



**ASSESSING PROJECT MANAGEMENT INEFFECIENCIES ON  
ORGANISATIONAL PERFORMANCE AT RAYCOM TECHONOLOGIES LTD**

**BY**

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**THIS PROJECT WORK IS SUBMITTED TO THE UNIVERSITY OF GHANA BUSINESS  
SCHOOL (UGBS) IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE  
AWARD OF MASTERS OF ARTS DEGREE IN MANAGEMENT AND ADMINISTRATION**

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**DECLARATION**

I the undersigned, declare that this is the result of my own research work done in the University of Ghana Business School, under the supervision of Dr. James Abugre. This project includes nothing that is the outcome of work done in collaboration with others, and is not substantially the same as any that I may have submitted for any other course or degree qualifications, either now or in the past, either at University of Ghana or any other institution.

.....  
ABIGAIL ASANTEWAA OKYERE  
(STUDENT)

.....  
DATE

**CERTIFICATION**

I the undersigned do certify that I have read this research project carried out by Abigail Asantewaa Okyere, in the University of Ghana Business School. I am hereby endorsing and recommending the research work for final approval.

.....

DR. JAMES ABUGRE  
(SUPERVISOR)

.....

DATE

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## **DEDICATION**

I first and foremost dedicate this research to my Creator and King God Almighty for his blessings and guidance. Also with love a heartfelt appreciation, I dedicate this work to my family, especially my mother, Mrs Janet Ayebea Okyere, to my brother Lawrence Okyere and sister, Portia Offeibea Okyere for their love and unlimited support during my course of study. I love you dearly and may God keep on blessing you all. I dedicate this book to my friend Anthony Acquah for the immense support and encouragement throughout this period. Finally this research is also dedicated to anyone who will use it as a reference or guide for preparing any document in the future. God bless you all.

## ABSTRACT

The purpose of this study was to **assess** project management inefficiencies on organisational performance. There is a higher demand for improved performance of organisations being it profit making or not for profit making organisations. This performance depends largely on effective and efficient implementation of projects in these organisations and this places emphasis on effective project management in business organisations. The study and practice of project management has been identified as an antidote to the challenges confronting project implementation in Ghana; however, projects still continue to fail in this era of project management. In this regard it is imperative to assess project management inefficiencies and its effect on organisational performance and this study was conducted to assess project management inefficiencies in organisations using Raycom Technologies as a case study. The specific objectives considered were to assess the factors which generate project management inefficiencies in Raycom Technologies Limited, to identify the factors which influence organisational performance of Raycom Technologies Limited and to examine the influence of project management inefficiencies on the organisational performance of Raycom Technologies Limited. The methodology used for the study was a descriptive qualitative study which was converted to quantitative data using Likert scale. The sampling technique used was non-probability sampling with specific type being convenience sampling. The study in this regard was analysed quantitatively. The findings revealed that ineffective planning of projects affects project management in Ghana. The conclusion was that project management inefficiencies arise from poor planning and that affects performance of an organisation, it increases cost of projects and lowers the image of the project. It was recommended that project teams in companies should adhere to project timelines to reduce cost of projects and reduces project inefficiencies.

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## SECTION ONE

### INTRODUCTION

#### 1.1 Background of the Study

In this current dispensation, it is practically impossible to detach project management from organisational survival. Every organisation undertakes a project and such project influences their operations hence inefficiencies in the project causes financial loss to the organisation (Klein, Biesenthal & Dehlin, 2015). Every institution including Ghana government need a lump sum of money to undertake a project. Project failure and project management inefficiencies cause these institutions to lose a lot of capital. (Damoah, 2017).

Tasevska, Damij and Damij (2014) expressed that all organizations both private and public at each phase of their business operations gets involved in one project or the other to improve a process or bring something new to increase organisational performance. These projects are aimed at producing a desired result; to increasing productivity, market share or customers, improving a process or introducing a new product and so on. The processes involved in achieving these results asserted above are often bedevilled with a lot of challenges known as project management inefficiencies which if not handled properly causes a failure in the project.

Amponsah (2012) shared similar view in the context of Ghana by expressing that the common phenomenon that exists in Ghana is the issue of poor project management which is caused by project inefficiencies and this spans through both public and private sector. From the public and political perspective in Ghana, projects started by one government may be left uncompleted by the successive government, assemblies, and other governmental agencies. This constitutes project failure which demand urgent attention to salvage such occurrences. Also with the private sectors,

projects are initiated and owing to project inefficiencies, most of these projects turn out to become ineffective amidst the cost as well as other resources invested in them. It is high time critical analysis are done on these projects. Ahsan and Gunawan (2010) were of the view that failure of projects which is a direct repercussion of project management inefficiencies have effect on individuals, organisational performance, socio-economic growth and infrastructural development in the economy of Ghana. Though several studies have been conducted on project management and project non-success in government sector and private sector, fewer studies existed on project management inefficiencies and how that affects organisational performance. In this regard, investigating project management inefficiencies on organisational performance was considered relevant in determining project failures and that is the focus of this study.

## **1.2 Problem Statement**

Project management inefficiencies have been considered as a major challenge to organisational performance in Ghana. To this effect, it has been expressed by Amponsah (2012) that project failures in Ghana are very common phenomenon which robs businesses off profit, a nation off revenue generation and increase corruption and poverty in society. Gido and Clement (2009) expressed that project management inefficiencies affect performance of organisations. There is a general perception that those who play leadership roles in Project Management in Ghana have experienced some backlash as most projects they supervised have either been delayed, deserted or completely failed. In Ghana, there is a prevalent concern that the aim to achieve certain government policies and programs are not realized and that considerable effort is being made in trying to investigate this claim (Gido & Clement 2009).

### **1.3 Objectives of the Study**

This research aims at exploring project management inefficiencies and how it influences organisational performance. The specific objectives to consider for the study are as stated below:

- i. To assess the factors which generate project management inefficiencies in Raycom Technologies Limited
- ii. To identify the factors which influence organisational performance of Raycom Technologies Limited
- iii. To examine the influence of project management inefficiencies on the organisational performance of Raycom Technologies Limited

### **1.4 Study Questions**

- i. To what extent do project management inefficiencies affect organisational performance in Raycom Technologies Limited?
- ii. What are some of the factors that cause project management inefficiencies in Raycom Technologies Limited?
- iii. What are the factors that affect organisational performance of Raycom Technologies Limited?
- iv. Does project management inefficiencies influence organisational performance of Raycom Technologies Limited?

### **1.5 Significance of the Research**

This study is purported to assess the bottle neck of business performance and give out numerical data to guide project managers and other rule makers to adopt appropriate strategies for projects survival both in Ghana and other developing countries. The menace of project management inefficiencies affects both private and public sectors and a study about how project management

inefficiencies can be curbed to eliminate rampant failure of projects in Ghana is positive news to management of organisations as expressed below. The following category of people find this study relevant.

Stakeholders of projects are the first category of people who may find the study to be significant. Stakeholders understand their roles in ensuring projects success and this helps create value for money. The timing, the cost and period review on a project are all factors that stakeholders should understand in order to ensure that a specific project succeeds and reduce project inefficiencies.

The project managers need this study to understand actions and inactions that can make a project to fail or to succeed. Most project managers need to understand factors that can help projects not to be abandoned abruptly due to challenges such as cost and incompetence on behalf of the project team.

The general public also obtain the research being significant with the notion that failure of projects have ripple effect on the citizenry and hence the public has become watch dogs that aid project teams to do their job effectively in ensuring that every project that is started, ends successfully.

Researchers and students who decide to conduct a study on any area of project management can consider this research as significant to provide reference of the current literature to aid their study.

### **1.6 Scope and Limitations**

The research was carried out in an IT company (RayCom Technologies Limited) in Accra and its project handling depends on the location vary from one place to another, sometimes it is even influenced by the sector and that has the tendency to influence the success of a particular project. Hence the following limitations are envisaged by the researcher. The idea of collecting data on projects management inefficiencies in the organisation may lead to some Staff being sceptical and

unwilling to produce the required data needed to achieve the desired result of this study. Also the time frame within which the study is purported to be finished hampers the amount of data the researcher wishes to gather.

### **1.7 Organisation of the Study**

This study is organized into five divisions. The first Section introduces the research with an overview and problem statement relevant to the study among others. The next Section looks at the theoretical frameworks and reviews extensive literature of relevance to the study in order to bring out the gaps warranting the need of the research. The third Section gives out detailed methodology employed by the researcher stating the population, sampling method, instrument used to collect data and providing justifications for all these decisions. Section four portrays the results from the data collected during the process of the study, providing descriptive statistics among other types of analysis. The presentation of the results is followed by discussion of the results linking it to literature in order to answer or cater for the objectives or hypotheses stated. Lastly, the fifth Section summarizes the key findings of this research, conclusion and review of related literature and finally present recommendations.

## **SECTION TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section concentrates on reviewing existing knowledge on project inefficiencies and organisational performance. Both empirical and theoretical review was considered in this area of the study. Theoretical review in this chapter defines and explains some concepts of project management practices which will help in presenting a better understanding of project management inefficiencies.

#### **2.2 The concept of project management**

Project Management Institute (PMI, 2004) defines a project as a temporary venture which is embarked on to produce a unique product, service or result. According to this definition, a project is temporary which implies that it has a definite beginning and a definite end. A project ends when its desired purpose has been realised or when that project is terminated due to some inability to meet the desired objectives. A project is sometimes constrained by funding, time or deliverables (Pritchard, 2006).

#### **2.3 Project Management**

In this dispensation, project management is very important in achieving organisational goals simply because project management has become a daily routine activity in organisations. Project management became eminent in this era as a result of researchers who have exposed the relevance in the subject area. It has come to the fore owing to consistent failure of projects in many organisations (Walker, 2004). A project can be an ongoing or a one-time activity. Some of the resources that are managed during projects are intellectual property, technology, personnel and finances. (Turner, Ledwith & Kelly, 2010).

## **2.4 Project Management Inefficiencies**

Projects in an organisation have the tendency to adversely influence operations and success of the organisation. Project management inefficiencies refer to the challenges that hinder the successful completion of a specific project. A project is a temporary operation which requires some amount of resources to undertake a unique endeavour, managing the inherent uncertainty in order to achieve beneficial results. The problem of project management inefficiencies arises as a result of fall shorts in certain functions of organisations being it private or public and profit making or non-profit making (Patanakul & Shenhar (2012). Some of the inefficiencies have been discussed below.

## **2.5 Causes of Project Management Inefficiencies in Organisation**

There are several factors that cause Project Management Inefficiencies in organizations and this lead to project non-fulfilment which has been looked at by various Institutions. Some researchers point out that there are numerous factors that cause project not to be successful and this study seeks to bridge the gap between project failure Long et al. (2004)

### **2.5.1 Financial Resources**

Capital as a resource is the main factor that cause project inefficiency nationwide. A lot of projects are left uncompleted simply because of difficulty to fund the project. (Wi & Jung, 2010). Every project has a remarkable way that differentiates it from another as indicated by Mir and Pinnington, (2014). Due to this, the causes are often unique to certain industries and the performing countries' systems (Amid et al., 2012), geographical location (Ahsan & Gunawan, 2010), socio-cultural settings (Mukabeta et al., 2008).

### **2.5.2 Communication**

The past research revealed that, most projects fail due to communication. Effective communication is the heart of the success of every project. Communication among project team members enable

them to understand the importance of the project at hand. This means they must always be informed at every stage of the project. This will help provide all relevant information for key stakeholders and as well as prevent duplication of information for efficient and effective project delivery. (Wong et al., 2009). Hence miscommunication may lead to project failure According to PMI (2004) sixty percent (60%) of projects experienced inefficiencies because of inadequate delivering of information within the project team. As an outcome of effective project communication management, project goal is attained leading to better organisation performance.

### **2.5.3 Planning**

For a project to be successful there must be proper planning which turn to be the essential element of every project. The right project plan makes the work of a project manager easier but poor project planning leads to failure of the project. Planning of a project entails setting specific goals for the project, identifying priorities and tasks, choosing preferred ways of communicating with Stakeholders and ensuring your project team understands how to execute the project to a successful final closure (Pinto, 2013).

### **2.5.4 Socio- cultural**

Socio-cultural factors play an important role in the success project management. This aspect produces a provisional social system within a well-built organizational environment that unites different set of professionals working to complete the project. Project managers should build a supportive social network among a different set of collaborators with diverse standards, obligations, and views. Since people are the essential part of projects, the essential factors narrating people in project management are teamwork, communication, leadership, negotiation, problem solving, behavioral characteristics and conflict management. (Muriithi & Crawford, 2003).

### **2.5.5 Scope Change**

Ahonen and Savolainen (2010) expressed that scope changes in execution of projects adversely influence projects and it is regarded as one of the main project deficiencies. It involves amending various aspects of a project as it is on - going and this has influence on the time, cost and deadlines involve in the project. Majority of research works reveal that alteration of scope contribute massively to failure of projects. (Liu et al., 2011). The requirements of most projects are revised in the middle of the projects' life-cycle but these changes are rarely effected on the date of completion (Ahonen & Savolainen, 2010).

### **2.6 Organisational Performance**

Organizational performance is a key feature that needs much attention of organisations. The performance of an organization is measured by the organization's effectiveness and efficiency in regards to the image of the organization and its financial stability and profitability The vision of every organization is to attain its stated objectives and grow from one level to another and also maximize the wealth of the shareholders. Shah, Hussain and Rahman (2016) opined that organisational performance is very critical to the survival of any corporate institution and it requires conscious effort from the leadership of an organization to ensure high performance.

According to Ahmed and Othman (2017), organisational performance is aimed at ensuring achievement of organisational goals and objectives. An organisational performance is considered to be the process that focuses on enhancing the effectiveness of the operations and how employees aid in achieving the organization's vision. Faiz (2015) expressed that for an organization to enhance its performance and operations, it is relevant for it to access its internal and external factors that give it higher comparative and competitive advantage over other organisations.

Organisational performance adopted from Nahm et al. (2004) measured an organization's performance by sales growth, return on investment, market-share gain, and overall competitive position. Furthermore, Dvir et al. (2006) used similar measures for project success, such as whether a project resulted in a new line of products or services.

There is an increased focus on understanding profitability and costs to drive organisations efficiency and ultimately organisation performance (Drury, 2008). According to Drury (2008), project cost management has a positive influence on organization performance as financially successful organizations depend on strict project cost control. Cost is seen as a major metric of successful project management and increased organisation performance in terms of increased profits (Mullay, 2005). Project cost management improves organization performance in terms of increase in resources control and transparency, and decrease in risk (Cicmil et al., 2009).

## **2.7 Factors which Influence Organisational Performance**

The following factors were identified to influence the performance of an organization as discussed below

### **2.7.1 Organisational Culture**

Yang (2014) expressed that the performance of an organization depends on the kind of organisational culture built by its leadership. Where the right attitude of working culture has been built among the employees or teams, the performance of the organization increases and it makes the working environment itself to be performance minded. The organisational culture depicts how leaders and subordinates consider the vision and mission that is needed to be accomplished within some stipulated time and their level of commitment to the goals and visions.

### **2.7.2 Employee Motivation**

The performance of employees aggregates to give organisational performance hence to tackle matters relating to organisational performance, it needs to first be considered from individual employee level. Employee motivation plays a critical role in ensuring that maximum efforts are put into duties assigned to individuals and that helps in increasing organisational performance (Mullay, 2005).

### **2.7.3 Availability of Needed Resources**

Business organisations operate to produce goods and services that are needed for client consumption and utility. Every business requires certain amount of resources to be able to produce or execute its mandates. Non-availability of such resources affects the organisational performance of the business (Amponsah, 2014). It is imperative to ensure that all kinds of resources needed for production are provided on timely basis to avoid any challenge that can hinder productivity.

### **2.7.4 Employee Involvement in Decision Making**

Organisations can improve their performance if they consider the involvement of employees in production decision making. There is always some form of gap between management and the employees and this makes employees feel left out in decision making of the organization. When employees feel they have been duly informed on the operations and visions of the firm, it creates a sense of belongingness which improves organisational performance (Ahmed & Othman, 2017).

### **2.7.5 Leadership style of the Management**

Another factor identified to play an important role in organisational performance is the leadership style of the management. When a leader is autocratic and does not welcome views from its subordinates it creates an avenue for sabotage and most people feel uncomfortable to work with

such leaders. Contrary the usage of transformational with democratic leadership ensures that employees are highly regarded and their development personally becomes paramount to the leaders and that brings about employee dedication to work which eventually increases organisational performance (Kaliba et al, 2009).

## **2.8 Empirical Review on Project Management and Project Inefficiencies**

Many factors have been revealed that lead to non-success of a project in the developing countries. For instance, a research conducted on the construction project of borehole water in a village in Accra Ghana revealed that due to poor communication and cost mismanagement the conductors were unable to complete the project as planned (Frimpong et al., 2003).

Amponsah (2014) indicates that most contract undertaken in Ghana fail due to the difficulties of proper management of the projects. This always discourages the sponsors of the project to give up their interest concerning the project as reported by (Amponsah, 2014). Reports in Ghana indicate that, Ghana lost \$128million through ineffective projects implementation between 2009 and 2011 (Amponsah, 2014). This has resulted in donor apathy towards projects in Ghana (World Bank report, 2007). These reports show that project failure is high. Statistically, according to Frank (2002) as cited by Hwang and Ng (2013), project managers have a 34-47% direct influence on project success, and therefore failure to recruit, train and nurture the right project manager for a project's management is a recipe for disaster. Project inefficiencies can arise from this challenge as well (Amponsah, 2010; Fugar & Agyakwah-Baah, 2010). This research bridges this gap by looking at holistic view of government or public sector projects failure.

## **SECTION THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

The methodology discusses project inefficiencies on business performance. Again, the methodology provides details on study design, target population, technique for sampling, sample size, sources of data, instruments for collecting data, data analysis as well as ethical considerations.

#### **3.2 Research Design**

Every research requires a specific design for the study. Research design is the format for collecting and analysing data to achieve the desired outcome for carrying out a study (Wilson, 2014). This research is designed as descriptive research and uses an approach that shall entail both quantitative and qualitative approaches to bring in-depth understanding to project management inefficiencies and organisational performance from opinion perspective and using numerical values to understand the level of association between the variables (Wynn and Williams, 2012). The research paradigms used by the researcher were both positivist and phenomenological paradigms. Positivism paradigm helped the researcher to get numeral understanding of the connection existing between project management inefficiencies and organisational performance whiles the phenomenological approach helped in providing understanding of the phenomena relating to project management inefficiencies and organisational performance from the practical and experienced point of view. The choice of both qualitative and quantitative known as mixed approach study is based on the reason that the focus of the study is not only to solicit the opinion of the respondents regarding project management inefficiencies and organisational performance but numerical conclusion is drawn on the subject measuring the relationship level between the variables and establishing the connection between the variables.

### **3.2.1 Qualitative Research**

This design is a systematic subjective approach used to describe life experiences and give them meaning pertaining to a particular topic. Creswell (2003), point out that a qualitative research is also an inquiry in which researchers collect data in face-to-face situations by interacting with selected people in their settings. The researcher uses this approach for the reason that she purport to explain the influence of project management inefficiencies on organisational performance.

### **3.2.2 Quantitative Study**

Ofori and Dampson (2011) expressed that quantitative study is a research paradigm that fully utilizes quantitative models to establish level of association between variables. The approach to quantitative study is also known to be positivist approach. Also Quantitative research is an approach where numerical data is collected and analysed using mathematically based methods in particular statistics. Quantitative method is mostly used for identifying the causes and effects of a situation whereas qualitative methods are to examine the meaning of certain situations (Ofori & Dampson, 2011).

### **3.3 Study Population**

Amoasi (2005) has indicated that study population is persons that are considered relevant for research investigations. The target population comprises of all the employees in Raycom Technologies who are involved in daily operations. As presumed by Given and Saumure (2008), population refers to every individual who fits the criteria (broad or narrow) that the researcher has considered as research participants.

### **3.4 Sampling Techniques**

Sampling technique describes the exact method with which a researcher may select its respondents for a particular study. According to Leedy and Ormrod (2005), sampling designs falls into two major categories; probability and non-probability sampling. This overall process actually consists of two related elements: defining the full set of possible data sources-which is generally termed as the population, and selecting a specific sample of data sources from that population (Given & Saumure, 2008).

In this research, non-probability sampling method was used and is a type of sampling in which the research allows researchers to use their own discretion for all those in a particular population to be considered for a study.

Convenience sampling technique was employed in selecting the respondents (sample size) for the study which was a representation of the population. Convenience sampling is a non-probability sample that is selected based on characteristics of a population and the objective of the study and also the level of convenience of the respondents (Ofori & Dampson 2011). This sampling type is very effective in a situation where a targeted sample needs to be reached in the shortest time.

### **3.5 Sample Size**

According to Creswell (2013), in phenomenological studies, it is essential that all participants have experience of the phenomenon being studied. The sample size for the study comprises of fifty (50) employees who have contributed to project implementations in Raycom Technologies.

### **3.6 Data Collection Instruments**

The study uses both quantitative and qualitative data and the sources of the data are from primary and secondary data. The main instrument used in collecting the data is a well-structured

questionnaire. The questionnaire comprise of both close ended and open ended questions that are well structured to support the objective. The open ended questions were analysed using thematic coding of the individual responses provided by the respondents.

### **3.7 Data Collection Procedure**

The management of Raycom Technologies was informed about the research being conducted with an explanation of the intention of the study. The employees were then given the questionnaires and duration of one week was granted for the completion of the instrument. All the participants involved in the study were guaranteed anonymity and confidentiality.

### **3.8 Data Analysis**

The study was designed as both quantitative and qualitative approach and hence mixed method approach was used as a research design. This implied that the study gathered opinion of the respondents on project inefficiencies and organisational performance and also tested relationship and level of association between the parameters. The researcher analysed the study using mixed approach. Kusi (2012) explains that this analytical strategy requires the researcher to organise or prepare the data, immerse himself/herself in the study and transcribe the data, generate themes, code the data, and describe them. The tool used for the analysis of data was Statistical Package for Social Sciences (SPSS) version 23 and all the collected data were keyed into the SPSS which generated the descriptive statistics needed for the qualitative analysis as well as the quantitative analysis of the study. Pie charts, frequency tables, bar charts, correlation coefficient and chi square values were generated from the SPSS version 23 descriptive statistics to aid the analysis.

### **3.9 Ethical Consideration**

In modern research, ethical consideration plays a very important role in determining the outcomes of a study. The ethical consideration in a research looks at right of respondents and their usage for a particular study. Ethical researchers are expected to weigh the consequences of their activities and find the right balance between the risks of doing harm and the benefits that people involved and the wider society can gain from the research (Saunders, Lewis & Thorntonhill, 2012). There is the need for a researcher to ask for the consent of a respondent and inform the respondents about the reason for the study and whether the study would have any emotional, physiological and moral challenge on the respondents.

### **3.10 Profile of Raycom**

RayCom Technologies Limited is an Information Communication Technology company established in Ghana in 2003, with the objective of providing a wide spectrum of tailor-fit, state-of-the-art information communication technology solutions (Data, Voice & Video) to its Clients. The company's vision is to become a knowledgeable, resourceful, talented Team, ICT Solution Providers to provide cost effective solid solutions that will meet the specific needs of our Clients. The company's core values includes Knowledge, Relationship, Commitment and Integrity which serve as a guideline for its operations. RayCom Technologies' have Clientele in public and private sectors with focus on Private Sectors both in Ghana and other parts of Africa. RayCom offers portfolios of business communications products and solutions from Avaya, Cisco, Polycom, Matrix, Grandstream, Yealink, Panasonic, Lifesize, ClearOne, Mobotix, Nortel, Siemon and more.

Some of the solutions Raycom Technologies delivers to its clients includes:

- IP Telephony / Hotel and Hospitality Solutions
- Multichannel Contact Centre and Customer Experience Management

- Audio and Video Conferencing Solution / Audio-Visual and Boardroom Solutions
- IP Surveillance / Time and Attendance Solution / Firewall Solutions
- Structured Cabling and Wireless LANs / Data Network and Virtualization Solutions
- Enterprise Communication Solutions / Managed Services in all ICT Solutions

## SECTION FOUR

### PRESENTATION OF DATA AND DATA ANALYSIS

#### 4.1: Introduction

This Section focuses on the analysed data of the study as well as discussion of the findings.

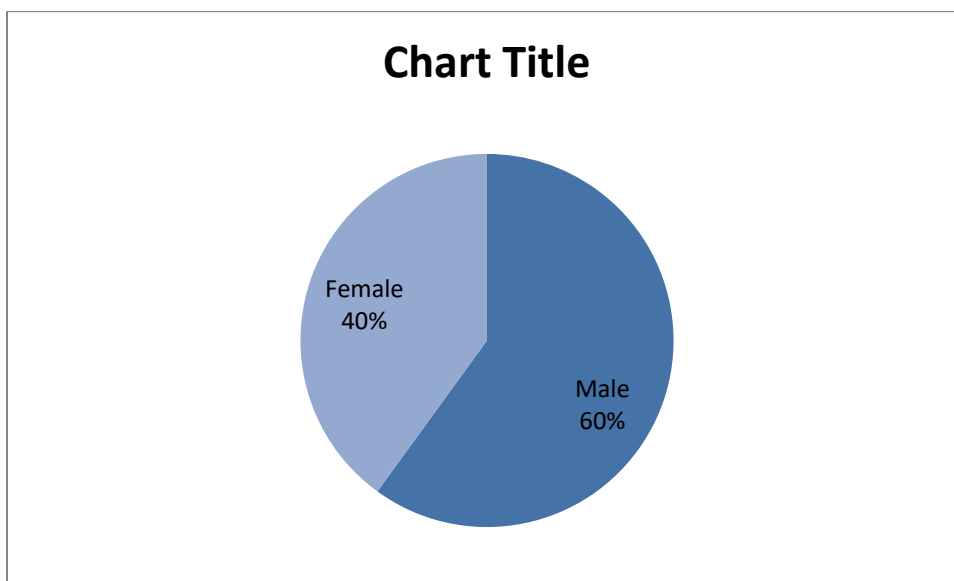
#### 4.2 Presentation of Data Analysis

The data gathered from the respondents has been organised in this section of the study. The results are presented according to the sections of the designed instrument for data collection.

##### 4.2.1 Demographic Data

The analysis begins with data on the demographic identifications of the various respondents. The demographic data considered the gender, age, educational qualification, working experience of Staff and the portfolio occupied in the organization as variables relevant for this study.

**Figure 4.1: Gender of Responds**



**Source: field survey (2019)**

The result of the respondents' gender show that 60% of them are male while 40% are female. This is a clear indication that majority of the respondents who are engaged in the study are male. Mostly in technology and ICT dominated areas such as RayCom Technologies Limited, male are most prominent and that has been reflected in the results of the study,

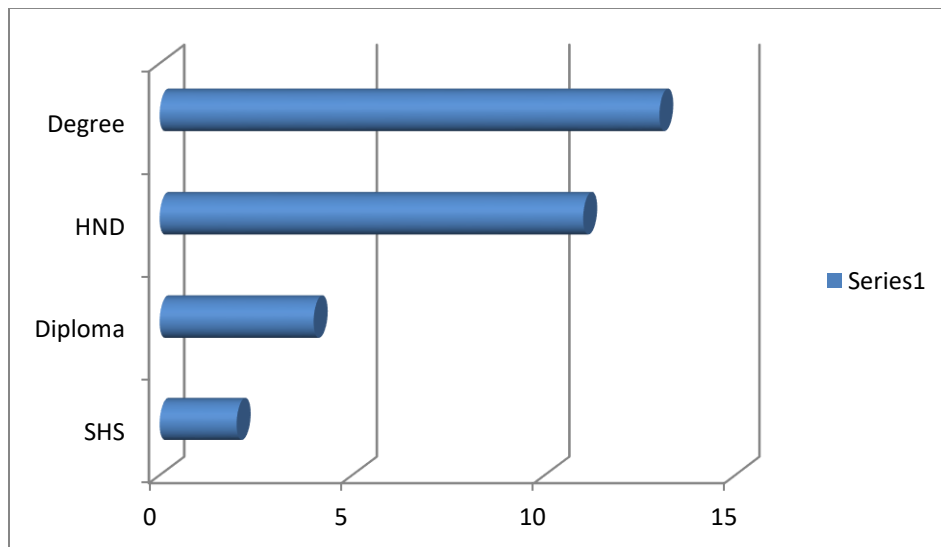
**Table 4.1: Age distribution**

<b>Respondent</b>	<b>Frequency</b>	<b>Percentage</b>
21-30	10	33.33
31-40	12	40
41-50	5	16.67
50 above	3	10
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The study looked at the respondents' ages with a reason to examine whether the respondents are matured to partake in the study. Based on the respondents' ages, the result indicated that 10 of the respondents depicting 33.33% of the respondent were aged between 21 to 30 years and 12(40%) of the respondents were aged between 31 to 40 years while ages of 5 (16.67%) of the respondents were between 41- 50 years and 3(10%) of the respondents were aged 50 years above. The result revealed that most of the respondents were between 31-40 years of age.

**Figure 4.2: Level of Education**



**Source: Field survey (2019)**

The study further examined the educational level of the respondents. The result as depicted on the figure above showed that 13 (43.33%) respondents have bachelor’s degree and 11(36.67%) of the respondents have HND educational background whiles 4(13.33%) have diploma and 2(6.67%) have SHS educational background. The result confirm that majority of the respondents have degree as their level of education.

**Table 4.2: Number of years working in the company**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
1-5 years	9	30
6-10 years	14	46.67
11 years above	7	23.33
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The researcher solicited the views of the respondents regarding the number of years worked in the organisation and the result showed that 9 (30%) of the respondents worked from 1 to 5 years and

14 (46.67%) of the respondents worked for 6-10 years while 7 representing (23.33%) also have experience of 11 years and above. The result implies that majority of the respondents work between 6 to 10 years in the company.

**Figure 4.3: Position in the Organization**

<b>Respondent</b>	<b>Frequency</b>	<b>Percentage</b>
Junior staff	21	70
Middle Level managers	6	20
Senior Management	3	10
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: Field survey (2019)**

The position of the respondents in the company was also considered and it indicates that 21(70%) were junior staff and 6(20%) were in middle level management and also 3 (10%) were senior in management level. The study showed that majority of the respondents' occupied junior level of the company.

#### **4.2.2: Factors which Generate Project Management Inefficiencies in Raycom Technology Limited**

The first objective of the study analysed factors which generate project management inefficiencies in RAYCOM Technology Limited. The entire study aimed at assessing project management inefficiencies on organisational performance and there was the need to identify the factors that generate project management inefficiencies and that has been captured in this area of the study.

**Table 4.3: Inadequate Financial Resources**

Respondent	Frequency	Percentage
Strongly agree	14	46.67
Agreed	7	23.33
Neutral	3	10
Strongly disagree	6	20
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The study asserted that financial constraints was a factor that influences project management inefficiencies in Raycom. The views of the respondents were sorted and the result as depicted above showed that out of total of 30 respondents 14 (46.67%) strongly agree and 7(23.33%) agree to the assertion that inadequate financial resources generate project management inefficiencies while 3(10%) and 6(20%) of the respondents were neutral and strongly disagree respectively with the assertion. It can be concluded that inadequate financial resources is a factor that generate project inefficiencies in Raycom Technology Limited.

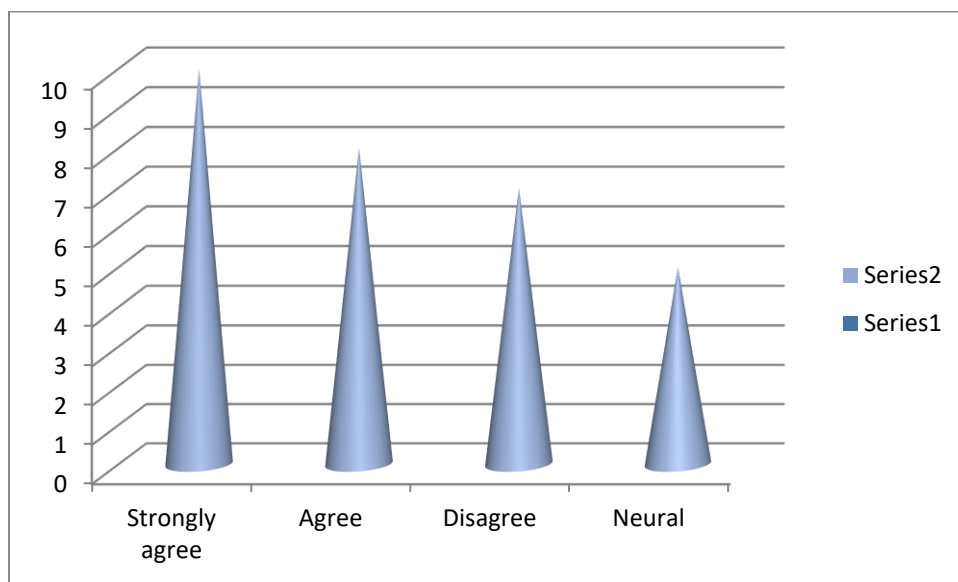
**Table 4.4 Communicational Challenges**

Respondents	Frequency	Percentage
Strongly agree	6	20
Agree	8	26.67
Neutral	5	16.67
Disagree	4	13.33
Strongly disagree	7	23.33
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The second factor considered to influence project management inefficiencies was communicational challenges. This assertion was express by the respondent whereby 6 (20%) and 8 comprising (26.67%) strongly agree and agree to the notion that communicational goals influence project management efficiency with 5 (16.67%) of the respondent neutral to the idea. However 4 representing 13.33% and 7 (23.33%) of the respondents also disagree and strongly disagree with assertion that communication challenges have no effect on project management. Conclusion can therefore be drawn that most of the respondents agree with the notion communication challenges generate project management inefficiencies.

**Figure 4.3: Level of Planning of Projects**



**Source: field survey (2019)**

Another factor identified was the level of planning project and it was sort out by the respondents showing that 10 representing 33.33% and 8 (26.67%) strongly agree and agree with the idea but 7 indicating 23.33% disagree while 5 (16.67%) neutral to the notion. The result shows that majority of the respondents strongly agree with the assertion that the level of planning project cause management inefficiencies of projects in the Raycom Technology Limited.

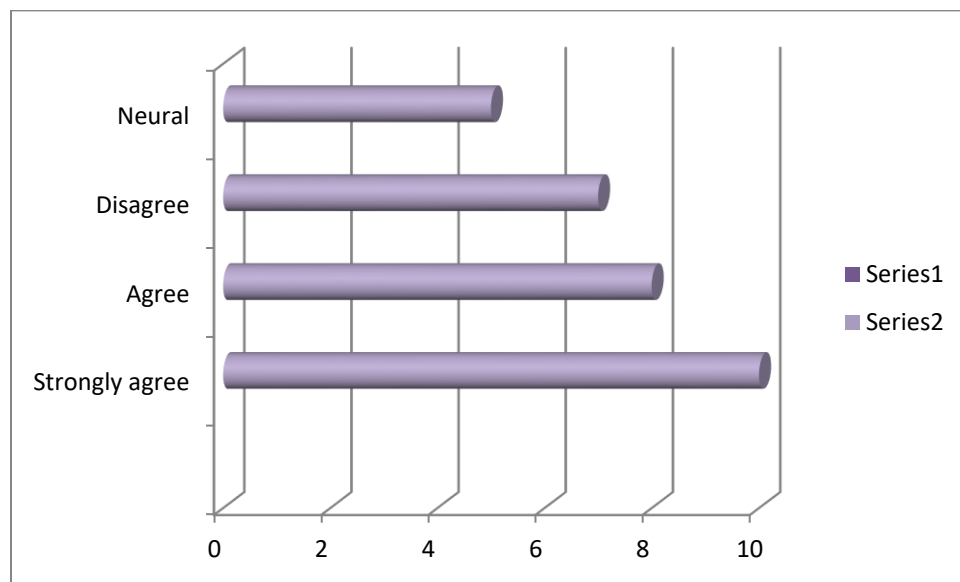
**Table 4.5: Poor Leadership of Project**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	12	40
Agree	10	33.33
Strongly disagree	8	26.67
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

Poor leadership of project was also considered as another factor causing inefficiencies in project management. This regarding the view of the respondents indicates that 12 demonstrating (40%) strongly agree but 10 with (33.33%) and 8 representing 26.67% disagree and strongly disagree with the idea that poor leadership of project causes project management inefficiencies. In conclusion it indicates that majority of the respondents have strong insight with the notion that poor leadership generate project management inefficiencies.

**Figure 4.4: Socio cultural Challenges**



**Source: field survey (2019)**

The figure 4.4 above demonstrate socio-culture challenges as another factor that generate project management inefficiencies in Raycom Technology Limited. A total of 10 (33.33%) and 8 (26.67%) of the respondents strongly agree and agree to this assertion but 7 (23.33%) and 5 (16.67%) of the respondents disagree and are neutral to the idea respectively. The result implies that most of the respondents strongly agree with the assertion that socio-culture challenges generate inefficiencies in project management.

**Table 4.6 Challenges in Scope of Project**

<b>Respondent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agreed	13	43.33
Agreed	8	26.67
Disagreed	5	16.67
Strongly disagree	4	13.33
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

Another factor purported to be part of the factors that generate inefficiencies in project management was change in scope of project. This assertion was investigated by the respondents and a total of 13 comprising 43.33% and 8 constituting 26.67% of the respondents strongly agree and agree whiles 5(16.67%) and 4(13.33%) disagree and strongly disagree with the notion that change in scope of project generate project management inefficiencies. It is concluded that majority of the respondents agree with the assertion that change in scope of project do cause inefficiencies in project management.

**Table 4.7 Cost and its Implication on Project**

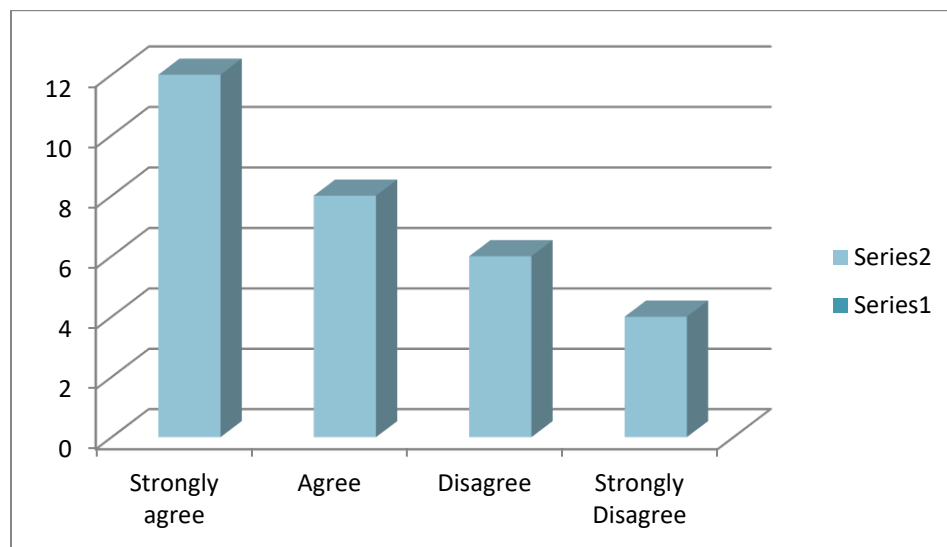
<b>Respondent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	13	43.33
Agree	7	23.33
Neutral	6	20.00
Strongly disagree	4	13.33
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The next factor which influencing project management inefficiencies was cost and its implication on project. The result showed that 13(43.33%) and 7(23.33%) of the respondents strongly agree and agree to the assertion respectively. 6(20.00%) of the respondents were neutral whiles 4(13.33%) of the respondents strongly disagree to the assertion. It can be inferred from the findings that cost and implication on project influences project management inefficiencies in organisations.

**4.2.3: To examine factors which influence organizational performance of Raycom Technologies Limited**

**Figure 4.5 Organizational culture**



**Source: field survey (2019)**

Organizational culture was a factor which influences the organizational performance of Raycom Technology limited and the findings as depicted above showed that 12 (40%) and 8(26.67%) of the respondents strongly agree and agree with the assertion that organizational culture do affect the performance of Raycom Technology Limited However, 6 (20%) of the respondents disagree while 4(13.33%) strongly disagree with the notion. In conclusion, organizational culture also influences the performance of Raycom Technology Limited.

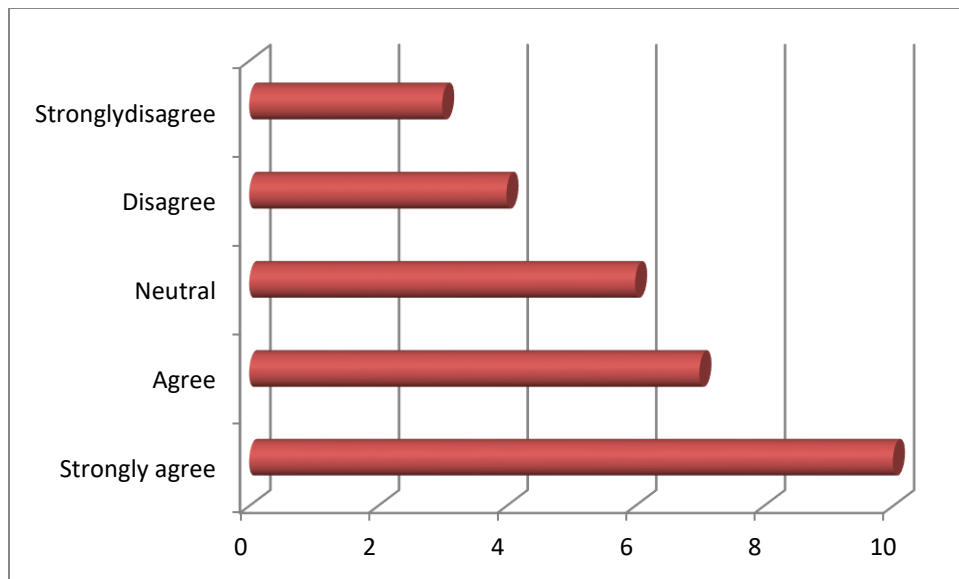
**Table 4.8 Leadership Style in an Organization**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	17	56.67
Agree	7	23.33
Neutral	3	10
Disagree	2	6.67
Strongly disagree	1	3.33
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The leadership style in an organization was also considered as one of the factor which influences the performance of the organization and was expressed by the respondents indicating 17 (56.67%) and 7 (23.33%) of the respondents strongly agree and agree respectively with notion and 3(10%) neutral with the idea that leadership style in an organization stimulates the performance of the organization. However, 2 representing (6.67%) and 1 representing (3.33%) also disagree and strongly disagree respectively with the assertion that leadership style influence the performance of an organization. Result at the end simplifies that most of the respondent have strong insight with the notion.

**Figure 4.6 Employees Motivation**



**Source: field survey (2019)**

Another factor perceived to influence the performance of an organization was employee motivation and the result as depicted on figure 4.6 showed that 3(10%) out of 30 respondents strongly disagree, 4 (13.33%) and 6(20%) of the respondents disagree and neutral that employees to the assertion. On the contrary, 7(23.67%) and 10 (33.33%) of the respondents agree and strongly disagree to the assertion. We can therefore infer from the result that motivation of employees influence performance in an organization.

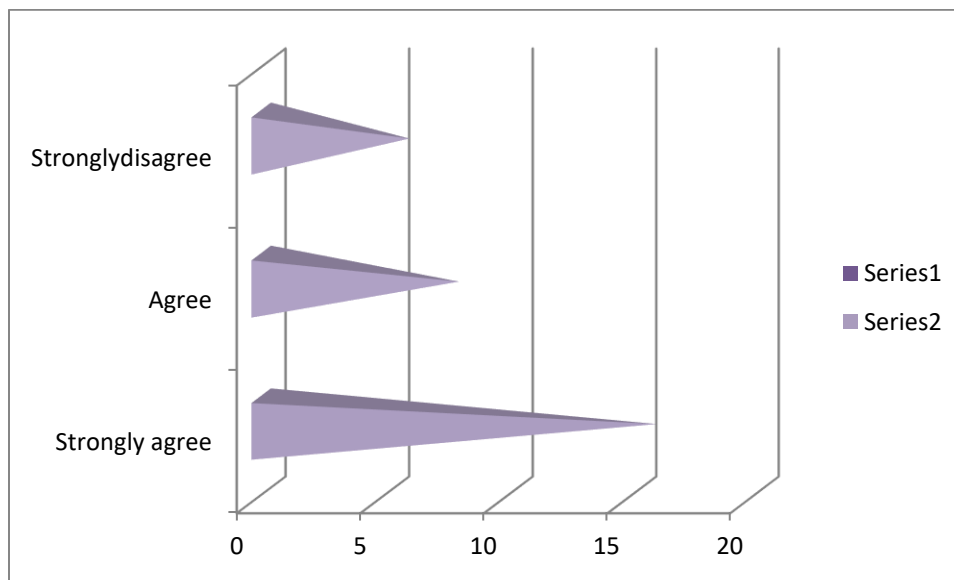
**Table 4.9 Level of Knowledge of the Employees**

<b>Respondent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	5	16.67
Agree	6	20.00
Disagree	7	23.33
Strongly disagree	10	33.33
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The study further asserted the level of knowledge of employees in project and the performance in an organization, as a factor that influence the performance of an organisation. The opinion of the respondents showed that 5 respondents representing 16.67% and 6 respondents representing 20% strongly agree and agree that knowledge level of employees influence the performance of in an organization. However, 7(23.33%) and 10(33.33%) also disagree and strongly disagree to the assertion respectively. The conclusion was drawn that majority of the respondents agree that the knowledge level of employees on a project is very relevant

**Figure 4.8 Availability of all needed resources for high performance**



**Source: field survey (2019)**

Availability of all needed resources for high performance was put into consideration as a factor which influences the performance in an organization. This was further expressed by the respondents and a total of 6 representing (20%) strongly disagree but 8(26.67%) and 16(53.33%) agree and strongly agree to the idea. This implies that availability of all needed resource for a project influences high performance in an organization.

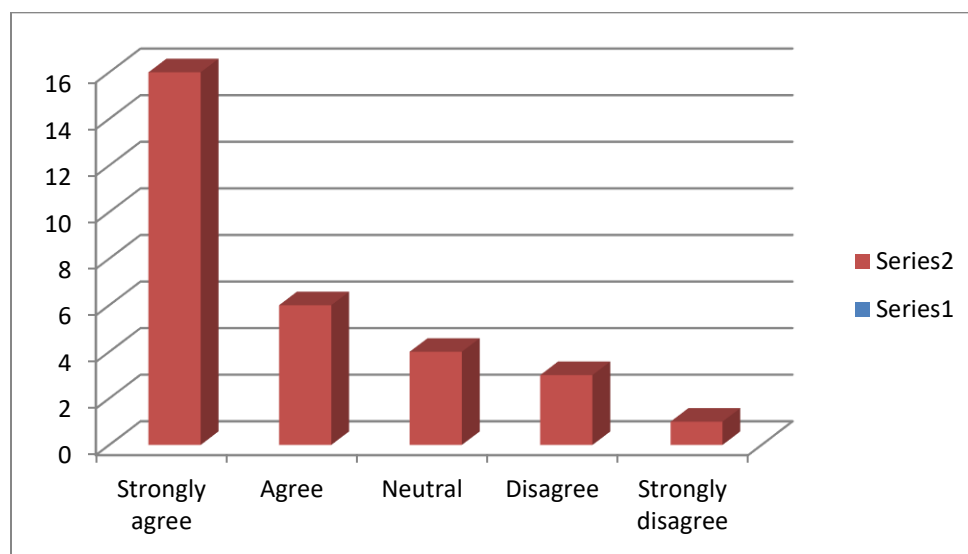
**Table 4.10 Employees Involvement in Decision Making**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	6	20
Agree	9	30
Neutral	7	23.33
Disagree	5	16.67
Strongly disagree	3	10
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The research perceived that employees involvement in decision making also help improving the performance in an organization. This result confirm that 6(20%) and 9 (30%) strongly agree and agree and 7(23.33%) are neutral whiles 5 (16.67%) and 3(10%) of the respondents disagree and strongly disagree to the notion that employees involvement encourage the performance in an organization. It can be conclude from the table 4.10 above that employees’ involvement in decision-making influences the performance in Raycom technology limited.

**Figure 4.9 Adherence Project Timeline**



**Source: field survey (2019)**

Adherence to project timelines was identified by the respondents as a factor which influences the performance in an organization. The view of the respondent shows that 16(53.33%) and 6 (20%) strongly and agree and 4(13.33%) is neutral but 3(10.01%) and 1(3.33%) disagreed and strongly disagree to the assertion. The shows at the end most of the respondent have insight that adherence project timelines influence the performance in an organization.

**4.2.4: To examine the Influence of Project Management Inefficiencies on the Organizational Performance of Raycom Technologies Limited**

The study examined the influence of project management inefficiencies on the organisational performance of RayCom Technologies Limited. By identifying the relationship between the two variables, it will help RayCom develop various strategies to curb project management inefficiencies in organisations.

**Table 4.11 Project Management Inefficiencies causes delay in Project Time**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	14	46.67
Agree	10	33.33
Neutral	3	10
Disagree	1	3.33
Strongly disagree	2	6.67
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

To examine the influence of project management inefficiencies on the organizational performance of Raycom Technology Limited, it was identified that project management inefficiencies causes delay in project times The result on table 4.11 above shows that 14(46.67%) strongly agree whiles 10(33.33%) and 3(10%) agree and are neutral respectively to the idea. However, 1(3.33%) and

2(6.67%) disagree and strongly disagree to the assertion. This implies that project management inefficiencies causes delay in project time in RayCom.

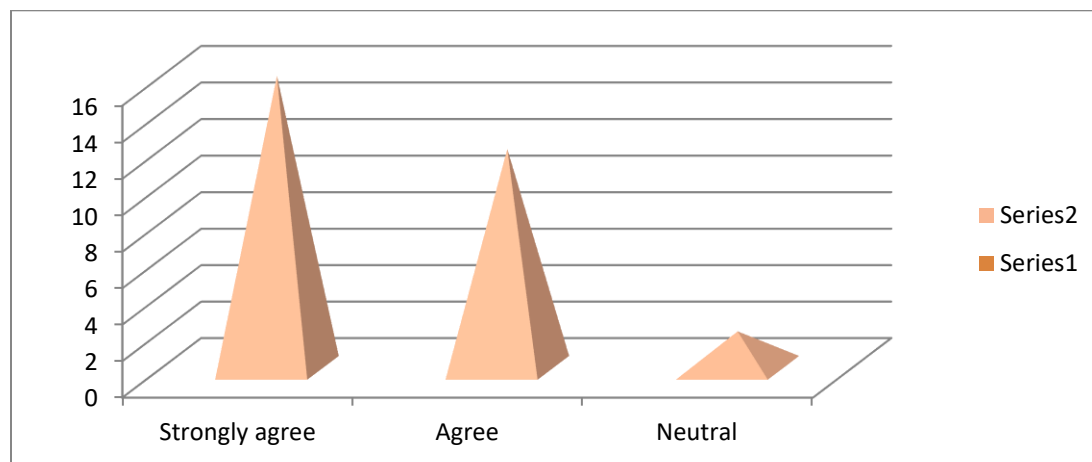
**Table 4.12 Project Management Inefficiencies affect cost incurred on a Project**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	15	50
Agree	9	30
Neutral	4	13.33
Disagree	2	6.67
<b>Total</b>	<b>30</b>	<b>100</b>

**Source: field survey (2019)**

Respondent also confirmed that project management inefficiencies affect the cost incurred on a project. 15(50%) and 9(30%) of the respondents strongly agree and agree with the assertion whiles 4(13.33%) and 2(6.67%) were neutral and disagree to the assertion and 2(6.67%) strongly disagree respectively to the idea. The outcome testifies that project management inefficiencies affect cost incurred on a project.

**Figure 4.10 Project Management Inefficiencies influence lowers the Performance of an Organization**



**Source: field survey (2019)**

It was asserted that project management inefficiencies cause lower performance and the results from the view point of the respondents as shown above on figure 4.10 expressed that this assertion is true. The results showed that 16(53.33%) of the respondents strongly agree that project management inefficiencies causes lower performance and 12(40%) of the respondents agree to the assertion. Whiles 2(6.67%) were neutral to the assertion. It therefore indicates that project management inefficiencies lower the performance of an organization influence.

**Table 4.13 Project Management Inefficiencies affects Project Scope of an Organization**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	18	60
Agree	5	16.67
Neutral	4	13.33
Strongly disagree	2	6.67
<b>Total</b>	<b>30</b>	<b>100</b>

**Source: field survey (2019)**

One of the factors that make project management inefficient was the effects of the scope of an organization. From the view point of respondents 18(60%) and 5(16.67%) of the respondents strongly agree and agree whiles 4(13.33%) and 2(6.67%) neutral and strongly disagree to the assertion. The results however confirm that project management inefficiencies affect the project scope of an organization.

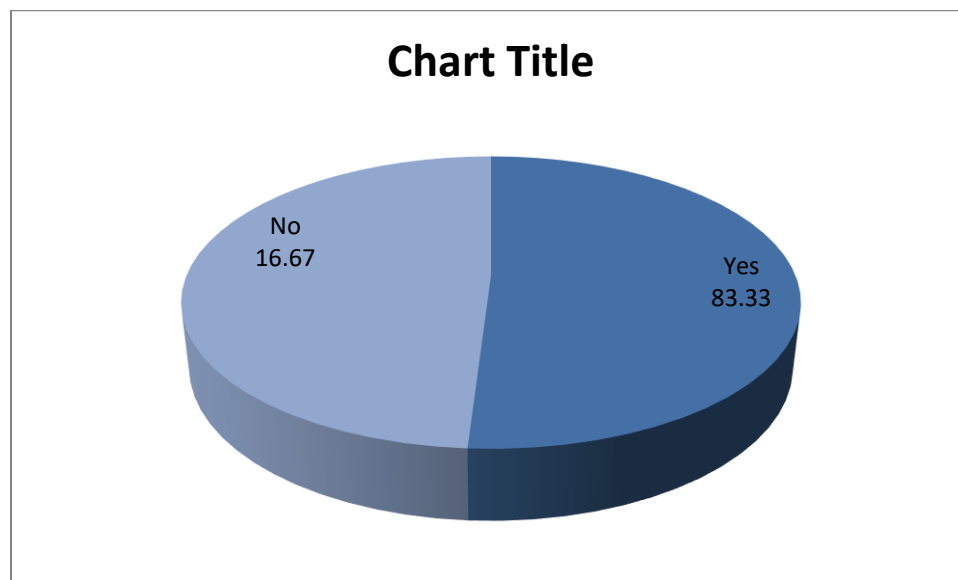
**Table 4.14 Project Management Inefficiencies affect the image of a company**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	17	56.67
Agree	8	26.67
Strongly disagree	4	13.33
<b>Total</b>	<b>30</b>	<b>100.0</b>

**Source: field survey (2019)**

The project management inefficiencies affect the image of a company as far as management is concerned. This however is expressed by 17 representing (56.67%) and 8 with (26.67%) of the respondents strongly agreeing and agreeing but 4(13.33%) strongly disagree to the assertion. It can be concluded regarding the view of the respondent that project management inefficiencies affect the image of the company.

**Figure 4.11 Do you think project management inefficiencies affect an organizations performance**



**Source: field survey (2019)**

Respondent were asked whether project management inefficiencies affect an organizations performance and as indicated above. 25(83.33%) out of 30 respondents said yes while 5(16.67%) said no to the idea showing that at the end, majority of the respondent agreed that yes project management inefficiencies affect organizations performance.

### **4.3: Discussion of Findings**

This area of the study discussed the findings as revealed by the respondents. The discussion has been organised in line with the various objectives of the study as expressed below:

#### **4.3.1 To assess the Factors which Generate Project Management Inefficiencies in Raycom Technologies Limited**

The study found that inadequate financial resources affect project management inefficiencies in organisations. This has been expressed by 70% of the respondents. Without adequate financial resources, projects start and become uncompleted. This view has been supported by Wi and Jung (2010) who agrees that financial difficulty is a determining factor for project to be unsuccessful in the whole country. A lot of Contracts have been left uncompleted because of inadequate money to finance the work. In addition each project has its unique features that differentiate it from any other project. Thus no two projects are the same as expressed by Mir and Pinnington, (2014).

The study further identified communicational challenge as a factor that spearhead project management inefficiencies in many organizations, however 53.33% of the respondents expressed their disagreement to the fact that communication challenges affect project management inefficiency. This contradict the view of Teigland (2009) who pointed out that inadequate communication in most cases leads to conflict in project management which result in project

management inefficiencies. The research ends up by emphasizing that inadequate or poor communication will result in project failure and also project conflict.

The research again revealed 60% of respondents were in agreement that the level of project planning was another factor that generates project management inefficiencies. According to Pinto (2013), when there is the existence of project deliverables but the framework is not properly outlined at the project's planning stage, the tendency of that project failing is high. Commencing a project without prior detailed knowledge of the full content of the project's constraints and objectives contribute to the failure of that project. Pinto (2013) discovered poor initial planning of projects as the root cause of projects failing

The findings further revealed that project management inefficiencies results from project scope changes as stated by 70% of the respondents. This is in consonance with the findings of Ahonen & Savolainen (2010) who expressed that scope changes in execution of projects adversely influence projects and it is regarded as one of the project deficiencies. The requirements of most projects are revised in the middle of the projects' life-cycle but these changes are rarely effected on the date of completion (Ahonen & Savolainen, 2010). From this account, it is necessary for project teams to avoid changing project scope abruptly to reduce level of project management inefficiencies in business institutions.

#### **4.3.2 Factors which Influence Organisational Performance of Raycom Technologies Limited**

This research spells out factors which influence organizational performance of RayCom Technologies Limited. It is crucial for businesses to have understanding and information about

ways of ensuring high performance so that it can build more capacity in those areas. The study looked at some of the factors that influence organizational performance. The study found with the support of 66.67% of the respondents that organizational culture affects performance of an organization. This view conforms to the finding of Yang, (2014) who stated that the performance of an organization depends on the kind of organisational culture build by its leadership. When the organizational culture supports high working environment it implies that performance will be high. The study implied that organizational culture influences organizational performance.

The study also expressed that employee motivation plays a critical role in the performance of organisations and this has been expressed by 73.33% of the respondents. Employee motivation occupies both extrinsic and intrinsic benefits in ensuring performance of organisations. The study findings support the view of Mullyay, 2005 who stated that employee motivation plays a critical role in ensuring that maximum efforts are put into duties assigned to individuals and that helps in increasing organisational performance (Mullyay, 2005).

#### **4.3.3 The influence of project management inefficiencies on the organisational performance of Raycom Technologies Limited**

The findings revealed by 60% of the respondents that project management inefficiencies are caused by availability of needed resources. Without having the needed materials and resources for a project it is difficult to carry out the study effectively. This is consistent with the findings of Amponsah, (2014) expressed that availability of needed resources influences organisational performance. High performance cannot be achieved if the facilities, logistics and resources needed for production are not in place. This view has been expressed by every business requires certain amount of resources to be able to produce or execute its mandates. Non-availability of such

resources affects the organisational performance of the business (Amponsah, 2014). It imperative for businesses and institutions to ensure that it has all resources for a particular project before commencing the project.

Organisational performance is purported to increase when employees are involved in project implementation and management decision making, however the findings of the study revealed 50% of the respondents that employee involvement affects project inefficiency. It also implies that the factor is contextual since the other 50% do not share the same view. That means an employee involvement may be needed in certain circumstances while other instances it may not be required. According to Ahmed and Othman, (2017) when employees feel they have been duly informed on the operations and visions of the firm it creates sense of belongingness which improves organisational performance (Ahmed & Othman, 2017). This hence means that employee involvement is very critical in project management. The study pointed out with 80% support that leadership style of management of organisations influences the performance of the organization. Kaliba et al, (2009) opined that the usage of transformational leadership style with democratic leadership ensures that employees are highly regarded and their development personally becomes paramount to the leaders and that brings about employee dedication to work which eventually increases organisational performance (Kaliba et al, 2009).

## SECTION FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### **5.1 Introduction**

This section summarizes project management inefficiencies in organizations as obtained from the study, conclusion and recommendation.

#### **5.2 Summary**

This study's summary is discussed in conformity to the aims this study's objectives

##### **5.2.1 Factors which Generate Project Management Inefficiencies in Raycom Technologies Limited**

The initial aim of this study investigated the various factors generating project management inefficiencies in the organisation understudied. The study revealed that inadequate financial resources impede project management efficiency, the study further identified that communication challenges among the project team influences project management. The study further opined that level of project planning affects effective management of projects. Leadership of project influences the efficiency expected from particular project management. In addition socio-cultural challenges were found to influence the project management, cost implications about a particular study causes inefficiency id project delivery and management and lastly on the first objective it was found that challenges of the scope of projects negatively influence project inefficiency.

##### **5.2.2 Factors which Influence Organisational Performance of Raycom Technologies Limited**

With the second objective the study looked at the various factors that affect organisational performance and it was identified that organisational culture affects the performance and productivity of the an organisation, leadership style of the management of an organisation was also found to influence organisational performance. Furthermore employee motivation was pointed out as a factor that influences organisational performance but this was denounced by the study. The

level of requisite knowledge of an employee in an area required in an organisation also has the tendency to influence organisational performance. The study found that availability of needed resources in an organisation does not affect project management inefficiencies. It was also found that employee involvement in project decision have the tendency to increase performance of an organisation and adherence to project specific time also is responsible for enhancing organisational performance.

### **5.2.3 To examine the Influence of Project Management Inefficiencies on the Organisational Performance of Raycom Technologies Limited**

The third objective examined the linkage existing between project management inefficiencies on organisational performance in business organisations. The findings revealed that project management inefficiencies causes delay in project delivery time and that affects organisational performance. Also project management inefficiencies were found to escalate the cost incurred in executing a particular project and that become an impediment to organisational performance. The study further pointed out those project management inefficiencies generally lowers organisational performance and affects the scope of any designed project undertaken by an organisation. Project management inefficiencies were also considered to lower the image of the organisation that is undertaking a particular project. With unanimous decision the findings revealed that project management inefficiencies affect organisational productivity and performance.

### **5.3 Conclusion**

The complexities in undertaking a particular project in this dispensation makes the subject of project management to become very essential to individuals, private institutions and governmental institutions in Ghana. In spite of the light project management most projects are becoming ineffective and it is very disheartening for several millions of Ghana to be pumped into projects which ends up on uncompleted. It is very imperative to undertake a research that is investigating

the various cause's project management inefficiencies and how that can affect organizational performance. This study examined project management inefficiencies and its effect on organizational performance. This research was conducted with three specific aims. These aims are to discover causes project management inefficiencies in Raycom Technologies Limited, to examine factors which affect organisational performance of Raycom Technologies Limited and to examine the influence of project management inefficiencies on the organisational performance of Raycom Technologies Limited. The conclusion can be drawn on the study that several factors are responsible for project management inefficiencies in organisations and it included inadequate financial resources for projects, level of planning put into a particular project, poor leadership of project managers, ineffective estimation of project scope and cost implications of a project to the organisation all contribute project inefficiencies. The study examined determinants of organisational performance and it involved the form of organisational culture instituted, the leadership style of the management, level of requisite knowledge possessed by the employee, availability of needed working resources and employee involvement in project decision making and strict adherence to project timeline by management and project teams. The study investigated how project management inefficiencies affect organisational performance and the study revealed that project management inefficiencies adversely affect organisational performance by increasing cost of project, delaying project completion time, distort the scope of a project and also affects the image of the company. It is imperative for organisations to deal with project management inefficiencies in order to improve an organisation's performance.

#### **5.4 Recommendation**

From this research's findings on the factors which influence project management inefficiencies, it is recommended that organizations should develop project teams based on competency and ensure that effective monitoring is done to curb inefficiencies. Every stage of an implemented project should be effectively monitored and evaluated to avoid delays.

It is also recommended that funding for a project should be sourced completely before commencement of the project in order to avoid project hang ups and delays due to financial constraints.

It is also recommended that management of organisations should fully involve their employees in every step of the project planning and make them adhere to strict project timelines in order to avoid project delays in organisations.

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APPENDIX  
UNIVERSITY OF GHANA  
GRADUATE SCHOOL

Dear respondent,

I am a student of the above institution. I will be very appreciative if you could spend a few minutes of your time to respond to this questionnaire on a study being carried out purposely for the partial fulfillment of Master of Business Administration Degree in Accounting. The topic for the study is “**assessing project management inefficiencies on organizational performance**” The study is for the purpose of acquiring a degree certificate and your confidentiality is highly assured. Thank you.

**Section A: Demographic data**

1. Gender: Male [ ] Female [ ]
2. Age: 21-30 years [ ] 31-40 years [ ] 41-50 years [ ] 50 years above [ ]
3. Level of education: SHS [ ] Diploma [ ] HND [ ] Degree [ ] Others [ ]
4. Number of years working in Galaxy Ghana Limited 1-5 years [ ] 6-10 years [ ] 11 years above [ ]
5. Position in the organization: Employee [ ] Middle Management [ ] Senior Management [ ]

**Section B:** factors which generate project management inefficiencies in Raycom Technologies Limited

On a scale of 1 to 5, where (1) *strongly Disagree*, (2) *Disagree*, (3) *Neutral*, (4) *Agree* and (5) *strongly agree*.

	Factors which generate project management inefficiencies in Raycom Technologies Limited	SD 1	D 2	N 3	A 4	SA 5
6	Inadequate financial resources					
7	Communicational challenges					
8	Level of planning of the project					
9	Poor leadership of projects					
10	Socio-cultural challenges					
11	Scope change of projects					
12	Cost and its implications on projects					

**Section C:** To examine factors which influence organisational performance of Raycom Technologies Limited

On a scale of 1 to 5, where (1) *Strongly Disagree*, (2) *Disagree*, (3) *Neutral*, (4) *Agree* and (5) *Strongly Agree*.

	<b>Factors which influence organisational performance of Raycom Technologies Limited</b>	SD 1	D 2	N 3	A 4	SA 5
13	Organisational culture					
14	Leadership style in an organization					
15	Employee motivation					
16	Level of knowledge of the employees					
17	Availability of all needed resources for high performance					
18	Employee involvement in decision making					
19	Adherence project timelines					

**Section D:** To examine the influence of project management inefficiencies on the organisational performance of Raycom Technologies Limited

On a scale of 1 to 5, where (1) *Strongly Disagree*, (2) *Disagree*, (3) *Neutral*, (4) *Agree* and (5) *Strongly agree*

	<b>Influence of project management inefficiencies on the organisational performance of Raycom Technologies Limited</b>	SD 1	D 2	N 3	A 4	SA 5
19	Project management inefficiencies causes delay in project times					
20	Project management inefficiencies affects cost incurred on a project					
21	Project management inefficiencies influences lowers the performance of an organisation					
22	Project management inefficiencies affects project scope of an organization					
23	Project management inefficiencies affects the image of a company.					

