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Organizational Culture and Project Team Performance in Non Governmental Organization in Rwanda: A Case Study of Water-Aid Organization in Kigali

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Abstract:
This study was conducted on the influence of organizational culture on project team performance in NGOs using a specific reference of Water Aid organization in Kigali, Rwanda. The specific objectives of the study was; to investigate the influence of control on project team performance in Water Aid-organization in Kigali-Rwanda; to examine the influence of reward criteria on project team performance in Water Aid-organization in Kigali-Rwanda and to analyze the influence of risk tolerance on project team performance in Water Aid-organization in Kigali-Rwanda. The study adopted a cross sectional research design where questionnaires, interviews, FGDS and documentary analysis was used to collect data from team members, project managers and team leaders.
The study findings indicated that organizational control has a significant influence on project team performance in Water Aid Organization in Kigali-Rwanda. This is because most of the responses that were put forward to respondents were strongly agreed and agreed by majority of the respondents and these were indicated by higher means.
On Contrary, from the FGDs conducted, it was crystal clear that most of the discussants didn't believe that Water Aid Organization managers were risk tolerant, they wholesomely disagreed that risk tolerance in Water Aid Organization had not impacted on project team performance.
It is in this context that we analyze risk tolerance correctly and understand some managers' ability for risk-taking. Therefore, given the fact that most of the responses and respondents were in support of the view that risk tolerance was being practiced and part of the organizational culture Water Aid Organization, it is purely true that this can improve on project team performance.

Keywords: *Organisational Culture and Project Team Performance*

1. Introduction

1.0. Introduction
The study investigated the relationship between organizational culture and project team performance in non-governmental organization in Kigali-Rwanda. This section covered the background of the study, statement of the problem, objective of the study, general objectives, specific objectives, research questions, significance of the study, conceptual framework, and scope of the study and definition of the key terms used in the research study.

1.1. Background of the Study
All over the world, the issue of organizational culture has been affecting project team performance and however, it has come on the frontline all over the world whenever donors are seeking for answers to the increasing failure of their projects in non-government organization. Many explanations for the success or failure of funded projects come from the donors themselves. Amidst intensifying poor project team performance, project manager have focused on organizational culture as a means of sustaining performance

(Hopkins, 2007; McDonald & Rundle-Thiele, 2008). According to Drucker (1993), most NGOs have their own cultures that ignore important elements and in the end it affects their overall performance. The Successful management of NGO projects from idea generation to handover presents a win-win situation for the funder and the society (Scot, 2007). However, NGOs have failed to implement projects to the satisfaction of society (Ofori & Hinson, 2007).

According to Baker (2007), over 95% of project failures could be attributed to poor organizational culture in form of dimensions such as control, reward criteria and risk tolerance. Scott (2007) alludes to the fact that perceived failure of projects causes negative publicity.

With the popularity of teams increasing so rapidly around the world, some organizations have started using teams just because everyone else is doing so. This is obviously a wrong reason. The best reason to use teams in an organization is the positive benefits that can result from a team based environment, which include enhanced performance, employees' benefits, reduced costs and organizational enhancement (Naveen Jain, 2008 pg 194).

This chapter reviewed the research evidence about the potential benefits of team working and the factors that influence the effectiveness of teams, focusing particularly upon their use in health care settings. We drew on empirical evidence from research conducted in the United Kingdom, mainland Europe, North America and Australia. The literature on team composition and the processes which influence team performance is briefly reviewed with particular emphasis on communication, decision-making and problem-solving. We then explore the influences of organizational context and leadership, before presenting the theoretical model which guided the research programmer described in this report. First we consider what a 'team' means. The activity of a group of people working co-operatively to achieve shared goals is basic to our species (Baumeister & Leary, 1995).

The current enthusiasm for team working in health care reflects a deeper, perhaps unconscious, recognition that this way of working offers the promise of greater progress than can be achieved through individual Endeavour. Mohrman, Cohen, and Mohrman (1995) define a team as: "a group of individuals who work together to produce products or deliver services for which they are mutually accountable. Team members share goals and are mutually held accountable for meeting them, they are interdependent in their accomplishment, and they affect the results through their interactions with one another. The performance of teams within organizations is, therefore, an important variable in the performance of the organization as a whole. Crucial to the performance of teams are the abilities and behaviors of their members. Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems within the organization. In order for the organization to realized high team performance, than it has to embrace culture that is commonly held and relatively stable beliefs, attitudes, and values that exist within the organization. In this case, we are considering performance increase as when there is less absenteeism, fewer employee leaving early and less breaks; whereas in a factory setting, increase in performance can be measured by the number of units produced per employee per hour. (Dorgan, 1994). Culture is the commonly held and relatively stable beliefs, attitudes and values that exist within the organization (Williams et al.,(1989).

In this research, we discussed how the societal context of sub-Saharan Africa is related to the innovative performance of project teams. We developed propositions based on previous literature while also using insights from experts from the sub-Saharan section of Africa. The current trends on the organizational culture and project team performance is so crucial employees in different organizations have different organizational culture. Every organization has unique control, reward criteria and different levels of risk tolerance. Better cultural environment that will boost the team spirits and increased team performance within the organization. In spite of the political dynamic in Kigali-Rwanda, Water Aid organization has not responded positively into the sudden changes in the cultures within the organization such as control, reward criteria and risk tolerance (Mahandis, 2013). This has caused the organization to experience persistent low performance among project team from 2011-2013 (NGO annual analysis report, 2013). In this research study the dependent variable that can easily be manipulated are the Project Team Performance and the independent variable that causes a change on project team performance is the organizational culture.

1.2. Problem Statement

Despite the fact that non-governmental organizations in Rwanda had a favorable external environment such as government policies, adequate infrastructures and excellent political will, but it still face a persistent low performance among project team by an average of 25% annually (NGO annual analysis report, 2013).

In addition the management seems to be paying modest attention to its culture in terms of control, reward criteria and risk tolerance that would be influencing its project team performance (NGO report, 2012).Organization culture remained rigid and conservative and this could partly be the reason causing decline in project team performance (Mahandis, 2013). Different non -governmental organizations in Rwanda have different organizational cultures and this has drastically affected team performance and yet little study has been done to project the influence of different organizational cultures on NGO's. The study therefore, empirically investigated the influence of organizational culture on project team performance.

1.3. Objective of the Study

1.3.1. General Objective

The general objective of the study was to scrutinize the relationship between the organizational culture and project team performance in non-governmental organizations in Rwanda using a case of Water Aid-organization in Kigali-Rwanda.

1.3.2. Specific Objectives

The specific objectives of this study included the following:

1. Investigate the influence of organizational control on project team performance in Water Aid-organization in Kigali - Rwanda.
2. Examine the influence of reward criteria on project team performance in Water Aid -Organization in Kigali-Rwanda.
3. Analyze the influence of risk tolerance on project team performance in Water Aid-organization in Kigali-Rwanda.

1.4. Research Questions

1. What influence does organizational control have on project team performance in Water Aid organization in Kigali - Rwanda?
2. What influence do reward criteria have on project team performance in Water Aid organization in Kigali -Rwanda?
3. What influence does risk tolerance have on project team performance in Water Aid-organization in Kigali-Rwanda?

2. Literature Review

2.0. Introduction

This section provides a thematically ordered and deep analysis of different topics that was considered important to understand the relationship between organizational culture and a project team performance. Literature was therefore, organized in line with the objectives of the study.

2.1. Conceptual Framework

This diagram illustrated below show the organizational culture and its indicators such as control, reward criteria and risk tolerance and its influence on project team performance.

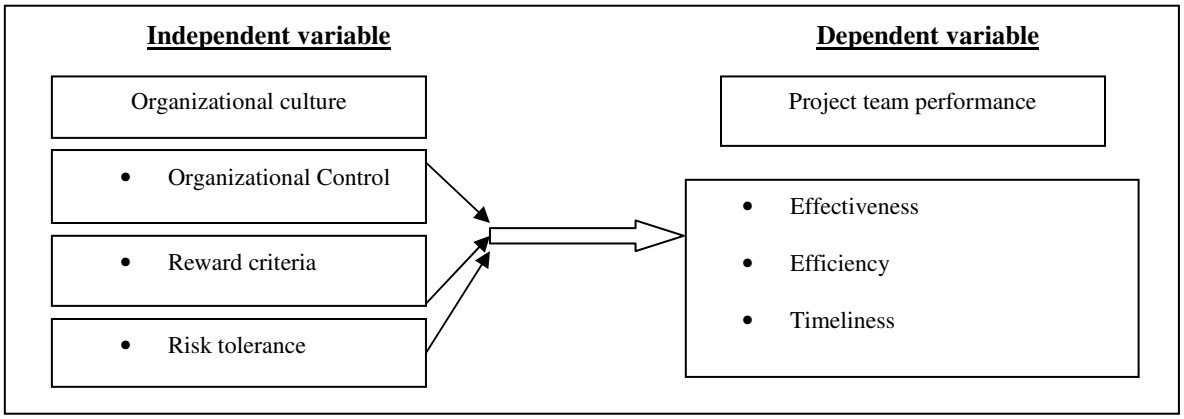

Figure 1: Conceptual Framework
Source: Adopted and modified from (Schein, 1992, and Tuckman, 1965).

The dimension of the dependent variable has been explained in the models of team performance, proposed by (Tuckman, 1965), all essentially argue that high team performance results from the interaction between team members (i.e. the processes used within the team) and the working relationships established in the team. The performance of teams within organizations is therefore, an important variable in the performance of the organization as a whole. In other words essential to the performance of teams are the abilities and behaviors of their members. "Project team performance", in the context of this study is comprised of indicators such as effectiveness a process characteristic indicating the degree to which the process output (work product) conforms to requirements. (Are we doing the right things?), Efficiency a process characteristic indicating the degree to which the process produces the required output at minimum resource cost. (Are we doing things right?), and finally timeliness Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work.

The dimension of the independent variable cited in the above conceptual framework illustration has been explained by (Schein, 1992) model of organization culture. Edgar H. Schein defined organizational culture accordingly, "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be perceive think, and feel in relation to those problems." Independent variable known as organizational culture is comprised of control, risk tolerance and reward criteria among the project team within the organization. There is however, other factor (call it extraneous variables which influence project team performance is interpersonal relations among employees and the top management.

2.2. Theoretical Framework

The theoretical framework for this study was derived from the Rational Choice theory. This theory states that involvement of all stakeholders in management of the project calls upon allowing them to participate in the process of decision making. Various stakeholders and more so, the project team members must have an input in determining decisions which runs the project. It is therefore, important that effectiveness of decision-making dependent so much on a range of arranged forms as alternatives basing on their preferences. When such alternatives are not available, it becomes very difficult for choices to be made, thus this model is of a view that a man who is rational in his own capacity will always make his own rational decision if is provided with a multitude of choices or alternatives to choose from whether they are ranked in order of preference or not (Simon and Down, 2011). Musoke et al (2011) adds that it is always the alternative choice that is the best depending on the resources like time, money and other things available. This theory thus principally means that any decision to be made in the project that is going to be undertaken by the team members, it must be chosen from a number of alternative decisions given by the project team or members of the project. These people need to be in position to come up with decisions that are rational once they are given a number of choices to choose from. This study in this case, was conducted to understand whether organizational culture employed in taking up decisions in project affect the performance of project teams. Whether their actions and choices are spurred by rationality or illogical actions depending on short-term benefits?

2.3. Empirical Literature

2.3.1. Organizational Control and Project Team Performance

Flamholtz et al. (1985) defined control as the organization's attempts to increase the probability that employees will behave in ways that lead to the attainment of organizational goals. Weber (1947) defined control as a process of creating and monitoring rules through hierarchical authority. In his view, control systems regulate patterns of interaction to restrict employees' behavior. Ouchi (1979) argued control as an evaluation process which is based on the monitoring and evaluation of behaviors or outputs. Tannenbaum (1968) argues that a high degree of control by the manager is necessary for the efficient administration of an organization and, at the same time, a high degree of team-member control is also necessary to foster identification, motivation, and loyalty hence leading to high team performance.

Likert (1961) has also suggested the importance of a high level of mutual influence within teams as the basis for effective coordination of organizational activity as well as for the integration of the goals of individual members and of the organization. These conditions, leading to effective performance, entail significant control exercised by persons at all levels, the manager as well as all of the team members. Understanding the culture of an institution is essential in minimizing adversarial relationships and organizational conflicts. It can further aid in engendering actions and buy-in for goals with high probability for success upon implementation (Tierney, 1988). Simply understanding culture, however, is not a cure-all for administrative challenges or creation of an effective organizational environment. However, it is a tool to assist in the identification and resolution of challenges as well as effectively and efficiently manage change (Tierney, 1988).

Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Morgan, 1998). Schein (1985) has also noted that organizational culture is a body of solutions to problems which have worked consistently and are therefore taught to new members as the correct way to perceive, think about, and feel in relation to those problems. Organization culture gives influences on team performance through work satisfactory forming process and commitment on organization. Deal and Kennedy, (2000) inferred that organization culture can be used to affect certain important factors in organization such as commitment and performance. It is strengthened by a research conducted by Lok and Crawford, (2004) that showed that organization culture has a very significant impact towards work satisfactory and commitment to organization.

A wide range of studies have been conducted to examine the roles of organizational culture, management styles and their relationship to organizational effectiveness. Numerous studies have been conducted to gain an understanding of organizational culture at its broadest level (Deal & Kennedy, 1982). Chaffee and Tierney (1988) reasoned that the most fundamental construct of an organization, as of a society, is its culture. An organization‘s culture is reflected in what is done, how it is done, and who is involved in doing it.

Chaffee and Tierney (1988) posited that organizational culture concerns decisions, actions, and communication both on an instrumental and a symbolic level. Theorists suggest that understanding the culture of an institution is foundational in understanding the organization (Schein, 2005). According to Schein (2004) culture may be defined as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (p. 17).

Ouchi & Wilkins (1985) asserted that organizational culture may be the most frequently studied cultural subtopic. Culture has been studied from many perspectives and disciplines. Cameron and Ettington (1988) wrote that from the anthropologist functionalist viewpoint, culture is discernible in behaviors. A functionalist views culture ―as a coherent set of norms, values, and beliefs mirroring social structure (Peterson, 1990, p. 498). Consistent with a sociologist worldview, culture takes on a symbolic nature (Peterson, 1990). Gertz (1973) wrote that culture,―denotes a historically transmitted pattern of meanings embodied in symbols, a system of inherited conceptions expressed in symbolic forms by means of which [people] communicate, perpetuate, and develop their knowledge about and attitudes toward life‖ (p. 89).

In accordance with the traditionalist characterization of culture, Tierney (1988) wrote that organizational culture is the ―study of particular webs of significance within an organizational setting (p. 4). Operationalization of culture from this perspective is much the same as the anthropologist's analysis of a specific village. Administrators, like the villagers, are generally not armed with an in-depth understanding of the cultural influences that impact decision making on a daily basis. Tierney (1988) further argued that decision makers are passively cognizant of organizational codes and symbols and are attentive to their presence and power during a period of crisis management when adverse conditions or conflicts are prevalent.

In a comprehensive review of the team effectiveness literature, Beard and Salas (1992) argue that team performance is not only predicated on organizational and situational contextual characteristics (such as organizational climate, reward systems) and effective team processes (Such as coordination, communication, conflict resolution), but also on effective input characteristics (such as individual characteristics, work structure, team characteristics, task characteristics) and the interaction between these characteristics. They also argue that the various input characteristics all impact on team processes (Wheelan, 1999). Indeed, no research was carried out on the influence of organizational culture on project team performance. Researchers concurred with the idea that culture provides a sense of community and functions symbolically for organizational members because it reflects key values and beliefs (Chaffee, 1984; Kuh & Whitt, 1988; Tierney & Rhoads, 1994). Significantly, culture is a determinant for behavior and provides a framework for interpretation of those behaviors (Chaffee, 1984; Kuh & Whitt, 1988).

Smart and St. John (1996) conducted research to determine if culture type and culture strength operate in an independent or restrictive manner with respect to their hypothesized linkage to institutional culture and effectiveness in a study of four year colleges and universities. The researchers hypothesized that if the merits were found to be of an independent nature, then the benefits of a particular culture type in promoting organizational effectiveness would not be dependent on the strength of that culture. Similarly, if their merits were of a conditional or restrictive nature, then the benefits of a particular culture type would be dependent on the strength of that culture.

The study was based on Cameron and Ettington's (1988) two-dimensional typology of organizational culture. Four ideal culture types (i.e., clan, bureaucratic, adhocracy, and market) stemmed from the two-dimensional framework that is in-line with other literature (O'Reilly & Moses, 1984; Zammuto & Krakower, 1991) and compatible with how colleges and universities are viewed by scholars. In addition, alternative governance models were distinguished in the typology. Previous research findings (Cameron & Ettington, 1988; Smart & Hamm, 1993b) supported the hypothesis offered by the researchers. The four culture types are highly compatible with the organizational frames, offered by Bolman and Deal (1991) and used in organizational studies of postsecondary institutions (Bensimon, 1989). The alternative organizational frames, which are a means of looking at organizations and their issues, were bureaucratic, human resources, political, and symbolic. Proponents (Bensimon, 1989; Bolman & Deal, 1991) of the frames suggested they provide more efficient means for dealing with emerging issues. In contrast, Smart and St. John (1997) believed that using the organizational frames as an alternative means of viewing institutions and resolving issues may ignore deeper issues that were linked to behaviors inconsistent with the organizational culture.

Maicibi (2003) assert that management styles tend to be authoritarian with limited participation, delegation, and communication with respect to organization functions. Team members subjected to these types of management regimes feel like-we are treated as children'. The extent to which teams grievances are addressed is also a key issue. The high turnover of members in NGOs is particularly disruptive and frequently bad for workers morale. Many managers are-acting 'for very long periods'. Effective management training programmes for team members are necessary to lead to noticeable improvements in worker's behavior and performance.

Brown and Peterson (1993) found that contact employees who believed their manager showed concern for them exert more effort in the project implementation. As employees perceive greater support from management, their sense of obligation to reciprocate with greater effort will increase. Consequently, it is sound to assume that control is able to enhance the levels of project performance (Slatten, 2009).

Torrington et al (2002) on the other hand indicated that poor control measures seriously de-motivates project teams. Team management at the national and sub-national levels is nothing short of chaotic in many countries. In most of Africa,-for almost all administration regarding team management, one notes a lack of clear rules which tend to generate conflict, power vacuum, and overlap and duplication of effort. Involvement in decision-making refers to a practice by which both superiors and teams jointly sit together to discuss the way to plan, control, implement, monitor and evaluate a project (Okumbe, 1998). Involvement in decision-making is a typical characteristic of participatory type of leadership. While lack of involvement in decision making portrays autocratic leadership style, laissez-faire is portrayed when leaders may reluctantly involve project teams in decision making process.

2.3.2. Reward Criteria and Project Team Performance

Reward criteria refer to the degree to which rewards are allocated based on performance (Armstrong, 2002). Employees often receive rewards in addition to their base salary depending on their achieved results, performance, competence, or skill acquisition. Among others that shall reduce time, and cost and improve quality; people shall be rewarded for the value they created and they shall help communicate the company's values and expectations (Armstrong, 2002). Since rewards mean additional costs to the organization, the overall aim is providing "value for money" and contributing to organizational success (Armstrong 2002:14). In the case of project management, it was concluded; rewards shall provide value for money to the project and contribute to project success.

Gale (2004) highlights the importance of both organizational and individual culture (later in terms of personality) as important factors to decide if to reward employees. As a higher entrepreneurial culture is developed, the more likely rewards will be used, while a bureaucratic culture demands a fixed salary, without rewards. Slavin (1991) argues, that task characteristics need consideration.

Indeed, a recent article by (Brown, 1995) emphasizes this trend by pointing out the rapid growth in group based rewards as opposed to individualistic based reward schemes.

Issues Paper of the Australian Primary Principals Association (APPA), (2007) puts it that traditionally there were a variety of models for recognizing employees on the basis of the quality of their performance. Among the models included paying employees, wholly or partially, on the basis of the quality of their performance However, the criteria for determining the payment of additional rewards were to be objectively determined; whether in volume of product or sales, increase in profits, or additional hours worked for industries. More accurately put, the context of the industries in which systems of this kind work well are those where outputs and outcomes are easily, and objectively, quantifiable. This quantification can usually be reduced to monetary terms APPA, (2007). But it should be pointed out that not all industries and not all occupations share these characteristics.

Performance based reward according to Tomlinson (2000), depended on additional responsibilities as a supervisor of team members undertaking harder tasks in a project. Other rewards could be given depending on a high priority situation. In some other cases a bonus pay would be given due to career development and in some instances for exceptional performance, an annual prize or pay could be earned, DEST Research Paper (2007). In the DEST Research Paper (2007) about Performance-based rewards, **t**here are mainly three main types of performance-based reward systems identified and they included: In knowledge and skill-based compensation schemes, project teams are compensated for the acquisition of specific knowledge and skills required to meet higher expectations for performance. This might be in the form of formal certification or undertaking specific professional development units. Another example might be taking on additional work such as coordinating other members and innovation.

The concept of knowledge and skills-based pay in projects was adapted from the private sector, where it was developed to encourage workers to acquire new, more complex or employer-specific skills. According to Odden et al. (2009), knowledge and skills-based pay was also intended to reinforce an organizational culture that values employee growth and development and to create a clear career path linked to increasing professional competence. Knowledge- and skills-based pay is regarded as appropriate to projects because team members have a complex and changing knowledge and skill set DEST Research Paper (2007). Merit Pay**,** "Pay for performance" or "Performance pay", adjusts salaries upward or provides compensation for higher levels of performance. A standard for individual performance is set, such as increased member's achievement. If a team member meets or exceeds this standard, they receive a bonus or a salary increase (Reichardt, Robert, Rebecca 2003). Merit pay is frequently used in the private industrial and commercial sector as a management tool to achieve organizational goals. The main argument in favor of merit pay is that it can foster individual motivation by recognizing effort, achievement and rewarding it in a concrete way. (Reichardt, Robert, Rebecca, 2003).

Wageman and Baker (1997) found that task interdependence is a stronger determinant of cooperation than reward interdependence. Wageman and Baker measured cooperation by examining the performance strategies the teams used and rating the cooperation of the team during the experiment. Teams in the high task interdependent situations engaged in more cooperative performance strategies than teams in low task interdependent situations. Rosenbaum et al. (1980) however, found a significant effect of reward interdependence on cooperation (i.e., turn taking). In their study, participants in the cooperative reward condition engaged in more turn taking than either the competitive or independent conditions. While the amount of cooperation was not affected by interdependent rewards in Wageman's (1997) study, the performance increase provided by the cooperation was greater under interdependent reward conditions. Although reward interdependence did not affect the amount of cooperation, cooperation only led to greater performance under conditions of high reward interdependence. Most studies of rewards in teams used simple tasks that may not have given participants an opportunity to exhibit more cooperative behaviors. This experiment attempts to generalize the results found in previous research to more complex task situations. Although the task used in this experiment was not as complex as a task that a real project team would undertake, it was more complex than tasks used in previous research (London & Oldham, 1976).

There is less evidence on how group rewards compare to individual rewards on their ability to influence effort (Johnson & Johnson, 1989). Most psychological theories on rewards support individual rewards as being more effective than group rewards. Social loafing, where there is diffusion of responsibility and members loaf while letting others do the work, may decrease the relative effectiveness of group rewards (Wageman, 1997). Social loafing theory would support individual level rewards as being more effective than group level rewards. Competitive rewards may provide more incentive for individuals to work harder individually (Johnson & Johnson, 1989), since group rewards are less influenced by individual effort (Wageman, 1995). This competition between individuals would theoretically cause individual rewards to produce better performance than group rewards. Some anecdotal evidence supports that employees would rather be rewarded individually rather than as a group (Geber, 1991; Rooney, 1995), which may also increase the effectiveness of individual rewards compared to group rewards. There is also a conflicting point of view that maintains rewards do not provide long term motivation (see, for example, Deming, 1986; Kohn, 1993).

Hackman (1973a) includes performance strategies as a factor influencing team effectiveness. In Hackman's (1973b) model of group behavior and performance effectiveness he shows performance strategies along with effort influencing performance through work behavior. Steiner (1972) formulated that the actual productivity of a group is equal to its potential productivity minus process losses. Process losses are the impediments to maximal group competence that prevent the group from combining its resources for optimal task performance (Guzzo, 1986). These process losses come from deficits of coordination and motivation. It would be expected that the performance strategy (measured as cooperation in this study) of a group would affect the coordination of group members' efforts. Autonomy preference is the degree to which an individual prefers to work independently rather than working in a group (Wageman, 1995). Wageman found that individuals with high autonomy preference experienced a greater decrease in motivation to work in group reward situations than in independent reward situations. Despite this finding, there was no significant difference in group effectiveness when autonomy preferences were taken into account (Wageman, 1995). She did find that group members with high autonomy

preferences were less likely to help other group members. Valence is the value of particular outcomes (Luthans, 1997). Each outcome has a particular valence that may be different for different individuals (Nadler & Lawler, 1977).

Vroom's (1964) Valence-Instrumentality-Expectancy theory (VIE) predicts that individuals will choose to exert a high level of effort if the effort is perceived to lead to a valued outcome. Using this model, it would be expected that an individual would work harder if the expected reward were more desirable. Previous research on group and individual reward structures has found that group-level rewards improve performance when the task is interdependent (Miller & Hamblin, 1963; Wageman & Baker, 1997). These experiments, however, used unrealistic and simple tasks. This experiment used a task that was more indicative of the type of tasks teams perform, in order to increase generalizability to real project teams. Past research has also focused on differing levels of interdependence (Wageman, 1997). This research focused on project teams, which are normally involved in highly interdependent tasks. As such, the task involved was interdependent for all treatments. Other research on combinations of group and individual rewards has found that the hybrid designs result in lower performance (Wageman, 1995). These results were obtained in a field test where the control over the task was less than in a laboratory setting. The task involved was for the most part independent, where only tactical decisions were made interdependently. Other laboratory research has found similar results, but again has used simplistic tasks. This research used a more complex task in which the availability of individual rewards may serve to better motivate the individuals to higher levels of effort than with strictly group-level rewards.

Previous research has found that levels of satisfaction are greatest when the interdependence of the reward structure matches the interdependence of the task (Rosenbaum et al., 1980; Wageman, 1995). Since this research uses an interdependent task exclusively, it was expected that group rewards would provide higher levels of satisfaction than individual rewards. Conversely, it has been proposed that most people prefer individual rewards, especially in western cultures, because of the greater satisfaction in being individually recognized (Rooney, 1995; Geber, 1995). No existing data was found on the effects of reward type on the ability of a group to exist over time. One reason may be that a longitudinal study would have to be done to actually determine a group's ability to exist. This would require long-term changes to group-level rewards. In field research, organizations may be reluctant to continue using one reward structure for a lower performing group, when a differently rewarded group is performing significantly better. Long-term laboratory research is not usually feasible. It was expected that the effect of reward structure on ability to exist would be similar to that of reward structure on satisfaction.

2.3.3. Risk Tolerance and Project Team Performance

March and Shapira (1987) observe that according to classical decision theory, risk is generally understood to be the distribution of possible outcomes, their likelihood, and their subjective values. In project management, this definition can be applied to time, cost, performance, and many other influential factors in any project that impact these three concerns. However, project managers, firms, and stakeholders rarely share the very same view or opinion of what the possible outcomes are for a project, much less their likelihood. Tversky and Kahneman (1992) suggest that the reference points that people use to evaluate risky prospects affect risk-taking and hence leading to high team performance. In this respect, risk tolerance is a subjective notion in the absence of clear and uniform communication and tools for risk analysis. Risk tolerance is still a developing area of research because of its human dynamics. Pratt (1964), Arrow (1965), and Ross (1981) possessed a far too simple conception of risk tolerance: to put it simply, individual decision-makers are risk averse. In fact, a person does not necessarily choose to be compensated for variability in outcomes. Many other circumstances shape attitudes toward risk, and thus risk tolerance is a complex topic demanding a more complex definition. Taking big risks can be beneficial to a firm that is able to accept them because it leads to high performance among the team. For this reason, risk must be defined as including the probability of both good and bad outcomes. It is in this context that we analyze risk tolerance correctly and understand some managers ability for risk-taking.

Wilemon and Cicero (1970) point to two categories of "risk" which pertain to project managers and concern them most. These are project risk and professional risk. Project risk applies to the uncertainties for a project manager in achieving a project's goals in terms of time, cost, and performance. These risks are the main subject of risk management as they apply to project management. Professional risk deals with a project manager's uncertainties with respect to future job advancement and reward. According to Jarrett (2000), risk is not only a probability of success, but is also always a probability given a set of premises. Though risk tolerance is often a neglected topic of discussion in many firms, there are numerous reasons why top management, project managers, and stakeholders should all have unified vision and firm grasp of it in connection with any project. Attention to risk tolerance leads to more efficient use of resources because the project team has a better understanding of how much of the project's risk should be remedied.

According to Jarrett (2000), risk is not only a probability of success, but is also always a probability given a set of premises. The decision-maker's risk tolerance must always be coupled with the established definition of risk. Though risk tolerance is often a neglected topic of discussion in many firms, there are numerous reasons why top management, project managers, and stakeholders should all have a unified vision and firm grasp of it in connection with any project. Attention to risk tolerance leads to more efficient use of resources because the project team has a better understanding of how much of the project's risk should be remedied. Managing risk can be an expensive scheme; therefore, it is important not only to prioritize risks and address the most crucial ones, but also to know how much to reduce them so that the risk is acceptable. The project team should have a better understanding of how far down the list of prioritized risks should go. This will result in improved decision-making that leads to lower costs, better performance, and a shorter duration of the project. Minimizing risk as much as a project's budget is quite straightforward and is the approach many firms take. Conversely, recognizing when a higher level of risk is suitable and accepting that situation to reap the benefits of innovation is much more difficult.

Ahmed (1998) argued that many companies only pay lip service to the idea of innovation and that a precious few possess a culture to promote smart risk-taking. Great financial windfalls and industry dominance do not come without some measure of risk. When a firm's strategy is to be first to market a new product, it is imperative risks be taken to ensure the product is not held up in development. In instances such as this, the project manager should have a detailed understanding of the firm's tolerance level for the possible occurrence of every sizeable risk. Because defined risk tolerance levels are rarely communicated effectively throughout the firm, lower level employees and managers are rarely willing to try to innovate and engage in activities that depart from traditional business.

Project teams fit Parker's (1990) definition of team: a group of people with a high degree of interdependence, aiming for a goal or the completion of a task. But not all teams are alike. Project teams are different from work teams, improvement teams, and management teams in several ways. Unlike other types of teams, project teams are time-limited (Cohen and Bailey, 1997). Project teams often work towards the completion of a single output and after the attainment of the output the team disbands. The complexity of projects today and the speed in which projects must be accomplished have created the need for project teams composed of individuals willing and able to form quickly, accomplish project tasks, and then move on to other project teams. Organizations are utilizing project teams more often as the result of increasingly complex projects and because success is often associated with beating competitors to the market. Project teams are highly interdependent in that team members must work together to complete a task, and must work extensively with nonmembers (Ancona and Caldwell, 1992). The advantage of project teams is their ability to bring together skills and experiences from multiple disciplines for integration and task completion (Keller, 1986). Likerts (1961) linking pin theory argues its expression in these ideas that everyone is part of one or more teams, whether production or service oriented or part of the management structure of the organizations.

2.4. Summary of the Literature

The literature reviewed clearly indicates that there are a number of studies in place that have viably established a relationship between organizational culture and project team performance in NGOs world over. But however, there is no particular study which tries to look at this in Kigali-Rwanda and particularly in Water Aid organization. However, the literature reviewed is reportedly done in previous years of 2010 and below. Currently, we are in 2015 and new developments have come up in the way organizations controls, rewards and handles risks which call for a study like this to try to empirically test the literature review and weigh the progress of the new ways of controlling, criterions of rewarding and ways of dealing with risks in place. This revealed new works in place especially on the relationship between organizational culture and project team performance in Water Aid organization in Kigali-Rwanda.

3. Research Methodology

3.0. Introduction

This section presents the methods the researcher employed and the instruments used in data collection and analysis. It describes the research design and the methodology that was used which include area and study population, study sample, data collection methods, data analysis, ethical consideration and limitation of the study respectively.

3.1. Research Design

This study used a cross sectional research design. This design was chosen because it is important for the researcher to find out the opinion of a cross section of the population about a subject under investigation in a particular period of time using a particular part of organisation (Sekaran, 2003). In this study, numerical figures and descriptive information was obtained, giving it both a quantitative and qualitative research dimension. The study hence used both qualitative and quantitative approaches during sampling, data collection, quality control, and analysis. At data collection stage, qualitative design involved administering open ended interview and questionnaire questions to the respondents, whilst the quantitative design involved administering closed ended interview and questionnaire questions to respondents in Water Aid organization.

3.2. Area and Study Population

The study was conducted at Water Aid-organization at Kigali in Rwanda. This organization is located within the center of Kigali and this area was chosen because it's closer to the researcher's residence and so it minimized transport and accommodation costs.

The total population for this study was 64 respondents comprised of 4 project managers, 10 team leaders, and 50 team members. Managers was selected because they know the strengths and weaknesses of their project team members, team members was selected because they are the one who execute the organizational activities and their opinion was vital in this study and finally team leaders because they are aware of teams' effort within the organization.

3.3. Sampling

Sampling was done using different sampling designs, procedures in order to come up with a sample size.

3.3.1. Sampling Design

The study used both probability and non-probability sampling designs. From the existing probabilistic sampling designs, the study used simple random sampling techniques. Simple random sampling was used to select team members in Water Aid organization. This technique was chosen because the category of team members has a large population size and was as such warranted simple random

sampling to minimize sampling bias (Mugenda & Mugenda, 2003). From the existing non-probabilistic sampling designs, census sampling was used to select project managers and team leaders because all of them are of much importance to the study.

3.3.2. Sampling Procedure

The researcher used simple random sampling and census sampling technique by adopting Morgan and Krejcie (1970) table to arrive at the sample size that was used in this study.

Simple random sampling technique was chosen because the category of team members has a large population size and is as such warranted simple random sampling to minimize sampling bias (Mugenda & Mugenda 2003). Census sampling was used to select project managers and team leaders because all of them are of much importance to this particular study.

The researcher worked with a sample of the population that was selected to be representative of the population. Sekaran (2003) observes that collecting data from the entire population would be practically impossible and it would be very difficult to examine every element in the population. In addition it would be prohibitive in terms of time, cost, and other resource inputs.

3.3.3. Sample Size

The sample of 58 respondents was selected to represent the views of the entire population. The sample of 58 respondents was appropriate because it produced more reliable and quick results because fewer errors was encountered during the data collection exercise and was easily managed.

Category	Population	Sample	Sampling technique
Managers	4	4	Census
Team leaders	10	10	Census
Team members	50	44	Simple random sampling
Total	64	58	

Table 1: Illustrates the staff population, sample size and technique used.
Source: Water Aid- organization HRM manual (2014)

4. Presentation, Analysis and Interpretation of Results

4.0. Introduction

This chapter presents findings of the study which was conducted on organizational culture and project team performance in Non-Governmental Organization in Rwanda using a specific reference of Water Aid Organization in Rwanda. The findings are presented according to the objectives of the study. In the first section, the social background of the respondents was given. In the second section, the empirical analysis of the study findings are analyzed (that is findings on organizational control, reward criteria and risk tolerance and project team performance in Water Aid Organization) and the last section handles the answering of the research questions that were set for this study to prove. The response rate in the whole study was 98.2% of the respondents that were set for the study. Only 1.8% of the respondents could not be reached because some of them were out for some duties and others couldn't attend to the researcher in the specified time. However, according to Amin (2005), 70% of the respondents are enough to represent the sample size set for the study. This means that 98.2% is extremely enough for this study.

4.1. Background of the Respondents

This theme handles the background information on the respondents that were used in the study. Among these characteristics included, gender, age, level of education and the period respondents had spent in service at Water Aid Organization.

4.1.1. Gender of the Respondents

To understand the gender of the respondents, the researcher recorded their gender and below was the results that were recorded in figure 2.

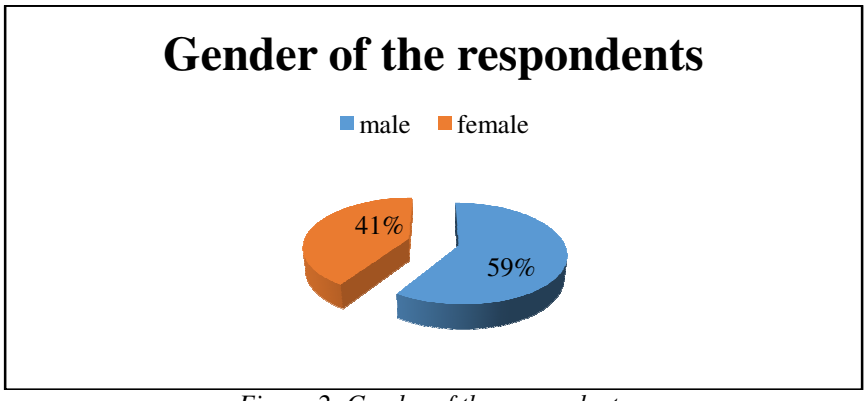

Figure 2: Gender of the respondents

From figure 2, it is indicated that the study was conducted mainly from the male respondents who constituted 59%. Females on the other hand, were represented by 41% of the respondents. On the other hand, from the interviews conducted, the male respondents took a highest toll, they constituted 88.5% of the respondents and female took the smaller portion of 11.5%. This directly tells us that no matter the percentage of males and females who participated in the study. This implies that the study was gender sensitive.

4.1.2. Age of the Respondents

To establish the age of the respondents, participants were asked to state their ages and below are the results that were recorded in figure 3.

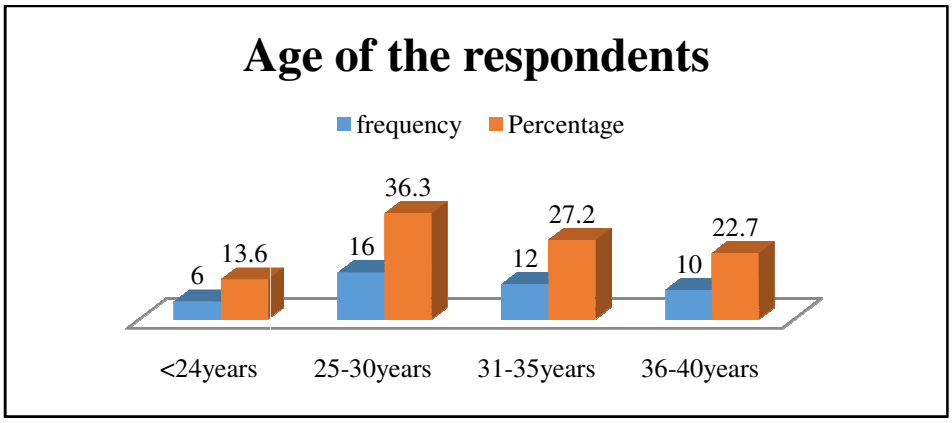

Figure 3: showing age of the respondents

From figure 3 above, it was found that majority of the respondents were 25-30years and these took the highest toll of 36.3%. Those who were in the category of 31-35 constituted 27.2%, 36-40years were represented by 22.7% of the respondents and those who were below 24years came last with 13.6%. These categories of years are what the study had aimed at hence guaranteeing the results forethought.

4.1.3. Level of Education of the Respondents

Respondents were also asked to state their level of education and most of them indicated that they had a bachelor's degree as shown in figure 4 in details below.

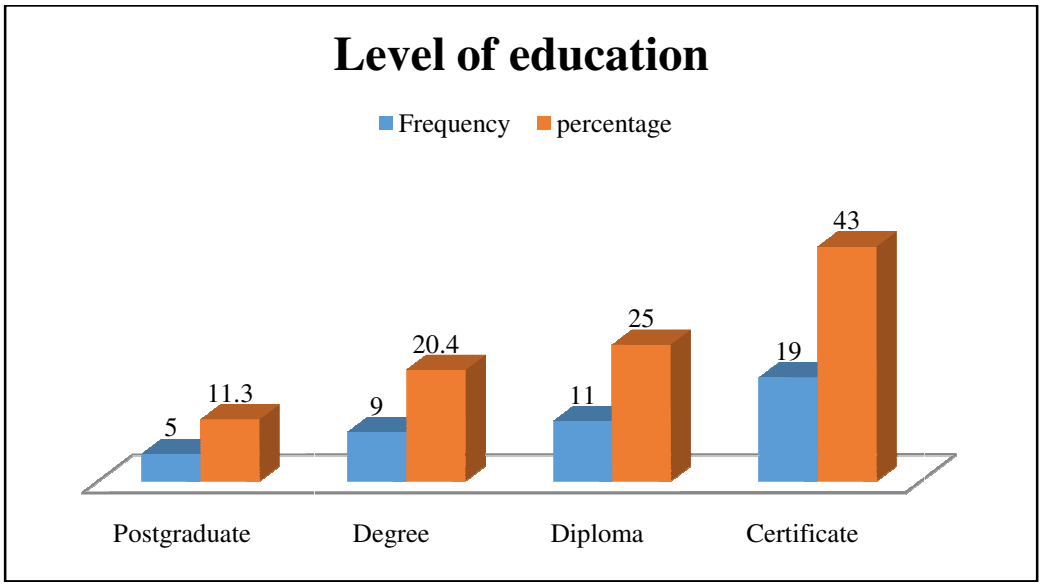

Figure 4: showing the level of education of the respondents

Figure 4 indicates that majority of the respondents had a certificate of education and these constituted 43% of the respondents. 25% of the respondents had attained a diploma, 20.4% had a degree and 11.3% had got a postgraduate level of education. Basing on the above findings were majority of the respondents were showed to have had at least a certificate in education, this means that the findings of the study were based on the people who had enough cognitive capacity to tell what is required to the study.

4.1.4. Time Spent Working for Water Aid Organization

Respondents were also asked to state the time they had spent in Water Aid Organization and their responses were what figure 5 indicates below.

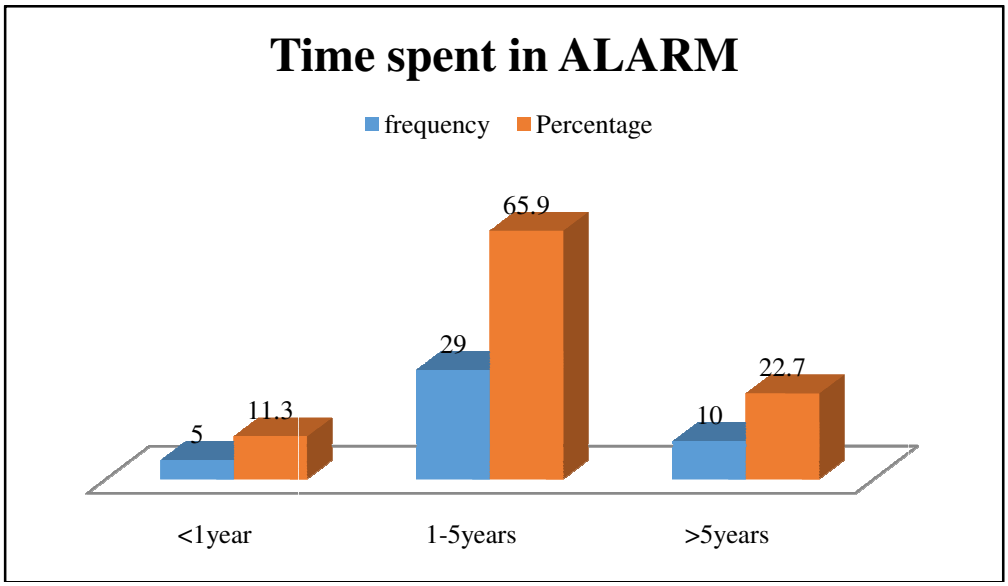

Figure 5: Showing the Time spent working with Water Aid Organization

Figure 5 above indicates that majority of the respondents had worked with Water Aid Organization for 1-5years and these took 65.9%, 22.7% had spent in service for over 5years. Those who had spent below 1years were represented by 11.3%. This therefore, means that the study was based on the people who had enough experience as far as the Water Aid Organization operations are concerned.

4.2. Empirical Findings on Organizational Culture and Project Team Performance in Water Aid Organization

In this section, the research findings are presented as per the dependent and independent variables used by the study. These findings were thus obtained on organizational control, reward criteria, risk tolerance and project team performance in Water Aid Organization. In this case therefore, to understand whether there is a relationship between organizational culture and project team performance, respondents were introduced to different pre-conceived statements as per each variable to get their views and below are the findings that were found on each dimension.

4.2.1. Findings on Organizational Control in Water Aid Organization

To establish whether Water Aid Organization undertakes control of its team members, the respondents were asked different statements. Their responses were computed by making an aggregate of responses given by respondents to the 5-statements and 5point Likert scale (1=Strongly agree, 2=agree, 3=Uncertain, 4=Disagree and 5=Strongly Disagree), which sought to measure the prevalence and practice of organizational control in Water Aid Organization were categorized according to their percentages and means as follows:

Statements	1	2	3	4	5	Mean
In my organization a high degree of team-member control foster team performance	9%	31.8%	2.27%	27.2%	29.5%	2.64
In my organization employees' behaviors are monitor by the team leaders	13.6%	22.7%	4.5%	36.4%	22.7%	3.09
In Water Aid Organization evaluation process based on the monitoring and evaluation of team's behaviors supports high team performance	25%	29.5%	9%	15.9%	20.4%	3.23
In my organization personal control exercise at all level of management foster team work	36.3%	27.2%	4.5%	25%	6.8%	3.61
In my organization high level of mutual influence within team members lead to high team performance	29.5%	45.4%	9%	9%	6.8%	3.82

Table 2: Descriptive Statistics on the findings on organizational control in Water Aid Organization

From table 2, it is evident that out of the 5-statements that were introduced to respondents to have their say, 1-statement was strongly agreed on by majority of the respondents and this was statistically computed with a higher mean. 3-statements were agreed on by majority of the participants and these were indicated with highest means and 1-statement was disagreed on by majority of the respondents and this was indicated by lower means.

The response that was strongly agreed on by majority of the respondent was, "In my organization personal control exercise at all level of management foster team work." This was reported by 36.3% of the respondents and was represented by a mean of 3.61.

Among the responses that were agree on by majority of the respondents include; "In my organization high level of mutual influence within team members lead to high team performance" which was reported by 45.4% of the respondents and statistically computed with a mean of 3.82. 29.5% reported that "In Water Aid Organization evaluation process based on the monitoring and evaluation of team's behaviors supports high team performance", this was represented by a mean of 3.23. "In my organization a high degree of team-member control foster team performance" was reported by 31.8% of the respondents and it was tabulated by a mean of 2.64.
Lastly, 36.4% of the respondents disagreed that "In my organization employees' behaviors are monitor by the team leaders" and it had a mean of 3.09.
This position was further supported by the views from the interviews conducted where by majority of the interviewees indicated that organizational control that is put in place by Water Aid Organization has facilitated in skill transfer among the teams which enables them to perform better and offer timely services. One of the key informants was quoted as saying,

> "Team performance in a project rely so much on how the organization control its team members because they cannot haphazardly deliver with no much control form the project managers and directors…"

On the other hand, from the FGD discussions conducted with team leaders, it was evidenced that organizational control is a pillar for team performance as it acts as a basis for knowledge sharing and development. The findings are directly in agreement to what earlier scholars had argued in the literature, such as, Tannenbaum (1968) who argued that a high degree of control by the manager is necessary for the efficient administration of an organization and, at the same time, a high degree of team-member control is also necessary to foster identification, motivation, and loyalty hence leading to high team performance. In this case thus, it can be reached organizational control in Water Aid Organization to a large extent has improved on team performance since majority of the responses that were presented to respondents were agreed on, interviews were also in support of that positions as well as the FGDs conducted in the area.

4.2.2. Findings on Reward Criteria in Water Aid Organization

To establish the reward criteria of Water Aid Organization, the respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-statements and 5point Likert scale (1=Strongly agree, 2=agree, 3=Uncertain, 4=Disagree and 5=Strongly Disagree), which sought to understand the reward criteria of Water Aid Organization which were categorized according to their percentages and means as follows:

Items	1	2	3	4	5	Mean
In my organization reward lower the performance of team members	50%	45.4%	2.27%	2.27%	2.27%	4.05
In Water Aid Organization good salary compensation promote project team work	22.7%	75%	2.27%	0%	0%	4.20
In my organization the degree to which rewards are allocated based on performance supports team work	50%	45.4%	2.27%	2.27%	2.27%	4.34
In Water Aid Organization compensation based on task significance supports team work	63.5%	27.2%	0%	4.5%	4.5%	4.45
Reward given based on task autonomy promote team work	72.7%	22.7%	2.27%	0%	0%	4.68

Table 3: Descriptive Statistics on the findings on reward criteria in Water Aid Organization

From table 3, it was established that out of the 5-statements that were introduced to respondents, 4-statements were strongly agreed on by most of the respondents and these were indicated to have the highest means, 1-statement was agreed on by most of the respondents and this had a relatively a high mean.
Among the responses that were strongly agreed on by most of the respondents include; "Reward given based on task autonomy promote team work", this was reported by 72.7% of the respondents and it was measured with a mean of 4.68. "In Water Aid Organization compensation based on task significance supports team work" was reported by 63.5% of the respondents and this was represented by a mean of 4.45. "In my organization the degree to which rewards are allocated based on performance supports team work" was represented by 50% of the respondents and this was indicated with a mean of 4.34. 50% of the respondents also admitted that "In my organization reward lower the performance of team members" and this was tallied with a mean of 4.05.
One items that was agreed on by most of the respondents was "Water Aid Organization good salary compensation promote project team work", this was reported by 75% of the respondents and was calculated with a mean of 4.20.
From the interviews that were conducted with managers of Water Aid Organization, it was realized that most of them stood in support of the view that reward criteria has a relationship with project team performance because one of them in his own words was quoted,

> "To all of us, money may not be the first priority but fundamentally, if a team member is not rewards as per the work done, it affect the whole team performance because a team is like a football team where one bad player can make the team to lose."

He added,

> "Teams are usually creative and timely whenever they are rewarded equally and in time for work done…."

From the FGDs that were conducted with the team leaders, it was evident that all of them synonymously agreed that reward criteria of an organization affect team performance because if one member of a team earns more than the other, the level of attentiveness is reduced and they are always out to lament and this kills innovation".
All these views are similar to what had earlier been established in the literature by Gale (2004) who ascertained that, the importance of both organizational and individual culture (later in terms of personality) as important factors to decide if to reward employees. As a higher entrepreneurial culture is developed, the more likely rewards will be used, while a bureaucratic culture demands a fixed salary,

without rewards. Slavin (1991) argues, that task characteristics need consideration. Indeed, a recent article by (Brown, 1995) emphasizes this trend by pointing out the rapid growth in group based rewards as opposed to individualistic based reward schemes.
Therefore, it can be reached that reward criterias used in Water Aid Organization affect project team performance as it was completely assured by team members themselves with all items being strongly agreed on and agreed and continually supported by the views of the interviewees, FGDS and early literature reviewed.

4.2.3. Findings on Risk Tolerance in Water Aid Organization

To understand the risk tolerance in Water Aid Organization, the respondents were introduced different statements to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-statements and 5point Likert scale (1=strongly agree, 2=agree, 3=Uncertain, 4=Disagree and 5=Strongly Disagree), which sought to understand risk tolerance in Water Aid Organization which was categorized according to their percentages and means as follows:

Statements	1	2	3	4	5	Mean
In my organization risk is beneficial and it enables opportunities among team members	9%	15.9%	6.8%	29.5%	38.6%	2.27
Project team better understanding on risk-taking promote team performance	18.8%	15.9%	4.5%	36.3%	25%	2.59
In my organization the degree to which employees are encouraged to be risk seeking supports team performance	29.5%	31.8%	6.8%	22.7%	9%	3.50
In Water Aid Organization managers same opinion of risk-taking with team members supports high team performance	47.7%	18.8%	4.5%	20.4%	9%	3.73
In my organization risk avoidance strategy foster team performance	50%	25%	4.5%	11.3%	9%	3.82

Table 4: Descriptive Statistics on the findings on Risk tolerance in Water Aid Organization

It is evidenced in table 4 that out of the 5-statements that were introduced to participants, 2- statements were strongly agreed on by most of the respondents and these were shown with the highest means, 1-statement was agreed on by majority of the respondents and it was indicated with a relatively higher mean, 1-statement was disagreed on and 1-statement was strongly disagreed with.
The two items that were strongly agreed on by majority of the respondents included; "In my organization risk avoidance strategy foster team performance" which was reported by 50% of the respondents and represented by a mean of 3.82 whilst 47.7% of the respondents indicated that "In Water Aid Organization managers same opinion of risk-taking with team members supports high team performance." This had a mean of 3.73.
Additionally, 29.5% agreed that "In my organization the degree to which employees are encouraged to be risk seeking supports team performance" and this was measured with a mean of 3.50.
36.3% of the respondents disagreed that "Project team better understanding on risk-taking promote team performance." This was computed with a mean of 2.59 and 38.6% strongly disagreed that "In my organization risk is beneficial and it enables opportunities among team members" and this was computed with a mean of 2.27
From the interviews conducted, it was found out that all of the respondents were in support of the opinion that risk tolerance is totally related to project performance in Water Aid Organization. For instance, one of the project managers in Water Aid Organization was quoted saying, "In our organization, we have a risk avoidance strategy which has helped so much our teams to be efficient and effective in their services or works….."
Contrary, form the FGDs conducted, it was crystal clear that most of the discussants didn't believe that Water Aid Organization's managers were risk tolerant, they wholesomely disagreed that risk tolerance in Water Aid Organization had not impacted on project team performance.
On the other hand, according to Tversky and Kahneman (1992), the ascertained that the reference points that people use to evaluate risky prospects affect risk-taking and hence leading to high team performance. In this respect, risk tolerance is a subjective notion in the absence of clear and uniform communication and tools for risk analysis. Risk tolerance is still a developing area of research because of its human dynamics. Pratt (1964), Arrow (1965), and Ross (1981) adds that or possessed a far too simple conception of risk tolerance: to put it simply, individual decision-makers are risk averse. In fact, a person does not necessarily choose to be compensated for variability in outcomes. Many other circumstances shape attitudes toward risk, and thus risk tolerance is a complex topic demanding a more complex definition. Taking big risks can be beneficial to a firm that is able to accept them because it leads to high performance among the team. For this reason, risk must be defined as including the probability of both good and bad outcomes. It is in this context that we analyze risk tolerance correctly and understand some managers' ability for risk-taking. Therefore, given the fact that most of the responses and respondents were in support of the view that risk tolerance was being practiced and part of the organizational culture Water Aid Organization, it is purely true that this can improve on project team performance.

4.2.4. Findings on Project Team Performance in Water Aid Organization

To establish the level of project team performance in Water Aid Organization, the respondents were introduced different statements to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-statements and 5point Likert scale (1=strongly agree, 2=agree, 3=Uncertain, 4=Disagree and 5=Strongly Disagree), which sought to understand project team performance in terms of effectiveness, efficiency and timeliness in Water Aid Organization. These are tabulated as shown in different themes below.

4.2.4.1. Findings on effectiveness of project teams in Water Aid Organization

To establish the effectiveness of project teams in Water Aid Organization, the respondents were introduced different statements to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-statements and 5point Likert scale (1=strongly agree, 2=agree, 3=Uncertain, 4=Disagree and 5=Strongly Disagree), which sought to understand effectiveness of project teams in Water Aid Organization which was categorized according to their percentages and means as follows:

Statements	1	2	3	4	5	Mean
Ability to forecast final cost and schedule outcome result from organizational culture within the organization	9%	0%	0%	54.5%	22.7	1.91
In my organization (work product) conforms to requirements of employees' culture	15.9%	40.9%	18.8%	4.5%	20.4%	3.52
In my organization process output is supportive of organizational culture	38.6%	15.9%	22.7%	13.6%	9%	3.68
Employees are doing the right things in my organization	15.9%	75%	4.5%	4.5%	2.7	3.91
Processes and tools used generate strong organizational culture within the organization	57.2%	31.8%	9%	4.5%	2.7	4.27

Table 5: Descriptive Statistics on effectiveness of project teams in Water Aid Organization

The study findings in table 5 above, it clear that out of 5-statements that were introduced to respondents, 1-statement was strongly agreed and this was computed with the highest mean, 1-statement was agreed on and this had a relatively higher mean, 1-statement was disagreed and 1-item was strongly disagreed and these were indicated with lower means.

The response that was strongly agreed was; "Processes and tools used generate strong organizational culture within the organization" this was reported by 57.2% of the respondents and had a mean of 4.27.

75% of the respondents agreed that "Employees are doing the right things in my organization" and this was indicated with a mean of 3.91

40.9% of the respondents disagreed that "In my organization (work product) conforms to requirements of employees' culture." This was computed with a mean of 3.52, whilst 54.5% of the respondents indicated that "Ability to forecast final cost and schedule outcome result from organizational culture within the organization" and this was indicated with a mean of 1.91.

Those who strongly disagreed (38.6%) indicated that "In my organization process output is supportive of organizational culture" and this was a mean of 3.68.

From the interviews conducted, it was evident that most of the managers indicated that there have been higher levels of effectiveness among the team members especially when it comes to meeting desired results in time. On the other hand, FGDS didn't indicate higher levels of effectiveness among project teams in Water Aid Organization and their reason is that there have been so many things that have not been met in time.

4.2.4.2. Findings on efficiency of project teams in Water Aid Organization

To establish the efficiency of project teams in Water Aid Organization, the respondents were introduced different statements to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-statememnts and 5point Likert scale (1=strongly agree, 2=agree, 3=Uncertain, 4=Disagree and 5=Strongly Disagree), which sought to understand efficiency of project teams in Water Aid Organization which was categorized according to their percentages and means as follows:

Statements	1	2	3	4	5	Mean
The degree to which the process produces the required output at minimum resource cost is supportive of organizational culture	4.5%	4.5%	20.4%	43%	22.7%	2.45
Accomplishing project objectives ahead of schedule and under budget is supportive of organizational culture	25%	25%	0%	22.7%	27.2%	2.98
Maximizing resource efficiency using a temporary group of members increase organizational culture within the organization	36.3%	27.2%	4.5%	6.8%	27.2%	3.39
In my organization we are doing things right due to culture	4.5%	77.2%	4.5%	6.8%	4.5%	3.75

Table 6: Descriptive Statistics on efficiency of project teams in Water Aid Organization

The study findings in table 6 above, out of the 4-statements that were introduced to respondents to have their say, 1-statement was strongly agreed by 3.63% of the majority of respondents (Maximizing resource efficiency using a temporary group of members increase organizational culture within the organization) and this had a relatively higher mean of 3.39. 1-statement was agreed on by 77.2% of the most of respondents (In my organization we are doing things right due to culture) and it was indicated by a mean of 3.75. 1-statement was disagree by 43% of the respondents (The degree to which the process produces the required output at minimum resource cost is supportive of organizational culture) and this was indicated by a mean value of 2.45. 1-item was strongly disagreed by 27.2% (accomplishing project objectives ahead of schedule and under budget is supportive of organizational culture) and this was indicated with a mean of 2.98.

The team leaders in FGDs took a different position, while indicating efficiency among project team in Water Aid Organization basing on the reasoning of task accomplishment and value addition qualities realized in the organization. This line of argument was also supported by interviewees saying that there are has been increased levels of efficiency.

4.2.4.3. Findings on Timeliness of Project Teams in Water Aid Organization

To establish the timeliness of project in Water Aid Organization, the respondents were introduced different items to have their say. Their responses were computed by making an aggregate of responses given by respondents to the 5-items and 5point Likert scale (1=strongly agree, 2=agree, 3=Uncertain, 4=Disagree and 5=Strongly Disagree), which sought to understand timeliness of project teams in service delivery in Water Aid Organization which was categorized according to their percentages and means as follows:

Statements	1	2	3	4	5	Mean
The length at which the work was done correctly and on time result from organizational culture	4.5%	6.8%	6.8%	43%	38.6%	1.95
What constitutes timelines for a given unit of work is part of organizational culture	29.5%	6.8%	13.6%	15.9%	31.8%	2.89
Ability to mitigate cost and schedule deviation is part of organizational culture	22.7%	22.7%	22.7%	9%	22.7%	3.30
Criteria based on customers requirement result from organizational culture	9%	52.2%	15.9%	13.6%	9%	3.55

Table 7: Descriptive Statistics on timeliness in Water Aid Organization

From table 7 above, it is clearly indicated that on the 4-statements that were introduced to respondents to measure timeliness among project team services 52.2% of the respondents agreed that "Criteria based on customers requirement result from organizational culture" and it has mean of 3.55. 22.7% of the respondents were uncertain whether "ability to mitigate cost and schedule deviation is part of organizational culture" and this was indicated with a mean of 3.30.

On the other hand, 43% of the respondents disagreed that "The length at which the work was done correctly and on time result from organizational culture Project" and this was computed with the lowest mean of 1.98. Lastly, 31.8% of the respondents strongly disagreed that "what constitutes timeliness for a given unit of work is part of organizational culture" and this was measured with a mean of 2.89

4.3. Research Questions

This section answers the research questions that were set for this study describing whether there is a relationship between organizational culture and project team performance in Water Aid Organization. A Pearson Correlation Coefficient was used in this case.

4.3.1. Research Question One

- What influence does control have on project team performance in Water Aid Organization in Kigali-Rwanda

In the virtue to answer this question on whether organizational control has an influence on project team performance in Water Aid Organization a bivariate analysis was computed between one of the indicators of organizational control and project team performance as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 8.

		The length at which the work was done correctly and on time result from organizational culture	In my organization personal control exercise at all level of management foster team work
The length at which the work was done correctly and on time result from organizational culture	Pearson Correlation	1	.736**
	Sig. (2-tailed)		.000
	N	44	44
In my organization personal control exercise at all level of management foster team work	Pearson Correlation	.736**	1
	Sig. (2-tailed)	.000	
	N	44	44

Table 8: Correlation between organizational control and project team performance in Water Aid Organization

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

From the table above 8 shows that a Pearson Correlation Coefficient value is (r=.736). According to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table, the absolute value of r=.736 indicates a positive relationship, strong relationship and a significant relationship (.000<.05) between control and project team performance. This implies that organizational control has a significant influence on project team performance in Water Aid Organization. This thus means that organizational control practiced in Water Aid Organization has improved on team performance.

4.3.2. Research Question Two

- What influence do reward criteria have on project team performance in Water Aid Organization

In the virtue to answer this question on whether reward criteria has an influence on project team performance in Water Aid Organization a bivariate analysis was computed between one of the indicators of reward system and project team performance as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 8.

		The length at which the work was done correctly and on time result from organizational culture	Reward given based on task autonomy promote team work
The length at which the work was done correctly and on time result from organizational culture	Pearson Correlation	1	.214**
	Sig. (2-tailed)		.056
	N	44	44
Reward given based on task autonomy promote team work	Pearson Correlation	.214**	1
	Sig. (2-tailed)	.056	
	N	44	44

Table 9: Correlation between reward criteria and project team performance in Water Aid Organization
***. Correlation is significant at the 0.01 level (2-tailed).*

From the table above 9 shows that a Pearson Correlation Coefficient value is (r=214). According to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table, the absolute value of r=.214 indicates a negative relationship, weak relationship and a insignificant relationship (056>.05) between reward criteria and project team performance. Therefore, it can be established that reward criteria has negative influence on project team performance in Water Aid Organization. This thus means that if Water Aid Organization wants to improve the performance of project teams, there is a need to invest so much in the criteria of rewarding its teams used.

4.3.3. Research Question Three

- What influence does risk tolerance have on project team performance in Water Aid Organization in Kigali Rwanda

In the virtue to answer this question on whether risk tolerance has an influence on project team performance in Water Aid Organization, a bivariate analysis was computed between one of the indicators of risk tolerance and project team performance as they were reported by the respondents to find out whether there is a correlation between the two. Below are the results in table 10.

		The length at which the work was done correctly and on time result from organizational culture	Project team better understanding on risk-taking promote team performance
The length at which the work was done correctly and on time result from organizational culture	Pearson Correlation	1	.845**
	Sig. (2-tailed)		.000
	N	44	44
Project team better understanding on risk-taking promote team performance	Pearson Correlation	.845**	1
	Sig. (2-tailed)	.000	
	N	44	44

Table 10: Correlation between risk tolerance and project team performance in Water Aid Organization
***. Correlation is significant at the 0.01 level (2-tailed).*

From the table above 10 shows that a Pearson Correlation Coefficient value is (r=845), according to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table, the absolute value of r=.845 indicates a positive relationship, strong relationship and significant relationship (.000<.05). Therefore, it can be established there is a significant relationship between risk tolerance and project team performance in Water Aid Organization organization. This thus means that risk tolerance adopted by Water Aid Organization has a positive influence on project team performance.

5. Summary, Conclusions and Recommendations

5.0 Introduction

This is concluding chapter of the study. It is consisted of the summary; conclusion and recommendations offered on the topic of the study entitled "organizational culture and project team performance in Water Aid Organization".

5.1. Summary of the Findings

The study was carried out in order to establish the relationship between organizational culture and project team performance using Water Aid Organization in Kigali-Rwanda. The introduction of this study shade more light on the essential elements and background of organizational culture and project team performance. Many literature and academic publications from different authors about the study variables were also presented. The specific objectives of the study were; to investigate the influence of control on project team performance in Water Aid Organization in Rwanda; to examine the influence of reward criteria on project team performance in Water Aid Organization and to analyze the influence of risk tolerance on project team performance in Water Aid Organization. At the end of

the study, it was found out that organization control and risk tolerance had a positive influence on project team performance in Water Aid Organization whilst reward criteria had a negative influence on project team performance.

5.1.1. The Influence of Organizational Control on Project Team Performance in Water Aid Organization

The study findings indicated that organizational control has a significant influence on project team performance in Water Aid Organization in Kigali-Rwanda. This is because most of the responses that were put forward to respondents were strongly agreed and agreed by majority of the respondents and these were indicated by higher means. For instance; most of the respondents agreed that: "In my organization personal control exercise at all level of management foster team work," "In my organization high level of mutual influence within team members lead to high team performance," "In Water Aid Organization evaluation process based on the monitoring and evaluation of team's behaviors supports high team performance", and "In my organization a high degree of team-member control foster team performance" This position was further supported by the views from the interviews conducted where by majority of the interviewees indicated that organizational control that was put in place by Water Aid Organization has facilitated in skill transfer among the teams which enables them to perform better and offer timely services. This was also the same line of argument documented from FGD discussions conducted team leaders who indicated that organizational control is a pillar for team performance as it acts as a basis for knowledge sharing and development.

The findings are directly proportional to what earlier scholars had argued in the literature. For instance, Tannenbaum (1968) argued that a high degree of control by the manager is necessary for the efficient administration of an organization and, at the same time, a high degree of team-member control is also necessary to foster identification, motivation, and loyalty hence leading to high team performance. In this case thus, it can be reached organizational control in Water Aid Organization to a large extent has improved on team performance since most of the responses that were presented to respondents were agreed on, interviews were also in support of that positions as well as the FGDs conducted in the area.

5.1.2. The Influence of Reward Criteria on Project Team Performance in Water Aid Organization

The study found out that reward criteria had a negative influence on project team performance in Water Aid Organization. This meant that Water Aid Organization has not invested enough in the way they reward their teams which had led lack of any impact. This is evident from the responses that were agreed on by most of the respondents and these had higher means which depicted a negative influence. Among the responses that were strongly agreed on by most of the respondents include; "Reward given based on task autonomy promote team work", "In Water Aid Organization compensation based on task significance supports team work" "In my organization the degree to which rewards are allocated based on performance supports team work" "In my organization reward lower the performance of team members" and "In Water Aid Organization good salary compensation promote project team work". These views were proportionate to what managers of Water Aid Organization indicated who indicated that reward criteria is fundamental factor for improving project team performance and due to lack of enough funds, it sometimes becomes difficult to meet all the criterias required. From the FGDs that were conducted with the team leaders, it was evident that all of them synonymously agreed that reward criteria of Water Aid Organization wasn't equivalent and lacked equity which affected project team performance because if one member of a team earns more than the other, the level of attentiveness is reduced and they are always out to lament and this kills innovation. All these views are similar to what had earlier been established in the literature by Gale (2004) who ascertained that, the importance of both organizational and individual culture (later in terms of personality) as important factors to decide if to reward employees. As a higher entrepreneurial culture is developed, the more likely rewards will be used, while a bureaucratic culture demands a fixed salary, without rewards.

Slavin (1991) argues, that task characteristics need consideration. Indeed, a recent article by (Brown, 1995) emphasizes this trend by pointing out the rapid growth in group based rewards as opposed to individualistic based reward schemes. Therefore, it can be reached that reward criterias used in Water Aid Organization influenced negatively project team performance as it was completely assured by team members themselves with all items being strongly agreed on and agreed and continually supported by the views of the interviewees, FGDS and early literature reviewed.

5.1.3. The Influence of Risk Tolerance on Project Team Performance in Water Aid Organization

The study findings indicated that risk tolerance had a significant and positive influence on the project team performance in Water Aid Organization. This is so because most of the responses that were put forward to respondents to react on with a pre-conceived mind and connotation of positivity were strongly agreed and agreed on by most of the respondents and had highest means despite one of them was disagreed. The two items that were strongly agreed on by most of the respondents included; "In my organization risk avoidance strategy foster team performance", "In Water Aid Organization managers same opinion of risk-taking with team members supports high team performance" and "In my organization the degree to which employees are encouraged to be risk seeking supports team performance" This position was supported by the opinions of key informants or managers of Water Aid Organization that risk tolerance is totally related to project performance in Water Aid Organization where one of the managers ascertained that they have a risk avoidance strategy which has helped so much our teams to be efficient and effective in their services or works. On Contrary, from the FGDs conducted, it was crystal clear that most of the discussants didn't believe that Water Aid Organization managers were risk tolerant, they wholesomely disagreed that risk tolerance in Water Aid Organization had not impacted on project team performance. On the other hand, according to Tversky and Kahneman (1992), the ascertained that the reference points that people use to evaluate risky prospects affect risk-taking and hence leading to high team performance. In this respect, risk tolerance is a subjective notion in the

absence of clear and uniform communication and tools for risk analysis. Risk tolerance is still a developing area of research because of its human dynamics.

Pratt (1964), Arrow (1965), and Ross (1981) add that or possessed a far too simple conception of risk tolerance: to put it simply, individual decision-makers are risk averse. In fact, a person does not necessarily choose to be compensated for variability in outcomes. Many other circumstances shape attitudes toward risk, and thus risk tolerance is a complex topic demanding a more complex definition. Taking big risks can be beneficial to a firm that is able to accept them because it leads to high performance among the team. For this reason, risk must be defined as including the probability of both good and bad outcomes. It is in this context that we analyze risk tolerance correctly and understand some managers' ability for risk-taking. Therefore, given the fact that most of the responses and respondents were in support of the view that risk tolerance was being practiced and part of the organizational culture Water Aid Organization, it is purely true that this can improve on project team performance.

5.2. Conclusions

Conclusions in this study were made basing on the study objectives;

1. There is a positive influence of organisational control on project team performance in Water Aid Organization. This means that the organisation has put so much efforts to see that they control their team's work performance
2. There is a negative influence of reward criteria on project team performance. This means that organisational reward criteria of Water Aid Organization lacks equity and this negatively affects the project team performance
3. There is a positive influence of risk tolerance on project team performance in Water Aid Organization. This means that the organisation's management or project managers are risk tolerant and this has improved project team performance.

5.3. Recommendations

Therefore, recommendations have been reached depending on the study objectives and conclusions made in the latter;

1. There is a significant need for Water Aid Organization in the virtue of improving project team performance and project success at large to see that they put in place formal guidelines to be followed in controlling staffs which are balanced on each and every one. This is because it was evident in this study that the management styles adopted by project managers in one way or the other affect the performance of project teams.
2. On the second objective, there is a substantial need for Water Aid Organization to come up with a reward criterion that is equitable to all project team members because the way of rewarding that is available in the organization cannot stimulate efficiently and effectively the performance of project teams which is too important. Here, the organization can adopt bonuses and allowances to staffs who work better than others.
3. On the last objective, it should be noted that risk tolerance in the organization of Water Aid Organization is available but it is practiced on individual level management, this means that sometimes some of the managers of the project may not adopt it. So, risk tolerance need to be inculcated into the organizational culture of Water Aid Organization as this will fasten the activities of the project teams.

5.4. Areas of Further Research

Wholesomely the study tried to meet and achieve the set objectives as shown in the write-up, however, in the process the researcher has observed certain areas that require further researcher. These include:

Wholesomely the study tried to meet and achieve the set objectives as shown in the write-up, however, in the process the researcher has observed certain areas that require further research. These include:

- The study was limited to two attributes of organisational culture and few variables of project team performance. There is a need for future research to replicate the findings employing multidisciplinary variables of organisational culture and project team performance and also applying it to different populations.
- Still, the study was conducted in Water Aid Organization in Kigali-Rwanda. This makes the study limited to Water Aid Organization and not in other NGOs in Rwanda or through-out the east African region. Therefore, there is a need to replicate this study in other NGOs and CSOs in Rwanda, since things may be a bit different.

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