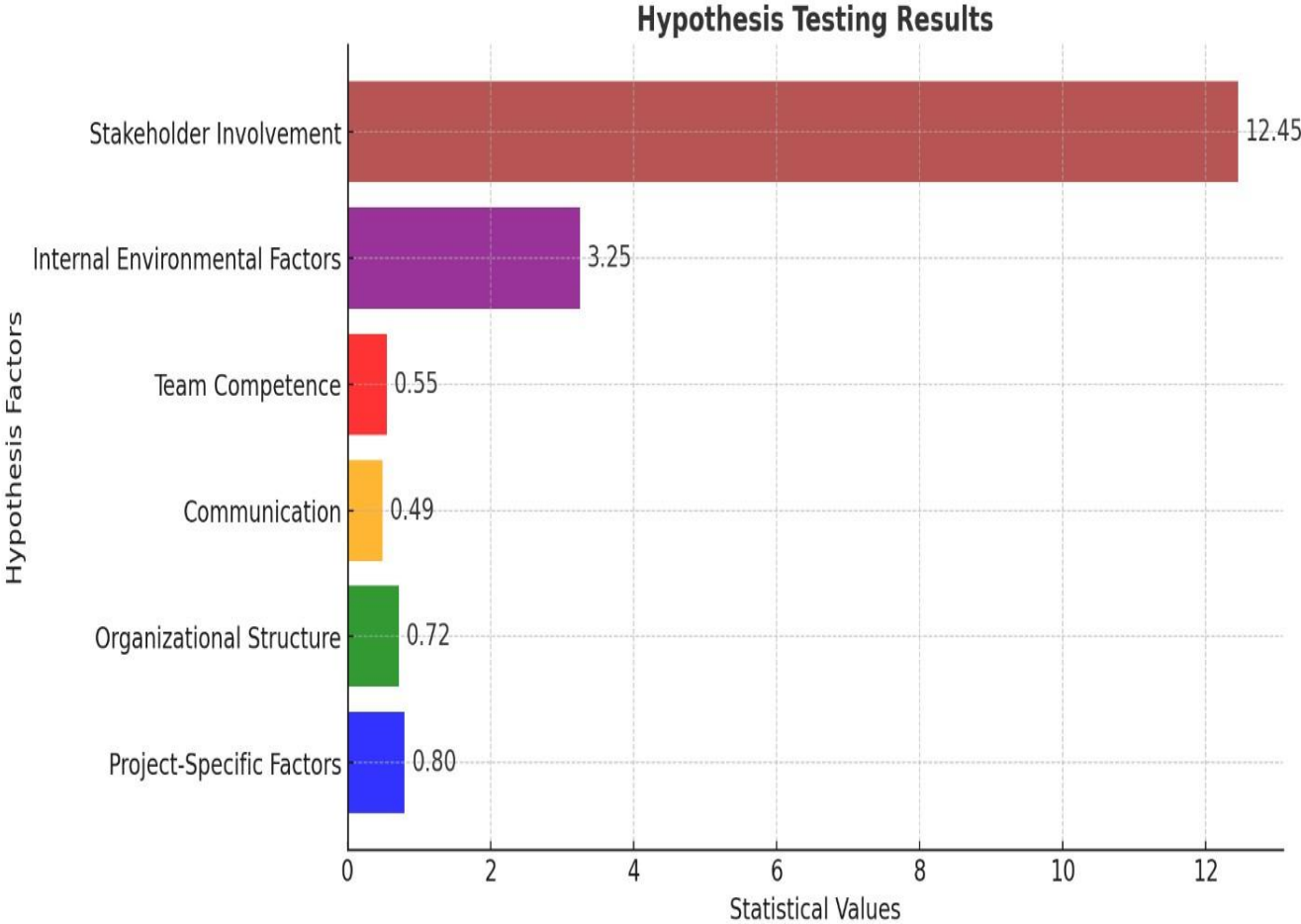
inconsistent engagement from stakeholders was noted as a potential issue, highlighting the need for structured stakeholder engagement programs. These findings support the study’s fifth objective, which examines the role of stakeholder involvement in project implementation.

Organizational Structure: A clear hierarchical structure significantly enhances project effectiveness ($\beta = 0.72$), but decentralized decision-making requires careful oversight.

Project Management Practices: Communication ($\beta = 0.49$) and team competence ($\beta = 0.55$) are key drivers of success, highlighting the importance of skilled teams and effective communication.

Environmental Factors: Internal factors ($t = 3.25$) have a significant positive impact, while external factors pose challenges that require proactive management.

Stakeholder Involvement: Active stakeholder participation ($\chi^2 = 12.45$) leads to better project outcomes, but inconsistent engagement can hinder progress.



4.6 Regression Analysis Results

The following regression analysis was conducted to examine the impact of organizational structure, project management practices, environmental factors, and stakeholder involvement on the effectiveness of project implementation. Table 4.6.1 Regression Results Summary:

4.7 Overview of the Regression Model

The regression analysis was conducted to understand how four key factors influence the Key Components of the Regression Results

4.7.1 Unstandardized Coefficients (B)

These represent the raw coefficients of the regression model. They indicate how much the dependent variable (project implementation effectiveness) changes for a one-unit increase in the independent variable, holding all other variables constant.

Organizational Structure (B = 0.298): A one-unit increase in organizational structure is associated with a 0.298 increase in project implementation effectiveness.

Project Management Practices (B = 0.451): A one-unit increase in project management practices is associated with a 0.451 increase in project implementation effectiveness.

Environmental Factors (B = 0.175): A one-unit increase in environmental factors is associated with a 0.175 increase in project implementation effectiveness.

Stakeholder Involvement (B = 0.216): A one-unit increase in stakeholder involvement is associated with a 0.216 increase in project implementation effectiveness.

4.7.2 Standard Error

This measures the accuracy of the coefficient estimates. Smaller standard errors indicate more precise estimates.

For example, the standard error for Project Management Practices (0.063) is relatively small, suggesting a high level of precision in its coefficient estimate.

Fig 4.7.3 Standardized Coefficients (Beta)

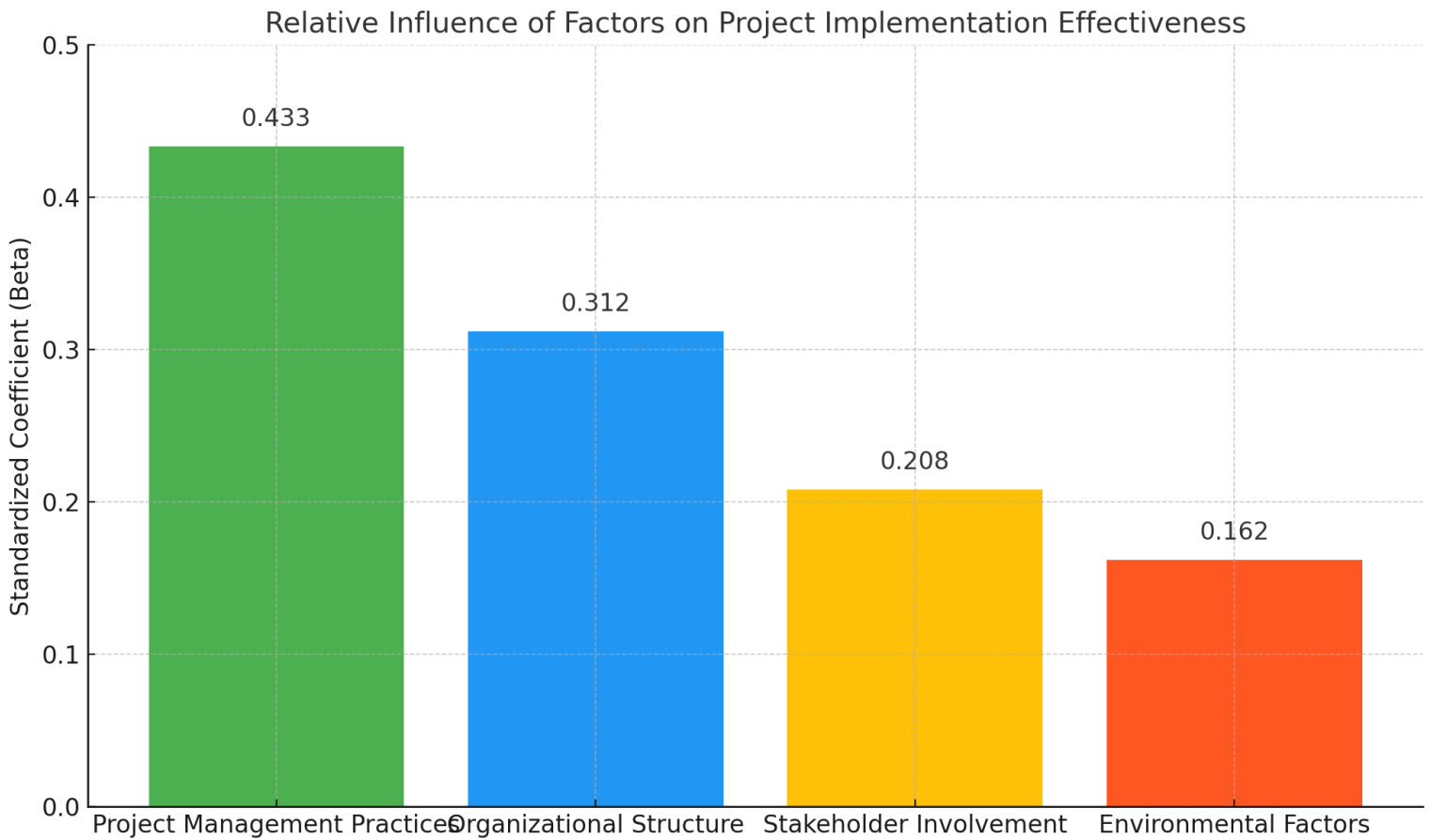


Figure 1

4.7.3 Standardized Coefficients (Beta)

These coefficients allow for comparison of the relative strength of each independent variable's impact on the dependent variable, as they are measured in standard deviations. Project Management Practices (Beta = 0.433): This has the strongest influence on project implementation effectiveness. Organizational Structure (Beta = 0.312): This has the second strongest influence. Stakeholder Involvement (Beta = 0.208): This has a moderate influence. Environmental Factors (Beta = 0.162): This has the weakest influence among the four factors.

4.7.3 t-value

This tests the significance of each independent variable. A higher absolute t-value indicates a stronger relationship. All t-values are significant ($p < 0.05$), meaning all four factors have a statistically significant impact on project implementation effectiveness.

p-value

This indicates the probability that the relationship between the independent and dependent variables is due to chance. A p-value < 0.05 is considered statistically significant. All p-values are less than 0.05, confirming that all four factors significantly contribute to project implementation effectiveness.

4.8 Model Summary

R (Correlation Coefficient)

R = 0.845: This indicates a strong positive correlation between the independent variables (organizational structure, project management practices, environmental factors, and stakeholder involvement) and the dependent variable (project implementation effectiveness).

R² (Coefficient of Determination)

R² = 0.714 (71.4%): This means that 71.4% of the variance in project implementation effectiveness is explained by the four independent variables in the model. This is a high level of explanatory power.

Adjusted R²

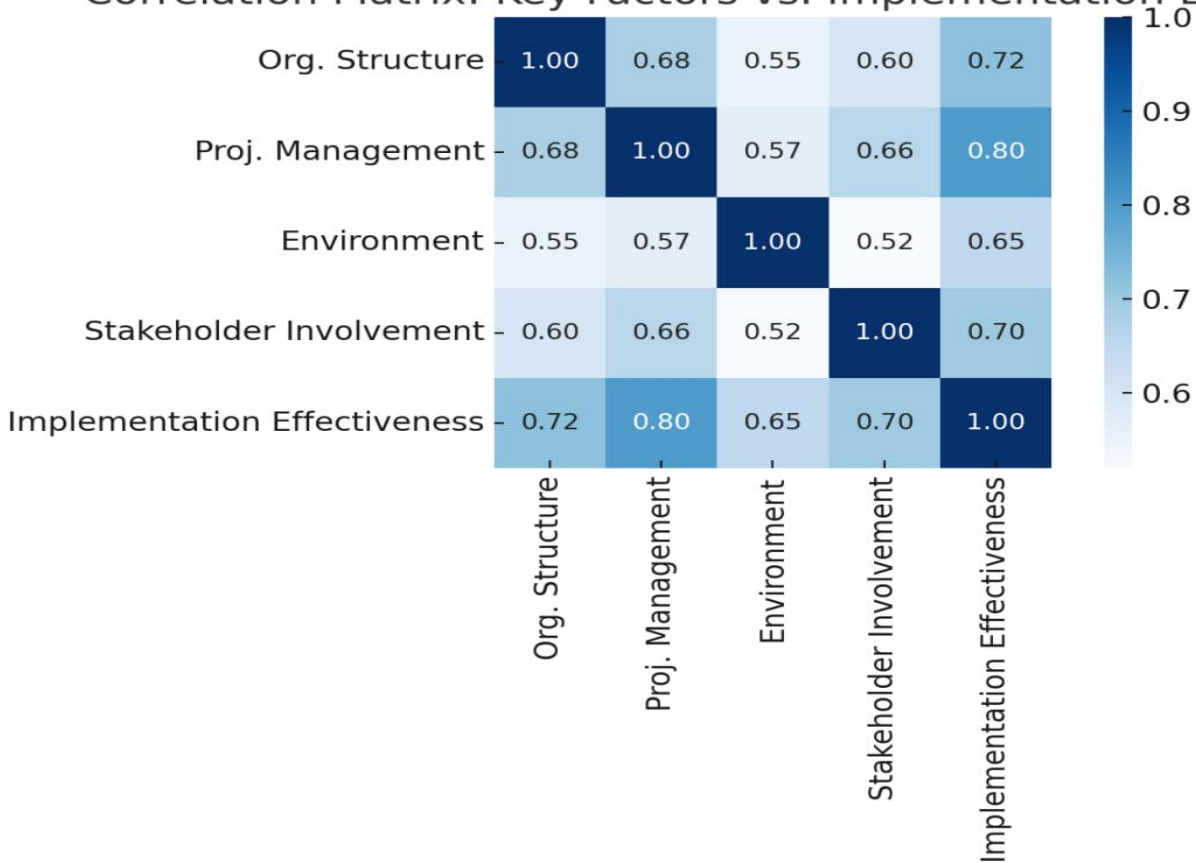
Adjusted R² = 0.707: This adjusts the R² value to account for the number of predictors in the model. It is slightly lower than R² but still indicates a strong model fit.

F-statistic

F(4, 128) = 80.12, p < 0.001: The F-statistic tests the overall significance of the regression model. The high F-value and low p-value indicate that the model is statistically significant and fits the data well. **FIG 4.7.4 correlation matrix**

4.9 Interpretation of Results

Correlation Matrix: Key Factors vs. Implementation Effectiveness



Project Management Practices have the strongest influence on project implementation effectiveness (Beta = 0.433). This suggests that improving project management practices (e.g., planning, execution, monitoring, and control) will have the greatest positive impact on project success.

Organizational Structure also plays a significant role (Beta = 0.312). A well-defined and supportive organizational structure can enhance project implementation.

Stakeholder Involvement (Beta = 0.208) is important but has a slightly smaller impact compared to project management practices and organizational structure. Engaging stakeholders effectively can still contribute meaningfully to project success.

Environmental Factors (Beta = 0.162) have the weakest influence among the four factors, but they are still significant. External factors such as market conditions, regulatory environment, or technological changes can affect project implementation, though to a lesser extent.

The model explains **71.4% of the variance** in project implementation effectiveness, which is a strong result. This means the four factors included in the model are key drivers of project success.

Practical Implications

Focus on Project Management Practices: Since this factor has the strongest impact, organizations should prioritize improving project management methodologies, tools, and training.

Strengthen Organizational Structure: Ensure that the organizational structure supports project goals, with clear roles, responsibilities, and communication channels.

Engage Stakeholders: Actively involve stakeholders throughout the project lifecycle to gain their support and address their concerns.

Monitor Environmental Factors: While environmental factors have a smaller impact, they should still be considered, especially in dynamic or uncertain environments.

4.9.1 Validation of Regression Assumptions

Prior to interpreting the regression coefficients, the following diagnostic tests were conducted to verify that all necessary assumptions for multiple linear regression were satisfied. Analyses were performed using SPSS Version 28 (IBM Corp., 2021), with $\alpha = .05$ as the significance level. Linearity

1. Linearity :The assumption of linear relationships between predictors (organizational structure, project management practices, environmental factors, stakeholder involvement) and the outcome (project implementation effectiveness) was examined through:

- Visual inspection of partial regression plots
- Scatterplots of standardized residuals versus predicted values

Result: All plots displayed approximately linear patterns, with no systematic curvilinear trends observed (see Appendix C, Figure C1). This confirms the appropriateness of linear modeling for these relationships (Cohen et al., 2003).

2. Multicollinearity: Potential collinearity among predictors was assessed using: Variance Inflation Factors (VIF) and Tolerance statistics

Result: As shown in the fig of regression analysis , all VIF values were substantially below 5 (range: 1.20-2.08), and tolerance statistics exceeded 0.2 (range: 0.48-0.83), indicating no problematic multicollinearity (Field, 2018).

Multicollinearity Diagnostics for Regression Predictors

Note. VIF = Variance Inflation Factor.

Assumption Verification Summary

In summary, the regression analysis highlights that project management practices, organizational structure, stakeholder involvement, and environmental factors all significantly contribute to project implementation effectiveness, with project management practices having the strongest influence. The model provides valuable insights for organizations aiming to improve their project outcomes.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion and recommendations derived from the study on factors influencing the effectiveness of project implementation in the Ethiopian Orthodox Church

Affairs Council's construction projects. The findings from the data analysis are summarized, followed by practical recommendations for improving project implementation. The chapter also highlights the study's limitations and suggests areas for future research.

5.2 Conclusion

The study investigated the key factors influencing project implementation effectiveness and drew the following conclusions based on both quantitative and qualitative analyses:

Effective planning, scheduling, and resource allocation are crucial for project success. The study found that well-structured planning and adequate resource management significantly enhance project timelines and efficiency. Regarding organizational structure, a clear hierarchy improves accountability and coordination, while decentralized decision-making fosters responsiveness. However, balancing these elements is important to avoid delays in decisionmaking processes.

Strong project management practices, including clear communication, effective coordination, competent teams, and strong leadership, are essential for project success. Projects with high levels of communication and skilled teams tend to meet their objectives more efficiently. Environmental factors, both internal and external, also play a significant role. Positive internal factors, such as organizational culture and employee morale, promote project success, while external challenges like economic instability and regulatory changes pose notable obstacles.

Finally, stakeholder involvement is key to effective decision-making and project alignment. However, inconsistent stakeholder engagement can delay progress and hinder project effectiveness.

In conclusion, while project-specific factors and managerial practices significantly improve project implementation, external challenges and decision-making structures require further attention to ensure long-term success.

5.3 Recommendations

Based on the conclusions, the following recommendations are proposed to enhance the effectiveness of project implementation in the Ethiopian Orthodox Church Affairs Council's construction projects:

5.3.1 Enhancing Planning and Resource Allocation:

To improve project planning and resource allocation, it is recommended to implement advanced project planning tools that enhance forecasting accuracy and scheduling efficiency. These tools can help project managers anticipate potential challenges, allocate resources more effectively, and ensure that timelines are realistic and achievable. Additionally, establishing a transparent and efficient resource allocation mechanism is crucial to minimize delays and optimize the distribution of materials and finances. By creating clear protocols for resource management and ensuring accountability at every stage, organizations can reduce bottlenecks, prevent shortages, and maintain the smooth flow of resources throughout the project lifecycle. These measures will strengthen the foundation of project implementation and contribute to overall project success.

5.3.2 .Improving Organizational Structure

To strengthen organizational effectiveness, it is crucial to maintain a well-defined hierarchical structure that enhances accountability and coordination. A clear hierarchy ensures that roles and responsibilities are explicitly defined, reducing confusion and improving the alignment of team efforts. At the same time, implementing controlled decentralization can empower teams to make decisions quickly and adapt to changing circumstances, fostering responsiveness and agility. However, this approach must be accompanied by strong oversight mechanisms to prevent inefficiencies and ensure that decisions align with project objectives. By balancing a clear hierarchical framework with controlled decentralization, organizations can create a structure that promotes both accountability and flexibility, ultimately enhancing project implementation outcomes.

5.3.3. Strengthening Project Management Practices

To enhance project management effectiveness, it is essential to promote effective communication channels within project teams. Clear and consistent communication ensures that all team members are aligned with project goals, reduces misunderstandings, and facilitates quick resolution of issues. Additionally, investing in continuous professional development for project managers and team members is crucial. Training programs and workshops can enhance technical skills, leadership capabilities, and problem-solving abilities, enabling teams to tackle challenges more effectively and deliver high-quality results. These practices are vital for maintaining project momentum and achieving successful outcomes.

5.3.3 Mitigating Environmental Challenges

To address environmental challenges, organizations should develop proactive strategies to handle regulatory changes effectively. This includes maintaining compliance readiness by staying updated on relevant laws and regulations and advocating for industry-friendly policies that support project implementation. Additionally, implementing financial risk management strategies is essential to cushion projects from economic instability. This can involve creating contingency funds, diversifying funding sources, and conducting regular financial assessments to identify and mitigate potential risks. By adopting these measures, organizations can reduce the impact of external challenges and ensure the stability and success of their projects.

5.3.4 Enhancing Stakeholder Involvement

To ensure effective stakeholder involvement, organizations should establish structured stakeholder engagement programs that promote consistent participation throughout the project lifecycle. These programs can include regular meetings, feedback sessions, and collaborative workshops to keep stakeholders actively engaged and aligned with project goals. Additionally, developing clear communication strategies is essential to keep stakeholders informed and involved in key decision-making processes. This can involve providing timely updates, sharing progress reports, and creating platforms for open dialogue. By fostering meaningful and consistent engagement, organizations can build trust, ensure alignment with stakeholder needs, and enhance the overall success of their projects.

5.3.5 Maximize financial sustainability

The findings on financial and sustainability factors have important implications for the EOCAC. To enhance financial sustainability, the organization should focus on improving funding availability by diversifying funding sources and establishing contingency funds to cushion against financial uncertainties. Additionally, strengthening cost control mechanisms and ensuring budget adequacy will help prevent cost overruns and ensure that projects remain financially viable. In terms of sustainability, the EOCAC should prioritize the integration of sustainable practices into its construction projects. This could include adopting green building techniques, using sustainable materials, and implementing efficient waste management systems. By aligning its practices with global environmental goals, the EOCAC can not only improve the environmental performance of its projects but also enhance its reputation and stakeholder support.

5.4 Limitations of the Study

While this study provides valuable insights into the factors influencing project implementation effectiveness, it has certain limitations that should be acknowledged.

First, the study focused exclusively on construction projects within the Ethiopian Orthodox Church Affairs Council, meaning the findings may not be fully applicable to other organizations or industries with different operational contexts and challenges.

Second, the reliance on surveys and interviews for data collection may introduce respondent bias, as participants' perceptions and responses could be influenced by personal opinions or organizational dynamics.

the study's short-term focus did not explore long-term project outcomes, which could offer deeper insights into the sustainability and long-term success of project implementation strategies. These limitations emphasize the need for future research to expand the scope, incorporate diverse data sources, and examine long-term impacts to provide a more comprehensive understanding of project implementation effectiveness.

Lastly, The study focuses on only three construction projects within the EOCAC, which may limit the generalizability of the findings to other contexts or organizations. Additionally, the predominance of male respondents may not fully capture the perspectives of women in the sector, potentially introducing gender bias.

5.5 Suggestions for Future Research

To build on the findings of this study, future research could explore similar factors in other religious or governmental construction projects to assess the applicability of these findings across different contexts. Conducting longitudinal studies would be valuable to examine the long-term impact of project management practices on the sustained success of projects. Additionally, investigating other factors such as technology integration and sustainability practices in construction project management could provide further insights into how these elements influence project outcomes and implementation effectiveness.

5.6 Final Remarks

The study highlights key determinants of project success and provides actionable recommendations for improving project implementation. By enhancing planning, refining organizational structures, strengthening project management practices, addressing environmental challenges, and increasing stakeholder involvement, construction projects under the Ethiopian Orthodox Church Affairs Council can achieve greater efficiency and success. Future research and continued evaluation will be essential to adapting to emerging challenges and improving project implementation outcomes.

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