

**FACTORS INFLUENCING THE ADOPTION OF PROJECT
MANAGEMENT METHODOLOGY AT CENTRAL BANK OF
LESOTHO**

By

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Field Study

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DECLARATION

I declare that the field study hereby handed in for the qualification Masters in Business Administration at the UFS Business School at the University of the Free State is my own independent work and that I have not previously submitted the same work, either as a whole or in part, for a qualification at/in another university/faculty.

Signed

Date

ABSTRACT

Central Bank of Lesotho (CBL) came to a realisation that most of their projects are either over budget, delivered way later than they had anticipated or are of poor quality and in some instances the end product completely different from what was initially planned. These problems warranted the Central Bank of Lesotho to establish a project management office which amongst other responsibilities is tasked with ensuring that all projects are implemented in a standardised way across the bank. When Project Management Office (PMO) came into operation it decided to adopt a project management methodology. However there seems to be an inconsistency in the use of the methodology within the bank as other projects are strictly adhering to the methodology whilst others still deviate from using the methodology.

The primary objective for this research is to find those factors that are important or have an influence in the successful adoption of the project management methodology at Central Bank of Lesotho. The secondary objectives were to determine if there was a proper foundation set at CBL for the adoption process and whether there are any factors that might hinder the adoption of the project management methodology at CBL.

A quantitative approach was used in the form of a survey to gather data regarding the adoption of the project management methodology at CBL. A 5 Likert scale questionnaire was distributed to 40 respondents who are currently involved with project management, using a non-probability sampling method.

The research has revealed that the Central Bank of Lesotho had laid down the necessary foundation for the implementation of the project management methodology even though non-inclusion of the project related activities on employee contracts might slow down the adoption process. Even though everything is in place there is still a problem of some departments not adhering to the project management methodology, which warrants further research into aspects such as organisational culture which were not covered in this research project.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBL	Central Bank of Lesotho
PM	Project Management
PMBOK	Project Management Body of Knowledge
PMO	Project Management Office
PRINCE2	PRojects IN Controlled Environments 2
SPSS	Statistical Package for the Social Sciences

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

Central Bank of Lesotho (CBL) is a financial institution that was established as the Monetary Authority of Lesotho since 1978 and is fully owned by the Government of Lesotho. The mission of the Bank is the implementation of monetary policy, offering financial advice to the Government of Lesotho and for the country as a whole. Among several objectives of the bank, CBL functions as a bank for the Government of Lesotho and also as a bank for the commercial banks within Lesotho (Central Bank Act, 2000).

CBL has five major departments with a total of around 250 employees. In June 2013, the bank decided to establish a project management office (PMO) in order to support the Bank's projects. The office is responsible for assisting the Bank in establishing methodologies and practices for project management as well as to ensure that projects embarked upon are conducted with the project management methodology and methodologies adopted by the Bank. The office works together with concerned departments to ensure that projects undertaken by the Bank are executed successfully.

The mission of the PMO is to create a foundation for consistent project success throughout the Bank, through the development of a strong and pervasive project management discipline within the organisation's project teams and to guide projects of the Bank to successful execution. The main objectives of the office are as follows:

- Set the standard, provide the methodologies, tools and techniques for project management and then be the resident advocate and model for good project management practice
- Provide project management services and oversight for selected projects
- Provide a variety of regular updates ranging from monthly status of enterprise projects to an annual report on the organisation's progress at institutionalising project management

- Mentor and guide the organisation's project teams as they learn and then adopt project management best practices in their projects
- Develop training programmes in project management as well as coordinate training in various project management areas in liaison with the Human Resources Office

The establishment of the PMO arose after observing that the Bank's projects in general were not adequately meeting intended needs. The observable problems with these projects included missed delivery dates, cost overruns, incomplete deliverables, projects failing to meet their goals, and systems that fail to address the requirements for implementation.

Among other responsibilities that PMO is tasked with is setting the Bank's project management methodology and standards, selecting project management tools for the organisation's wide use, and also to serve as the official source of project templates and other project aids. One of the activities that the PMO has already done is to adopt a project management (PM) methodology that has to be used by the entire Bank.

PMO adopted PRojects IN Controlled Environments 2 (PRINCE2) as a project management methodology of choice. PRINCE2 project management methodology has the following advantages, among others, when it is properly used:

- There is a standard way that PRINCE2 prescribes conduct projects; there are also tools and techniques within the methodology.
- PRINCE2 prescribes a step-by-step process from conception up until project closure.
- PRINCE2 has been in existence for over 30 years, and many projects have been conducted following it; this means PRINCE2 is a tried-and-tested methodology.
- A PRINCE2 project is conducted from a sound business case, and the business case must be continually valid for the life of the project.
- PRINCE2 is free on the market, so adopting it did not cost CBL any money.

For an organisation to fully adopt a project management methodology such as PRINCE2, there should be a foundation in existence that would enable the methodology to be easily adopted by the Bank (Managing Successful Projects with PRINCE 2, 2013:4). Also, organisation's should work on getting rid of any factors that might hinder the successful adoption of such a methodology.

1.2 Problem Statement

The problem was that CBL decided to adopt the project management methodology when PMO was just established, without taking time to set an environment that could make the adoption process easy. This has posed a problem whereby other project teams and project managers adhere to the methodology while others just decide to ignore the adopted methodology. This, in turn, can lead to projects that overrun and that do not end up with a product or service they were intended for, and projects that are still over budget and sometimes are even of poor quality. Poor management of projects can lead to project failures.

1.3 Research Questions

The primary research question of this study is as follows:

- What factors will lead to the successful adoption of project management methodology at the Central Bank of Lesotho?

Secondary research questions include the following:

- What factors obstruct the adoption of a project management methodology in organisations?
- What issues should CBL correct in order to ensure adherence to the methodology and hence guarantee successful adoption?

1.4 Research Objectives

The primary research objective of this study is as follows:

- To determine the factors that will lead to the successful adoption of project management methodology at CBL

Secondary objectives: this should be aligned with your research questions.

- To provide an overview of the factors that should be in place for successful adoption of project management methodology
- To determine factors that might obstruct the adoption of a project management methodology at the Central Bank of Lesotho.
- To determine issues that the Central Bank of Lesotho needs to adhere to, to ensure successful adoption.

1.5 Research Methodology

As far as research design is concerned, the study used a quantitative approach to determine factors that hinder different individuals from adhering to the project management methodology adopted by the Bank. According to Cooper and Schindler (2011:20), quantitative research attempts to describe or explain or predict something. This method of research answers the how type of questions such as attitudes, behaviour and opinions, among other things. The research is positivistic, meaning that there is a belief that there exists some truth regarding factors that influence adoption of project management methodology (Sekaran & Bougie, 2013:29).

The setting of the study is non-contrived; this means all activities are happening as they would have on any given day or even on a daily basis (Sekaran & Bougie, 2013: 101). The research strategy that was used is in a form of a survey research using questionnaires. This research is a one-time survey; thus, data will be collected just once, not over a period of time. Fink (2003, cited in Sekaran & Bougie, 2013:102) describes surveys as a data collection method that seeks to depict, contrast and explain behaviour, knowledge or attitudes. Fink (2003) further explains that surveys

can be used in both qualitative and quantitative research. For the sake of this study, a quantitative approach was taken, and non-probability sampling was employed.

A non-probability sampling technique was employed in this research study. According to Sekaran and Bougie (2013:244), non-probability sampling ensures that people chosen to participate in the research have no probability of being selected attached to them. In this case, a purposive sampling will be used whereby respondents will be chosen because they are better placed to provide the information requested. Purposive sampling targets a specific group that can provide the desired information (Sekaran & Bougie, 2013:244).

The survey was in the form of questionnaires which were distributed to about 150 employees of the Central Bank of Lesotho. The questionnaire was a closed-ended questionnaire using a Likert-type scale. These employees work in their different departments within CBL and at one point in time, they happened to be project team members of different projects within the Bank.

1.6 Chapter Layout of Study

Chapter 1: Introduction and background to the study

The first chapter introduced the study and also gave a background to the study relating to the research topic.

Chapter 2: Literature Review

This chapter highlights what existing literature indicates about the adoption of a project management methodology in an organisation.

Chapter 3: Research Methodology

A quantitative investigation into why some departments smoothly adopt while others have a hard time adopting the prescribed project management methodology is discussed in this chapter.

Chapter 4: Data Analysis and Findings

Analysis of information collected in Chapter 3 and the findings of that collection are explored in the penultimate chapter.

Chapter 5: Conclusions and Recommendations

Recommendations on how the Central Bank of Lesotho can best adopt the project management methodology and the conclusion of the study are dealt with in this study.

1.7 Conclusion

Central Bank of Lesotho has adopted the project management methodology even though it has not been successfully used as yet. The main reason for this research is to ensure that eventually, the methodology is successfully adopted and used by the organisation. The next chapter will discuss literature pertinent to this study.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The previous chapter introduced the study. This chapter outlines the literature behind project management and project management methodology adoption. The chapter discusses what literature identifies as critical success factors when adopting a project management methodology. This chapter further discusses factors that should be in place in order to ensure successful implementation of the project management methodology and factors that hinder the adoption process of the project management methodology.

2.2 Project

A project refers to a temporary endeavour whose aim is to produce a new product or service or deliverable (Burke, 2007:1), while project management refers to the using of tools and techniques to manage project scope, times, cost and quality (Shi, 2011:295). Davies and Hobday (2005) agree with Shenhar and Dvir (2007) that organisations produce and improve their products, develop their services, and conduct business through projects.

Schwalbe (2010:10) describes project management as planning, organising, motivating and controlling resources in order to achieve the objectives of a project. Project management can also be viewed as ensuring that projects are delivered with the initially agreed scope, within budget and within the set time frames (Schwalbe, 2010:10). Some (Project Management Institute, 2013:1; Turner & Müller, 2005:1) view project management as a way of applying knowledge, skills set, tools, methodologies and different ways to the tasks of a project in order to ensure that they meet their requirements.

Kerzner (2013:1) describes that a project has tasks and subtasks that have specific objectives, and those tasks have to be reached within a certain period of time. The objectives have associated costs and may require other resources such as people and equipment. The objectives should also be delivered within an acceptable quality.

Davies and Hobday (2005:1) concur with Shenhar and Dvir (2007:1) that organisations produce and improve their products, develop their services and conduct business through projects.

The aforementioned projects are then managed through certain project management practices that differ from organisation to organisation. Fernandes, Warda and Araújo (2013:847) describe these project management practices as tools, a set of behaviour, ways of working, and routines that are used to ensure the success of projects. Fernandes et al. (2013:847) states that there are several tools, methodologies and methodologies that organisations can use to improve their project management practices. Some organisations conduct their projects in an ad hoc manner, without any set rules or procedures. In other organisations, methodologies are adopted as prescribed and in others, methodologies are customised to fit the practices of such organisations.

2.3 Project Management Methodologies

McConnell (2010:1) refers to project management methodology as “a suite of structural elements or units that create a theoretical foundation for the project management process”. The activities that project management undertakes are confined within the parameters of the project management methodology that the particular organisation decides to adopt (Shi, 2013:296). According to Al-Maghraby (2010:1), a project management methodology is customisable, and an organisation’s choice of methodology depends entirely on the needs of that organisation.

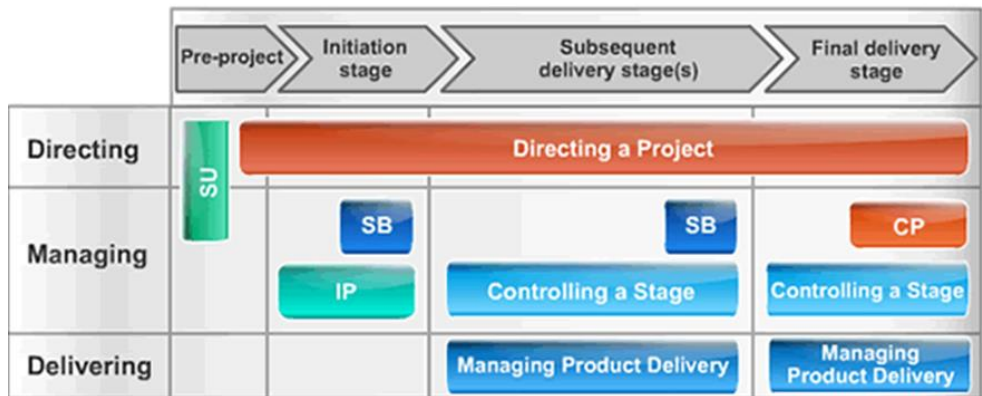
McConnell (2010:1) further explains project management methodology as a group of tasks, different processes that those tasks go through, the tools used to carry forward the processes and the templates that might apply. The methodology is used by management or project management team so as to be able to plan for projects, execute projects, monitor and control projects, and also to be able to close projects. Different methodologies can be used to plan and schedule phases within the project life cycle. In any type, size or nature of a project, a project management methodology contains different project phases, templates, processes, activities, checklists and many other components.

There are different project management methodologies available in the market that different organisations may decide to adopt (Wells, 2012:44). Among the different methodologies, the most common is PRINCE2 and Project Management Body of Knowledge (PMBOK).

2.4 PRINCE2 Project Management Methodology

Project Management Institute (2013:4) describes PRINCE2 as a non-proprietary generic method for managing projects, and the method can be applied to any project regardless of an organisation, the size of the project, the type of project or even the culture of the organisation. PRINCE2 is made up of four elements, namely, seven themes, seven processes, seven principles, and tailoring to suit organisational needs (Ghosh et al., 2012:11). The seven processes can further be broken down into 40 activities. Organisations that decide to adopt PRINCE2 can improve their maturity and capabilities in project management.

PRINCE2 has a set of processes that have to be followed when executing a project. Figure 2.1 summarises the different processes that a PRINCE2 project should go through, namely, starting up a project (SU), initiating a project (IP), controlling a stage (SB), managing a product delivery (MPD), managing stage boundary (MSB), and closing a project (CP). The figure depicts how different stages of a PRINCE2 project interact with one another.



Key
 SU = Starting up a Project
 IP = Initiating a Project
 SB = Managing a Stage Boundary
 CP = Closing a Project

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Figure 2.1: Different processes that a PRINCE2 project should go through

2.4.1 Directing a project

The project board is responsible for setting up direction on the project by managing it through receiving reports and making decisions (Project Management Institute, 2013:1).

2.4.2 Starting up a project

This happens right after management has issued a mandate for the project to continue. The processes covered in this phase ensure that all that the project team requires on the project is accessible. In this phase, also the project management team is appointed, and finally there must be an initiation stage plan (Project Management Institute, 2013:1).

2.4.3 Initiating a project

In this phase of the project management methodology, there is a need to justify whether to proceed with the project, upon which there will be a concrete management basis to do so (Project Management Institute, 2013:1). A business case is drawn in this stage and resources are allocated for the project.

2.4.4 Managing stage boundary

This phase ensures that the project board assures that all the planned deliverables for each stage are indeed completed (Project Management Institute, 2013:1).

2.4.5 Controlling stage

This phase deals with monitoring and controlling of the project by the project manager in order to ensure that all events (expected and unexpected) are dealt with in an appropriate manner (Project Management Institute, 2013:1). The process of monitoring and controlling is carried forward by the project manager. Work done will be authorised, and reporting and review of the current situation will also be conducted in this phase.

2.4.6 Managing product delivery

The main objective of this phase is to ensure that all planned deliverables are actually created and delivered on time, within budget and with an expected quality (Project Management Institute, 2013:1).

2.4.7 Closing a project

Closing of a project involves technical closure, financial closure and administrative closure. There should be a validation of whether the objectives of the project have been met, and there should be acceptance of all the deliverables signed off.

2.5 Project Management Body of Knowledge

PMBOK is more generic than the PRINCE2 methodology, and some authors such as Ghosh et al. (2012:2) state that PMBOK is more of a guide than a methodology. PMBOK has nine knowledge areas, namely, integration, quality, time, human resources, cost, scope, communication, risk, and procurement (Shwalbe, 2010:12). PMBOK is based on five process groups, namely, initiating, planning, executing, controlling, and closing. There are 42 processes that cut across all the nine knowledge areas.

2.6 Comparison of PRINCE2 and PMBOK

Table 2.1 outlines a comparison between PRINCE2 and PMBOK.

Table 2.1: Comparison between PRINCE2 and PMBOK

PRINCE2	PMBOK
Definition of project is similar to PMBOK	Definition of a project is similar to PRINCE2
Role of Project Manager is to deliver a project within set time, scope, cost, and agreed quality	Role of Project Manager is to attain project objectives while working closely with Portfolio or Programme Manager
Has performance variables, namely, cost, benefits, scope, risk, quality, and time	Referred to as constraints
There are seven themes which are also covered in PMBOK knowledge areas	Has an extra knowledge area named procurement that PRINCE2 does not cover
Process groups are similar with PRINCE2, with an exception of PRINCE2 having 'Starting up a project' that is not in PMBOK	Same as PRINCE2 except for 'Starting up a project'
Has 40 activities throughout the project	Has 42 processes

(Ghosh et al, 2012:14)

An organisation's choice on which methodology to adopt depends solely on that particular organisation for reasons known to the organisation. Those in an organisation can make a decision to adopt a methodology as is or can tailor-make it for their organisation, but the successful adoption of that methodology depends on the groundwork done to prepare for its implementation (Talukder, 2012:54). In conducting their projects differently, organisations are faced with the possibility of resistance to the change by employees, and employees need to be convinced that they will benefit from using the methodology (Fernandes et al. 2014:958).

2.7 Adoption of Project Management Methodology

An organisation can make a decision to adopt an innovation, but the innovation's success depends on how employees will implement it (Talukder, 2012:54). An innovation can come in the form of a new methodology, as the dictionary defines innovation as "a new method, an idea, a product" (Oxford Dictionary, 2015). Talukder (2012:54) points out that the adoption of an innovation process should be taken seriously because if employees do not accept the innovation, the desired results might not be reached, and that may lead to the organisation abandoning the innovation. In implementing innovation, organisations are faced with the possibility of

resistance to the change by employees, and employees need to be convinced that they will benefit from the innovation (Fernandes et al., 2014:958). There are several results or advantages that organisations realise, after having adopted the project management methodology. Some of the results are highlighted in a subsequent section.

Cranefield and Yoong (2009:257) highlight that organisations are faced with the challenge of embedding the methodology in an effective manner, especially where there is little understanding of the methodology. The adoption of the project management methodology is still a challenge in organisations regardless of whether they have tailor-made their methodologies or are using it as is. Fernandes et al. (2013:847) have shown that a choice of whether to use a pure methodology or a customised one is the choice of an individual organisation.

2.8 Factors to Take into Consideration When Adopting a PM Methodology

Fernandes et al. (2013:848) indicate that in order for a project management methodology to be a success, there are certain factors that should be in place in order to ensure the success of a project. These factors can be categorised into processes, tools and techniques, people and organisational learning, general management system, and project management culture.

Fernandes et al. (2014:958) however believes that there is no unique way of adopting a project management methodology as this might differ from organisations of different sizes, types and industries. Thomas and Mullay (2007:74) state that organisations can undertake different initiatives in order to adopt project management methodologies. Fernandes et al, (2014:958) believes that as part of implementing the methodology, gender, project management experience, overall experience at an institution can have an influence on how fast employees adopt the project management within an organisation.

Various authors (Thomas & Mullaly, 2007:74; Andersen & Vaagaasar, 2009:19; Milosevic & Patanakul, 2005:82) agree that there should be standardised and tailored project management processes in place when implementing a project

management methodology. The processes should prescribe how the project management methodology is going to function before the implementation process can begin. This means that an organisation intending to implement a project management methodology should – during its planning phase – draw up all the processes and customise them to fit into that particular organisation. Barber (2004:302) believes that the project management processes should be benchmarked with industry standards. The maturity levels of the project management processes should be measured and improved so as to ensure continuous improvement on the project management methodology and initiatives. However, it should be noted that different organisations choose different methods to introduce and adopt the project management methodology within their organisations.

On top of the prescribed processes, there should also be a set of standardised and tailored project management tools and techniques (Thomas & Mullaly, 2008:74; Shi, 2011:295). These tools and techniques will detail how the processes should be conducted, what tools to use in order to carry forward those processes, and any other techniques that would make the processes successful.

To ensure that the project management methodology is adopted in an organisation, there should be proper management of PM competences within that organisation (Andersen & Vaagaasar, 2009:19; Shi, 2011:295; Thomas & Mullaly, 2008:74). Employees who will be the champions of the project management initiative should have proper project management competences so that they can provide informed guidance to the rest of the staff members who do not have the necessary skills. The organisation should also be aware of the competences of other team members so that their roles can be properly placed within a project team.

Shi (2011:296) states that an organisation should develop a culture of learning in order to ensure that its employees will embrace the PM way of doing things and that they can also be willing to learn the new way of doing things. Cooke-Davies, Crawford and Lechler (2009:110) concur with Shi (2011:296) and further state that there should be a clear PM career path for all project management roles.

Various authors (Shi, 2011:296; Hobbs, Aubry & Thuillier, 2008:257) believe that in order for a PM methodology to work within an organisation, there should be a dedicated PM office that drives forward the mandate of implementing project management within the organisation. The structure of the project management office should fit well into the whole organisational structure, and the way that office is run should be in sync with the rest of the other offices within the organisation (Srivannaboon & Milosevic, 2006:99; Meskendahl, 2010:808). Additionally, the project managers should be empowered to make decisions (Shi, 2011:296).

Projects within an organisation should be categorised, as there is no uniform way of doing things across projects of different magnitudes (Crawford & Pollack, 2004:646). The categorisation will help determine which rules of the methodology apply to what kind of project. Time and again there should be evaluation and assessment of the project management performance within an organisation (Qureshi, Warraich & Hijazi, 2009:378).

There should be activities within the organisation that create awareness of the value of project management among all staff, including other stakeholders of the organisation (Zhai, Xin & Cheng, 2009:100; Thomas & Mullaly, 2007:75). Awareness activities may include workshops, retreats, printed information and any other method of creating awareness about the existence of a project management methodology within the organisation. PM practices should be adopted in the organisation as a standard way of doing things; in this case, it means each and every person will be obliged to use the adopted project management methodology (Thomas & Mullaly, 2007:75; Shi, 2011:296).

When ensuring that all the foundations are set to implement the project management methodology, there is also a consideration on how the adoption is going to be rolled out in the organisation. According to Thomas, Cicmil and George (2012:72), organisations can carry the implementation and adoption process as a persistent event, techno tonic event, turbulent event or a punctuated event. Thomas et al. (2012:72, cited in Plowman et al., 2007:515) describe a persistent event as a process of implementation that concentrates on one department. Techno tonic events describe those events that cause a disruption, whereas turbulent events refer

to an implementation and adoption process aimed at all divisions of the organisation. Punctuated events refer to implementation and adoption that looks into improving or addressing the weaknesses of an existing way of doing things.

Figure 2.2 gives a synopsis of different approaches that can be used to implement a project management methodology.

	Continuous	Episodic
Convergent	<p>Improvement within single division that improves upon or supports existing practices: i.e., revision to templates and tool kits supporting existing PM frame. These are known as PERSISTENT EVENTS.</p>	<p>PM improvement that supports existing practices but that are disruptive: i.e., introduction of new automated tool to support PM practice. These are known as TECTONIC EVENTS.</p>
Radical	<p>PM improvement aimed at moving PM practices into other divisions and across the organization. Training for non-project managers. These are known as TURBULENT EVENTS.</p>	<p>PM improvement that addresses specific perceived weaknesses in existing practice by introducing new practices and rolling this new practice out enterprise-wide: i.e., introduction of PM. These are known as PUNCTUATED EVENTS.</p>

Figure 2.2: Different approaches that can be used to implement a project management methodology (Plowman et al., 2007:515)

Literature proves that the way the project management methodology is implemented and adopted has a great influence on how successful the adoption process will be (Thomas et al., 2012:72; Plowman et al., 2007). After deciding how to implement and adopt the project management methodology, an organisation has to consider factors that should be in place when adopting the project management methodology.

In a study conducted by Papke-Shields, Beise and Quan (2010:650), the results showed that there was a link between PM practices and project success. Project management methodology forms part of the project management practices that

contribute to the overall project success. This means that those critical factors that contribute or lay a foundation for the successful adoption of a project management methodology contribute to the overall project success.

There are several results or advantages that organisations realise after having adopted the project management methodology. Some of these results are highlighted in the next section.

2.9 Benefits of Adopting a Project Management Methodology

Ferguson (2011:3) states that organisations that have successfully adopted the project management methodology observe an improvement in their productivity. This means projects are executed in a standard manner across the organisations; thus, efficiency and effectiveness are realised. An improvement in the execution of projects increases the chance of project success.

Adoption of a methodology such as PRINCE2 enables organisations to be able to measure their business performance improvement and also enables better delivery (Ferguson, 2011:3). A methodology has a set of deliverables that should come out as a result of performing certain activities at a point in time; therefore, at any point in time, an organisation can check if those activities have been performed by looking at the deliverables.

Adopting a project management methodology matures project management practices within an organisation (Ferguson, 2011:3). The sole purpose of having project management methodology is to ensure that projects are delivered on time, within budget, and that they do what they were initially intended to do, at the highest quality (Burke, 2007:1). Sometimes delivering the project on time, within budget, scope and quality might not mean the project is successful, as stakeholders might not be happy with the end results or might not even use the end result.

To enjoy the benefits of a successful project, an organisation must consider factors that will ensure the success of the methodology. First, the methodology must be diffused into the organisation, then disseminated, and then fully implemented, finally

ensuring sustainability of the methodology (Rogers, 2003). Diffusion refers to the methodology being spread out through the whole organisation. Dissemination, in this case, refers to efforts taken to convince everyone to adopt the methodology. Implementation refers to incorporating the methodology into the organisation and its processes. Sustainability is reached by continuously using the methodology within the organisation.

Greenhalgh, Robert, Macfarlane, Bate and Kyriakidou (2004:581) have identified five themes that can be embedded to obtain successful adoption of the project management methodology, namely, project management improvement initiative attributes, communication and influence, inner context, outer context, and implementation.

2.10 Critical Factors for Successful Adoption

2.10.1 PM improvement initiative attributes

Improvement initiatives can be viewed as innovation within an organisation, whereby innovation refers to a change in the way things were previously done; it can also be an improvement in a service or product including the adoption of a project management methodology (Badilescu-Buga, 2013:903). Panapoulos and Sarri (2012:218) bring out that for innovation to be adopted within the organisation, it should have the following attributes:

- The new methodology should be perceived as better than its predecessors. Innovation appears to be an advantage to the organisation, and it is better than the process used previously (Sanson-Fisher, 2004:55).
- The methodology should be perceived as compatible with the environment in which it is being adopted; it addresses the needs of the adopting organisation (Sanson-Fisher, 2004:55).
- The methodology should be perceived as easy to understand and use. An innovation is likely to be adopted if it is simple to use and is well defined (Sanson-Fisher, 2004:55). The employees of the organisation who are

supposed to use the project management methodology should be convinced that usage of the methodology will help them do their work better and that it will improve performance of their activities. In other words, the employees should be motivated to use the methodology (Greenhalgh et al., 2004:589). The adopter of the methodology should perceive it as ease to use because that would improve their chances of using the methodology. Sanson-Fisher (2004:55) agrees with Greenhalgh et al. (2004:589) by referring to complexity as a way to describe if the methodology is perceived to be easy to use.

- Sanson-Fisher (2004:55) states that for successful adoption, the methodology should have been tried and tested, and there should be a proven record that it works well.
- The results of the methodology should be identifiable and observable to others. An organisation that realises the result of the adoption of an innovation is likely to make the adoption process a success. Greenhalgh et al. (2004:584) refer to this concept as an outer context whereby an organisation is most likely to implement the project management methodology when there is proof that another organisation it can associate with has implemented the methodology and has been proven to be successful (Greenhalgh et al., 2004:584). When there is an organisation that has previously implemented the methodology, it becomes easier for other organisations to learn from that organisation and hence improve their implementation and adoption efforts (Greenhalgh et al., 2004:584).
- One of the critical success factors is reinvention of the initiative, whereby reinvention refers to the ability to adapt, possibility of refining and modifying the methodology (Greenhalgh et al., 2004:588). This means it must have been used somewhere and should have proved to be successful. Thus because of its track record, the level of uncertainty about its outcomes is very low.

2.10.2 Communication and influence

The value that an organisation is going to gain by adopting the project management methodology should be thoroughly communicated to each and every employee of the organisation before implementation. There should also be buy-in from top management so that they can push forward the implementation process and thus the adoption of the methodology (Greenhalgh et al., 2004:588).

The involved project managers should in advance go through proper training on the use of the project management methodology and what it is composed of. It is in such training that the project managers will have a feel that there are other people who are similar to them in that they too are running some projects of some sort (Greenhalgh et al., 2004:588). Once the project managers feel there are others who have to make use of the methodology, then they are likely to consult, help one another and thus finally adopt the project management methodology.

Workshops and other mass media communications are very good when creating awareness about the methodology (Greenhalgh et al., 2004:588), but when it comes to influencing the adoption of the methodology, interpersonal channels of communication are most influential in ensuring that employees do adopt the methodology (Greenhalgh et al., 2004:588). Engaging in social networks to introduce the methodology further by an organisation increases the chances of its employees adopting that methodology.

For any project of any sort, the support from top management is essential for ensuring that the project becomes a success. Similarly, the adoption of a project management methodology within an organisation needs a very strong opinion leader who will influence and encourage other employees to adopt the project management methodology (Greenhalgh et al., 2004:588).

Literature shows that it is quite easy for an employee to adopt the project management methodology if they have been initially involved when the methodology was being implemented. Greenhalgh et al. (2004:588) further go on to show that the employees who have project management expertise should be motivated enough not to fear sharing their knowledge with other employees. The knowledge holders should not feel that they are losing their knowledge.

The employees driving forward the implementation and hence adoption process should have a credible source of their knowledge so that the adopters will trust that the adopted methodology will improve their performance (Greenhalgh et al., 2004:581). There should be a trusting relationship between the adopters and the knowledge holders (Greenhalgh et al., 2004:588).

During the adoption phase, there should be continuous feedback to the adopters on what improvements have been observed ever since the adoption process began, and whether individual performances are improving because of adopting the project management methodology (Greenhalgh et al., 2004:588).

2.10.3 Inner context

The structure of the organisation should support the changes that should be brought up by implementing the project management methodology (Greenhalgh et al., 2004:581). There should also be a culture of learning and leadership that is proactive enough to encourage sharing of the project management knowledge between knowledge holders and adopters. With the above in the organisation, employees are mostly more likely to adopt the project management methodology (Greenhalgh et al., 2004:585).

When implementing the project management methodology, the environment in which it is being implemented should allow conducive experimentation and risk-taking (Greenhalgh et al., 2004:581). There should be a clear strategic vision within the organisation that would enable a culture of taking risks and embrace any form of change. The organisation should at the same time be ready for any form of change that has to take place (Greenhalgh et al., 2004:585).

2.10.4 Outer Context

An organisation is most likely to implement the project management framework when there is prove that another organisation it can associate with has successfully implemented the framework and has been proven to be successful (Greenhalgh et al., 2004:850). When there is an organisation that has previously implemented the

framework it becomes easy for other organisation to have a lesson learned from that organisation and hence improve their implementation and adoption efforts

2.10.5 Implementation

There should be properly coordinated training that is specific to the adopted methodology and the new working methods. The training should be specific to the project management methodology (Carayon, 2010:658). The training should be conducted by an effective knowledge holder who is effectively the change agent – and there can be many change agents (Greenhalgh et al., 2004:585).

The foregoing are the critical success factors that need to be in place for the adoption of the project management methodology to be a success. Regardless of the many advantages that organisations reap after implementing the project management methodology, there are still factors that inhibit the adoption process.

2.11 Hindering Factors to the Adoption Process

According to Filistilis and Chalatsis (2014:132), there are factors that inhibit adoption of a project management methodology. Some of those factors are related to internal problems such as inadequate staff competence with the project management activities and an inadequate work distribution due to undefined responsibilities.

Talukder (2012:53) contends that naturally people will resist change; hence, the resistance becomes an inhibiting factor to the adoption process. The resistance is lowered if employees believe that there is a benefit for implementing the change.

Talukder (2012:53) further maintains that individuals' adoption of innovation depends not only on their attitude but also on organisational policies, approaches and actions. Thus, organisations should create an enabling environment for the adoption process to take place.

2.12 Conclusion

Implementation of the project management methodology is considered as an innovation in an organisation that used to conduct its project-related issues in an ad hoc manner. To adopt the methodology, there should be a foundation laid that would enable successful implementation of the methodology. Also, there might be some factors on the ground that might hinder the adoption process. The chapter that follows details the design of the research instruments that will be used to collect data and how that data will be analysed.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The preceding chapter reviewed literature relevant to this study. The purpose of this chapter was to outline the methodology used in this research. The following topics were discussed: research design, sampling strategy, and statistical analysis. This chapter provided a structure of the research outlining the plan on how data was collected, measured and analysed. The research was carried out to identify aspects that contributed to the successful adoption of a project management methodology and those that hinder its adoption at the Central Bank of Lesotho. The research was positivistic, meaning that there was a belief that there exists some truth regarding factors that influence the adoption of a project management methodology (Sekaran & Bougie, 2013:29).

3.2 Research Design

Research design is an investigation planned to obtain answers about research questions (Cooper & Schindler, 2006:138). The study used a quantitative approach to determine factors that contributed towards successful adoption and those factors that could have slowed down the adoption of the project management methodology. According to Cooper and Schindler (2006:198, 716), quantitative research attempts to describe or explain or predict something. The research sought to describe how the Central Bank of Lesotho has gone about the adoption of project management methodology and whether there were successes in the adoption process. Sekaran and Bougie (2013:97) explained descriptive study as a form of collecting data that describes the characters of individuals, events or even situations. Rakotsoane (2012:25) further expounded on descriptive research as trying to give a full explanation of a social setting, group of individuals, a position, a community or some other occurrence. This method of research answers the how type of questions such as attitudes, behaviour and opinions, among other things. The research was conducted in a Central Bank of Lesotho setting.

3.3 Study Setting

The setting of the study was non-contrived; this means all activities were happening as they would have on any given day or even on a daily basis (Sekaran & Bougie, 2013:100). The researcher had no interference with the environment in which the research was conducted, and the events of the Bank were happening as they would on any given day as naturally as possible. This research was a one-time survey; thus, data was collected just once, not over a period of time. The research was conducted on a normal working day at the Central Bank of Lesotho. The approval to conduct the research was obtained from Director of Administration. The research strategy used to collect data was in the form of survey research using questionnaires. Directors of different departments agreed with the distribution of questionnaires to their staff members.

3.4 Research Strategy

The research used a survey research strategy where questionnaires were distributed to employees of the Central Bank of Lesotho who used the adopted project management methodology to conduct their projects. The survey method used was questionnaires that each individual filled in on their own. The questionnaire distributed is attached as Appendix A. Fink (2003, cited in Sekaran & Bougie, 2013:102) described surveys as a data collection method that seeks to depict, contrast and explain behaviour, knowledge or attitudes. Fink (2003) further made clear that surveys can be used in both qualitative and quantitative research.

For the sake of this research, a quantitative approach in the form of questionnaires was used, and non-probability sampling was employed. A questionnaire is a good way of collecting data when there is a need to question a certain group of people with certain attributes (Rakotsoane, 2012:49). Payne and Payne (2004:186) described questionnaires as a set of questions that respondents answer through different forms such as self-completion questions that are clearly structured. In the case of this research, individuals who were involved with running projects or being part of project teams were the ones who received the questionnaires.

3.5 Sampling Strategy

A non-probability sampling technique was employed in this research study. According to Sekaran and Bougie (2013:244), non-probability sampling ensures that people chosen to participate in the research have no probability attached to them. In this case, purposive sampling was used, whereby respondents were chosen because they were better placed to provide the information requested. Purposive sampling targets a specific group that can provide the desired information (Sekaran & Bougie, 2013:244).

The questionnaires were distributed to all members of staff who used the project management methodology or were involved in project teams at one stage or another. The questionnaires were distributed using the purposive judgmental way to members of staff of the Central Bank of Lesotho. According to Sekaran and Bougie (2013:252), a judgmental sample is a representation of the population that has the advantage of knowing about the subject matter.

3.6 Data Collection Method

The survey was in the form of questionnaires that were distributed to about 40 employees of the Central Bank of Lesotho that were part of project teams. Sekaran and Bougie (2013:147) described a questionnaire as a set of questions that are reformulated and respondents answer the questions. According to Rakotsoane (2012:51), questionnaires have advantages among which are their low cost of data collection and processing, ability to reach everyone regardless of their location and avoiding introducing a researcher's biasness. The questions had narrowly defined alternatives.

The questionnaire designed had closed-ended questions developed using a 5-point Likert scale as part A of the research, and it also had an open-ended question at the end. The above-mentioned employees work in their different departments within CBL and at one point in time, they happened to be project team members of different projects within the Bank. The questions in the questionnaire were developed by the researcher based on the objectives of the research, and the questions provided

quantitative data for this research. The researcher believed there was no other reliable and valid method in which data could be obtained, hence the choice of the data collection method. The questionnaires were distributed to all the staff members who have had a chance to be in project teams either as project managers or project team members.

The questionnaire was formulated around the objectives of the research and hence identified those factors that contributed or hindered successful adoption of a project management methodology at the Central Bank of Lesotho. Also, the questionnaire sought whether the right foundation was laid for the proper adoption of the project management methodology. The researcher used English to draw up the questionnaires, since it is one of the official languages of Lesotho and would make the researcher's analysis of the results much easier.

Some authors (Sekaran & Bougie, 2013:151; James & Schumacher, 2001:258-259) gave a guideline on how to formulate effective questions, and the researcher followed the guidelines when formulating the questions. The following is a list of the guidelines:

- Avoid double-barreled questions; instead, ask them as two separate questions. Double-barreled questions are questions that have different possible responses to them.
- Avoid ambiguous questions. Ambiguous questions do not give a clear picture to the respondents on what the researcher is actually talking about. The questions should be asked in such a way that all respondents can interpret the questions in the same way.
- Avoid biased questions. Biased questions may influence the respondents to respond in a certain way.
- Avoid leading questions. Leading questions may lead the respondent to answer in a certain way.
- Simply phrased and short questions are better because long and complicated questions may be more difficult to understand.

After the development of the questionnaire, there was a pilot testing with a few members of staff in order for the researcher to determine if the questions were concise and yielded the results that it was expected to yield. According to Rakotsoane (2012:50), this stage is called pretesting. Once the questionnaire was piloted, then the comments were used to correct it and thereafter distributed to the rest of the sample population. Once data was collected, it was analysed using the Statistical Package for the Social Sciences (SPSS) software.

3.7 Data Analysis

According to some authors (Rakotsoane, 2012:69; Sekaran & Bougie, 2013:211), quantitative analysis of data is conducted by quantifying data into numbers. Sekaran and Bougie (2013:211) further explained that in order to be able to quantify data into numbers, the researcher needs a scale. A scale is described as a tool that can be used to distinguish how individuals differ from one another on a certain aspect of interest (Sekaran & Bougie, 2013:211). Data was analysed using a 5-point Likert scale that measured whether before the adoption of the project management methodology there was a necessary ground set for the adoption process and whether the critical success factors were there during the adoption process. The scale will also be used to measure whether there existed factors that could hinder the successful adoption of the project management methodology at the Central Bank of Lesotho. A 5-point Likert scale inspects how strongly respondents agree or disagree with given statements on a 5-point Likert scale, namely, strongly disagree, disagree, neither agree or disagree, agree, and strongly agree (Sekaran & Bougie, 2013:220). Cooper and Schindler (2006:339) stated that a Likert scale can be easily constructed and will provide reliable data than many other scales. A frequency distribution will be used to analyse the collected data. Frequency distribution is done in the form of a table that depicts the frequency at which an answer appears in a sample (Cooper & Schindler, 2006:710-716).

The researcher used the guidelines as outlined by Rakotsoane (2012:72) to analyse the collected data. The guidelines are as follows:

- The researcher identified all information that relates to the research objectives.
- Independent and explanatory variables were identified by the researcher.
- The response and dependent variables were identified.

The researcher then went further to conduct the following activities as part of data analysis. The activities are as outlined by Rakotsoane (2013:72):

- The researcher drew up the frequency distribution tables for all variables.
- The researcher went ahead to total appropriate descriptive statistics.
- Cross-tabulations were then drawn.
- A chi-square test was used for analysing the biographic variables
- There was no comparison between variables; therefore, the researcher did not find a need to plot the information on a scatter diagram.
- A non-parametric statistical test was then used to analyse data. Non-parametric tests are those statistical tests not based on probability sampling.

Data analysis was conducted using software programs, and some human interaction came in when drawing up the distribution tables. SPSS was used to statistically analyse data and come up with conclusions.

3.8 Ethical Considerations

Sekaran and Bougie (2013:293) explained ethics as “a code of conduct or expected societal norms of behaviour while conducting a research”. According to Cooper and Schindler (2006:116), ethics constitute ways of behaving that provide guidance on the moral choices that determine people’s behaviour and the way they relate with others. The aim of ethics in this research was to ensure that every respondent is not forced to participate in the research but does so voluntarily, and that the researcher conducts the research in an ethical manner that does not harm or discredit anybody. For this research, the ethical considerations were as discussed next.

3.8.1 Objectivity

Objectivity means interpreting results on the basis of data analysis, not based on emotions or giving subjective interpretation (Sekaran & Bougie, 2013:396). The researcher used a scientific programme to analyse data so as to avoid any form of biasness.

3.8.2 Voluntary participation

Participation was voluntary, and no respondent was trapped into responding to the questionnaire (Sekaran & Bougie, 2013:163). The research questionnaire had a consent covering letter that requested the consent of each individual respondent as proof of voluntary participation in the research.

3.8.3 Informed consent

According to Sekaran and Bougie (2013:44), no one should be forced to participate in the study. All respondents were informed of the purpose of the research and were asked to sign a consent form as proof that their consent had been sought.

3.8.4 Confidentiality and respect

Confidentiality and respect meant that information given to the researcher would be strictly confidential, and the respondents were treated with respect (Sekaran & Bougie, 2013:162). No employee was asked to reveal their identity on the questionnaire. Their responses were also kept confidential in that they were not shared with fellow respondents or any other third party.

3.8.5 Data integrity

All the data was properly managed and was handled ethically during data collection and after the data had been collected (Sekaran & Bougie, 2013:163). The data was not manipulated nor changed anyhow; it was analysed as collected from different respondents.

3.9 Conclusion

The aim of this chapter was to present the research methodology employed in this research along with how it was applied. The research was quantitative in nature and used a survey method to investigate further the research questions. The reason a quantitative approach to the research was employed was because the researcher wanted to find out how people think about the adoption of the project management methodology at the Central Bank of Lesotho. Purposive non-probability judgmental sampling was used, where the researcher chose a sample from a large population of respondents who were in a better position to know about the research objectives.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The foregoing chapter discussed the research methodology used in this study. The objective of this study is to find out factors that should be in place at the Central Bank of Lesotho in order to ensure that the adoption of the project management methodology becomes a success. Central Bank of Lesotho took a decision to implement the project management methodology and formed a projects office from November 2014, and the office is responsible for projects ranging from small projects to medium projects. The small projects have three project members, and the medium projects have five members. In this chapter, the results of the questionnaire distributed to the project team members will be discussed.

The questionnaire was distributed to 40 people across 14 projects. Twenty-four project team members responded to the questionnaire, with one respondent who only answered the biographical data; hence, that response was discarded. All in all, the total number of respondents is 24. The response rate is 60%; however, one disqualification brings down the response rate to 58%. According to Nulty (2008:303) a 58% response rate is acceptable as studies show that on average a paper-based survey normally receive 56% response rate whilst online surveys on average receive 33% response rate.

4.2 Analysis of Biographical Data

4.2.1 Gender

There are 40 members of CBL who are currently working on projects, and the population of CBL has fewer employees who are males compared to their female counterparts. Figure 4.1 depicts the population of men compared to females who responded to the questionnaire. Table 4.1 provides information on the sample size that was selected. The sample is made up of individuals who are part of the project teams within different projects. Out of the 24 respondents who responded to the

survey only 22 of them mentioned their gender of which 8 were female and 14 were males. The project teams are made up of 34% females and 58% males respectively even though there are 8% of respondents did not fill in their gender.

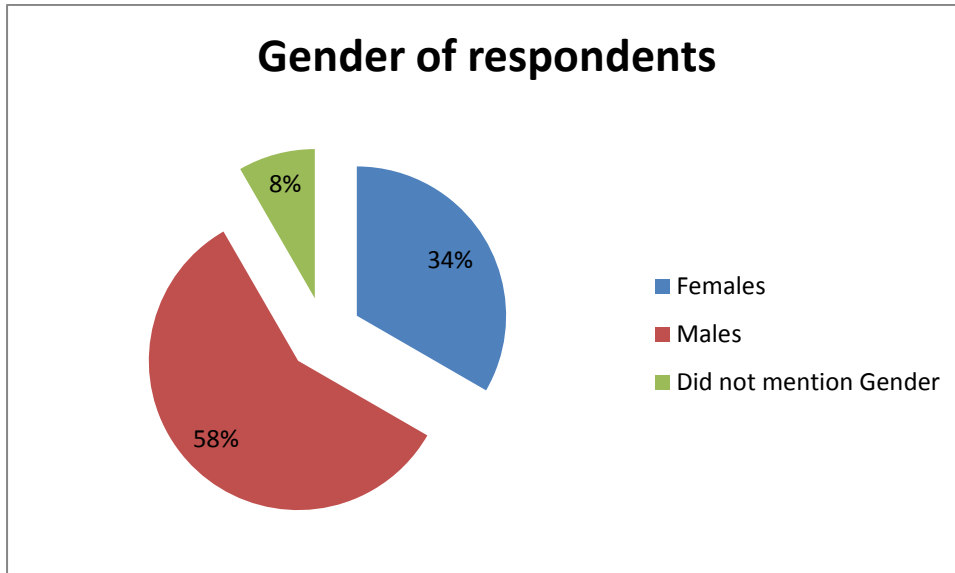


Figure 4.1: Gender

There are more males who responded to the questionnaire than females. In both cases, over 70% of both males (71.4%) and females (75%) found it easier to adopt the project management methodology. Table 4.1 indicates the willingness of respondents to adopt the project management methodology based on their gender.

Table 4.1: Gender and willingness to adopt

Cross-tabulation

		Do you find it easy to adopt the project management methodology?	Total			
				Yes	No	
Gender	Male	Count		10	4	14
		% within Gender		71.4%	28.6%	100.0%
	Female	Count		6	2	8
		% within Gender		75.0%	25.0%	100.0%
Total	Count	16		6	22	

	% within Gender	72.7%	27.3%	100.0 %	
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Literature has shown that gender and age of respondents have an influence on how fast they adopt to an innovation (Greenhalgh et al., 2004:581). Both results are similar in that both genders are willing to adopt the project management methodology; hence, there is no distinction on whether either males or females were willing to adopt more than the other gender.

A further test was done to determine how much gender is related to willingness to adopt by different sexes. The test is called the chi-square test. In order for the two variables to be significantly related the chi-square value should be 0.05. Table 4.2 below outlines the results of the Chi-square test for Gender and willingness to adopt.

Table 4.2: Chi-square test for Gender and willingness to adopt

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.033 ^a	1	.856
Continuity Correction ^b	.000	1	1.000
Likelihood Ratio	.033	1	.856
Fisher's Exact Test			
Linear-by-Linear Association	.031	1	.860
N of Valid Cases	22		

The value of 0.856 is higher than 0.05 which means that the two variables are not significantly related. Therefore a conclusion can be reached that even though gender is important in the adoption process it really does not force respondents to adopt in a certain way.

4.2.2 Number of years spent at CBL

Figure 4.2 illustrates the number of years that each respondent has spent at CBL.

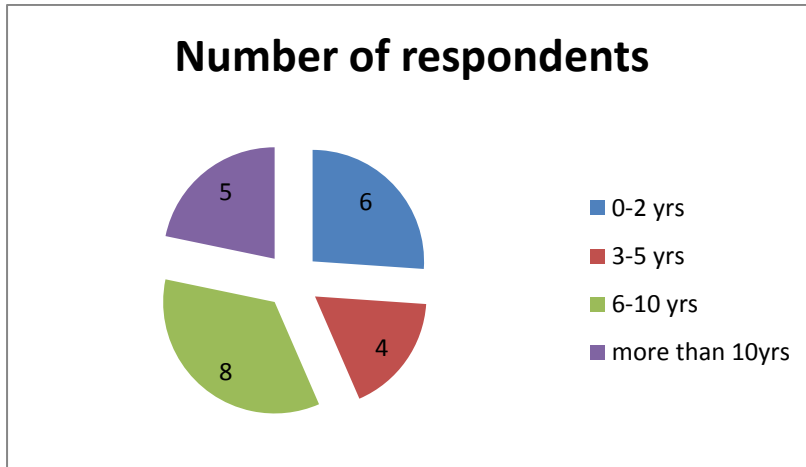


Figure 4.2: Number of years at CBL

Figure 4.2 reveals that out of a population of 23 respondents who answered this question, 6 of them have spent 0-2 years at the Central Bank of Lesotho. Only four of the respondents have been with the Central Bank for 3-5 years. The number of years range that seems to have most employees is the 6-10 years range, with 8 employees having been in the Bank for that period of time. The number of employees who have been with the Bank for more than 10 years is only 5 out of the population of 23 respondents who answered this question.

Table 4.3 depicts the willingness to adopt by respondents relative to the number of years they have spent at the Central Bank of Lesotho.

Table 4.3: Number of years spent at CBL and willingness to adopt

Cross-tabulation

	Do you find it easy to adopt the project management methodology?	Total			
			Yes	No	
Number of years at CBL	0-2 years	Count	4	2	6
		% within Number of years at CBL	66.7%	33.3%	100.0%
	3-5 years	Count	2	2	4
		% within Number of years at CBL	50.0%	50.0%	100.0%
	6-10 years	Count	7	1	8
		% within Number of years at CBL	87.5%	12.5%	100.0%
	more than 10 years	Count	4	1	5
		% within Number of years at CBL	80.0%	20.0%	100.0%
Total	Count	17	6	23	
	% within Number of years at CBL	73.9%	26.1%	100.0%	

As shown Table 4.2, those respondents who have spent 3-5 years at CBL only showed 50% willingness to adopt because they found it easier to adopt the methodology. Those who have 0-2 years were more willing to adopt more than those with 3-5 years, whereby 66.7% of those who have only 0-2 years at CBL found it

very easy to adopt. Perhaps this factor is attributable to the enthusiasm in starting a new job, which lowers when having spent 3-5 years. From 6-10 years, 87.5% found it easy also to adopt the methodology, and this figure could be attributed to having acquired experience within the organisation. The willingness to adopt falls to 80% after having spent more than 10 years at CBL, and this could be because the respondents feel that they have spent too long a time at CBL such that they just want to leave the organisation.

A chi-square test was again used to determine the relationship between willingness to adopt and number of years spend at CBL. In order for the two variables to be significantly related the chi-square value should be 0.05. Table 4.4 below outlines the results of the Chi-square test for Gender and willingness to adopt.

Table 4.4: Chi-square test for number of years spend at CBL and willingness to adopt

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.212 ^a	3	.530
Likelihood Ratio	2.187	3	.535
Linear-by-Linear Association	.812	1	.368
N of Valid Cases	23		

The chi-square value is still greater than 0.05 which means number of years spend at CBL is not significantly related to the willingness to adopt the project management methodology

4.2.3 Project Management Experience

Out of the 23 respondents who stated their project management experience, 43.5% of them do not have any prior project management experience at all. The 43.5% equals to 10 out of the 23 respondents with no prior experience. Four respondents showed that they only have 1-2 years project management experience, which

amounts to 17.4% of the total respondents. The respondents who have 3-5 years project management experience constituted 21.7% of the total respondents. The project managers with 6-10 years' experience and 10 years' experience are equal in number, with each having only two respondents out of the 23 respondents. This means that for 6-10 years experience, the population of respondents is 8.7% of the whole population; this is similar to the more than 10 years project management experience.

The majority of the respondents seem to have some sort of project management experience, as only 43.5% had no experience at all. Those that have some sort of project management experience make up 56.5% of the population when the 43.5% who have no experience at all is subtracted. Fernandes et al (2014:958) states that project management experience has an influence on willingness to adopt a methodology. Table 4.5 gives a tabular presentation of the project management experience within the Central Bank of Lesotho.

Table 4.5: Project Management Experience

Project management experience	Category	Frequency	Per cent
	No experience	10	43.5
	1-2 years	4	17.4
	3-5 years	5	21.7
	6-10 years	2	8.7
	more than 10 years	2	8.7
	Total	23	100.0

With more experience in project management, the willingness to adopt increased from 50% of those without experience at all to 100% of those who have experience of 10 years or less as shown in table 4.7. However, it is also noted that for those two respondents who have more than 10 years project management methodology experience, one found it easy to adopt, while the other one found it difficult to adopt. Table 4.4 gives a tabular representation of the willingness to adopt based on the project management experience.

Table 4.6 below depicts the chi-square results for project management experience and willingness to adopt the methodology. The table shows that project management methodology is not significantly related to the willingness to adopt.

Table 4.6: Chi-square test for project management experience and willingness to adopt

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.441 ^a	4	.114
Likelihood Ratio	9.767	4	.045
Linear-by-Linear Association	1.357	1	.244
N of Valid Cases	23		

Table 4.7: Level of experience and willingness to adopt

Cross-tabulation

	Do you find it easy to adopt the project management methodology?	Total			
			Yes	No	
Project management experience	No experience	Count	5	5	10
		% within Project management experience	50.0%	50.0%	100.0%
	1-2 years	Count	4	0	4
		% within Project management experience	100.0%	0.0%	100.0%
	3-5years	Count	5	0	5
		% within Project management experience	100.0%	0.0%	100.0%
	6-10 years	Count	2	0	2
		% within Project management experience	100.0%	0.0%	100.0%
	more than 10 years	Count	1	1	2
		% within Project management experience	50.0%	50.0%	100.0%
Total	Count	17	6	23	
	% within Project management experience	73.9%	26.1%	100.0%	

Apart from the biographic data that contributes to the willingness to adopt the project management methodology, the study also considered establishing if CBL had put in place all the necessary foundations that are needed to ensure that the adoption of the methodology becomes a success. Greenhalgh et al. (2004:581) state the five themes to be put in place to ensure successful adoption of the methodology as project management improvement initiative attributes, communication and influence, inner context, outer context, and implementation.

4.3 PM Improvement Initiative Attributes

Badilescu-Buga (2013:903) describes improvement initiatives as any form of innovation within an organisation. Rogers Innovation diffusion theory (2003, cited in Panapoulos & Sarri, 2012:218) states that innovation will likely be adopted if it has the following attributes: relative advantage, compatibility, complexity, trialability, and observability.

4.3.1 Relative advantage

Samson-Fisher (2004:55) refers to relative advantage as the level to which innovation is perceived to be better than its predecessors. Innovation appears to be an advantage to the organisation, and it is better than the process used previously by Sanson-Fisher (2004:55). Table 4.8 covers those parts of the results that measure if using the methodology that the Bank proposes is better than conducting projects in an ad hoc manner.

Table 4.8: Measuring if using the methodology that the Bank proposes is better than conducting projects in an ad hoc manner

Using project management methodology is better than conducting projects in an ad hoc manner	Strongly Agree	14	60.9
	Agree	7	30.4
	Neutral	1	4.3
	Total	22	95.7
	System	1	4.3
	23	100.0	
There is a benefit that CBL derives from implementation of project management methodology	Strongly Agree	13	56.5
	Agree	10	43.5
	Total	23	100.0
The project management methodology is easy to use	Strongly Agree	2	8.7
	Agree	9	39.1
	Neutral	7	30.4
	Disagree	3	13.0
	Total	21	91.3
	System	2	8.7
	23	100.0	

Results depicted in Table 4.8 reveal that 100% of all the respondents believe that CBL can benefit from the implementation of project management methodology. This is confirmed further by the research finding in Table 4.9 which shows that 30.4% of respondents strongly agree, while 43.5% just agree that the project management methodology usage made them realise more advantages of the methodology than conducting their projects in an ad hoc manner.

Table 4.9: Project management methodology usage vs. conducting projects in an ad hoc manner

By using PM methodology, I realise advantages over conducting projects in an ad hoc manner	Strongly Agree	7	30.4
	Agree	10	43.5
	Neutral	3	13.0
	Disagree	1	4.3
	Total	21	91.3
	System	2	8.7
	23	100.0	

4.3.2 Compatibility

Compatibility measures the level to which innovation is perceived to be compatible with the environment in which it is being adopted, and it addresses the needs of the adopting organisation (Sanson-Fisher, 2004:55).

Table 4.10: Questions on compatibility of PM methodology

Variables	Categories	Frequency	Per cent
The methodology prescribed by PMO fit nicely with the way I want to conduct my projects	Strongly Agree	14	60.9
	Agree	7	30.4
	Neutral	1	4.3
	Disagree	1	4.3
	Total	23	100.0
I believe the whole Bank should use PM methodology for conducting projects	Strongly Agree	3	13.0
	Agree	10	43.5
	Neutral	6	26.1
	Disagree	4	17.4
	Total	23	100.0
The introduction of PM methodology made me want to use it	Strongly Agree	3	13.0
	Agree	14	60.9
	Neutral	4	17.4
	Disagree	2	8.7
	Total	23	100.0

As illustrated in Table 4.10, the majority of the respondents agree that the methodology fits with the way they wish to conduct projects. This is confirmed by 60.9% of the respondents who strongly agree that the methodology prescribed fits with the way they want to conduct their projects; moreover, 30.4% just agree. Only 4.3% disagree and believe that the methodology does not prescribe the way they want to conduct their projects.

Out of the 23 respondents, 13.5% and 43.5% agree that the whole Bank should use the project management methodology, while only 17.4% does not believe the entire Bank should use the project management methodology. The introduction of project management methodology has made 13% of the respondents want to strongly use it, whereas 60.9% just wanted to use the methodology. All the three questions have respondents agreeing and strongly agreeing, with a percentage above 50%. Therefore, it can safely be concluded that the methodology is indeed compatible with the way business is conducted at the Central Bank of Lesotho.

4.3.3 Complexity

Complexity measures the level to which innovation is perceived to be difficult to understand and use. An innovation is likely to be adopted when it is simple to use and is well defined (Sanson-Fisher, 2004:55). Table 4.8 highlights the responses from the respondents regarding how easy they found the methodology.

Table 4.11: Questions on complexity of PM methodology

Variables	Categories	Frequency	Per cent
I had no problems finding information about the project management methodology	Strongly Agree	2	8.7
	Agree	10	43.5
	Neutral	9	39.1
	Disagree	2	8.7
	Total	23	100.0
I had no problem understanding how to use the project management templates	Strongly Agree	2	8.7
	Agree	12	52.2
	Neutral	7	30.4
	Disagree	2	8.7
	Total	23	100.0
I had no problem understanding how the project management methodology works	Strongly Agree	7	30.4
	Agree	10	43.5
	Neutral	2	8.7
	Disagree	3	13.0
	Total	22	95.7
The project management methodology is easy to understand	Strongly Agree	2	8.7
	Agree	12	52.2
	Neutral	4	17.4
	Disagree	4	17.4
	Total	22	95.7
	System	1	4.3
	23	100.0	

Table 4.11 shows that the respondents did not believe the project management methodology is complex, since 52.2% (8.7%+43.5%) of the respondents had no problem finding all the information they needed about the project management methodology. Secondly, 60.9% (8.7%+52.2%) had no problem understanding how to use the project management templates. The majority of the respondents, i.e. 73.9% (30.4%+43.5%), had no problem understanding how the project management methodology works. Finally, a total of 60.9% of the respondents believe that the methodology is easy to understand. From the results discussed, it is clear that respondents did not perceive the project management methodology to be difficult to understand and use.

4.3.4 Trialability

Trialability refers to the level to which an innovation has been trialled and modified (Sanson-Fisher, 2004:55).

Table 4.12: Trialability

Variables	Categories	Frequency	Per cent
I will not lose anything by using PM methodology			
	Strongly Agree	8	34.8
	Agree	10	43.5
	Neutral	4	17.4
	Disagree	1	4.3
	Total	23	100.0
PM methodology should have been piloted before it could be adopted	Agree	4	17.4
	Neutral	12	52.2
	Disagree	6	26.1
	Total	22	95.7
	System	1	4.3
	23	100.0	

The results depicted in Table 4.12 show that 34.8% of the respondents strongly agree, and 43.5% of the respondents agree that they will not lose anything by using the project management methodology. There seems to be no clear-cut response on whether the project management methodology should have been piloted before it could be adopted, since about 52.2% of the respondents were not sure of whether it should or should not have been piloted. Table 4.9 shows that respondents had no problem trying out the project management methodology, which might prove that indeed the methodology was trialable.

4.3.5 Observability

Observability refers to the level to which results of the innovation are identifiable and visible to others. An organisation that realises the results of the adoption of an

innovation is likely to make the adoption process a success. Table 4.10 indicates the results of how respondents believe the methodology is visible to others.

Table 4.13: Results for identifiable and visible methodology

Variables	Categories	Frequency	Per cent
Other project managers seemed more interested in the methodology when they saw me using it	Agree	5	21.7
	Neutral	11	47.8
	Disagree	7	30.4
	Total	23	100.0
PMO seemed to enjoy using the PM methodology			
	Strongly Agree	11	47.8
	Agree	7	30.4
	Neutral	5	21.7
	Total	23	100.0

The results of Table 4.13 highlight that only 21.7% of the respondents believed that other project managers got interested in using the methodology when it was being used by other project managers. Further, 47.8% of the respondents are neutral, which means they are not sure if seeing others use the methodology could influence them to use it or not. Moreover, 30.4% completely could not find a reason to use the methodology when others were using it. A conclusion can be made therefore that observing others using the project management methodology does not influence other respondents to use it.

The responses indicate that 47.8% strongly agree, while 30.4% agree that PMO seemed to enjoy using the project management methodology, leaving out 21.7% in a neutral state. In both the questions, the number of respondents who disagree and strongly disagree is only 30.4% and 21.7% respectively, which is way less than 100%. However, there is also a very high percentage of those respondents that are just neutral.

4.4 Communication and Influence

The value that employees will realise by using the project management methodology should be communicated to employees before the implementation process (Greenhalgh et al., 2004:581). One of the general comments was “communication about the objectives of using the PM methodology and the anticipated benefits in order to encourage participation and motivate employees”.

One of the ways that the methodology should have been communicated to employees is by including the activities of the project in their performance contract, and that happens before the actual adoption of the methodology. The results of the research as outlined in Table 4.11 show that the majority agree that including the project activities in a performance contract could have been beneficial.

Table 4.14: Including project activities in a performance contract

Including PM activities in the performance contract ensures adherence	Strongly Agree	11	47.8
	Agree	9	39.1
	Neutral	2	8.7
	Disagree	1	4.3
	Total	23	100.0

It is, however, worth stating that project activities are still not a part of employee contracts at CBL as yet; hence, the communication to employees about the project management methodology is not fully exhaustive. This is indicated in Table 4.14.

Another aspect that should exist is the ability of the methodology to influence respondents in some way. Obtaining a good learning experience can influence respondents to act differently and hence have an influence on their environment. Table 4.14 demonstrates respondents’ results on whether they found using the methodology to have afforded them a learning experience of some sort.

Table 4.15: Using methodology afforded employees a learning experience

Usage of PM methodology is a valuable learning experience	Strongly Agree	6	26.1
	Agree	14	60.9
	Neutral	2	8.7
	Total	22	95.7
	System	1	4.3
	23	100.0	

From Table 4.15, out of the 23 respondents, 20 agree that they have learned much from using the project management methodology, while only 3 were not sure whether they have obtained a valuable learning experience or not. From the comments section of the questionnaire, some respondents believe that the project management methodology should have been piloted before it could be used; hence, one of the general comments is:

“I particularly agree with piloting project management ahead of overall use. I would also suggest using it for certain projects but not all, e.g. those that have a bigger impact on Strategic Objectives of the Bank or those that require a big financial investment.”

Table 4.16: Conducting projects using the methodology

Conducting projects using the methodology is interesting	Strongly Agree	3	13.0
	Agree	17	73.9
	Neutral	3	13.0
	Total	23	100.0

4.5 Outer Context

An organisation is most likely to implement the project management methodology when there is proof that another organisation it can associate with has implemented the methodology and the methodology has been proven to be successful (Greenhalgh et al., 2004:583). Out of the 22 respondents who answered this

question regarding outer context, none of them disagrees with the statement that organisations that implemented the PM methodology were successful, as depicted in Table 4.17.

Table 4.17: Success of other organisations that implemented the PM methodology

Other organisations that implemented the PM methodology were successful	Strongly Agree	7	30.4
	Agree	5	21.7
	Neutral	10	43.5
	Total	22	95.7
	System	1	4.3
	23	100.0	

4.6 Implementation

Literature also confirms that properly coordinated training should be conducted during implementation of the methodology (Greenhalgh et al., 2004:581). The results in Table 4.15 show that only 17.4% of the respondents did not believe that adequate training has been offered on the project management methodology.

Table 4.18: Training regarding implementation of the methodology

CBL has provided adequate training on the methodology	Strongly Agree	2	8.7
	Agree	8	34.8
	Neutral	9	39.1
	Disagree	4	17.4
	Total	23	100.0

Table 4.18 highlights that out of the 23 respondents, 8.7% strongly agree that the training provided by CBL on the project management methodology was adequate, and 34.8% just agree that the training was adequate. In contrast, only 17.4% of the respondents did not believe that the training was adequate.

There are mixed feelings on whether there are adequate skills within CBL to implement the project management methodology, since 30.4% disagree and 30.4% agree with the adequacy of project management skills. However, in the general comments section, there is still a belief that more work still needs to be done to ensure further training is provided on the usage of the project management methodology. One of the comments is as follows:

“More works needs to be done to educate staff of its existence and the intended benefits it brings to the organisation. It would have also been ideal had it been tested with a set of bank projects to test whether it is in line with the business processes.”

4.7 Hindering Factors to the Adoption Process

According to Filistilis and Chalatsis (2014:132), inadequate staff skilled in the project management methodology can be one factor that hinders the adoption of the project management methodology. At CBL, 30.4% of the respondents believe that the project management skills are adequate, and this might actually mean there are no adequate skills at all which will hinder the adoption process.

Table 4.19: Adequacy of skills regarding PM methodology

There are no adequate skills within CBL to implement project management methodology	Strongly Agree	2	8.7
	Agree	5	21.7
	Neutral	9	39.1
	Disagree	7	30.4
	Total	23	100.0
I learned project management principles more quickly and easily because of the project management methodology	Strongly Agree	1	4.3
	Agree	10	43.5
	Neutral	10	43.5
	Disagree	2	8.7
	Total	23	100.0
I had more fun learning to use PM methodology for conducting projects	Strongly Agree	3	13.0
	Agree	12	52.2
	Neutral	7	30.4

	Disagree	1	4.3
	Total	23	100.0

Talukder (2012:53) asserts that naturally, people will resist change, and hence the resistance becomes an inhibiting factor to the adoption process. The resistance is lowered if employees believe that there is a benefit for implementing the change. One of the comments in the general comments section stated:

“Introducing change is always a challenge which requires patience and repeating concepts so that they get instilled in people’s minds and their practices.”

As a way of enforcing that people adhere to the change, the questionnaire seeks to determine if the project-related activities form part of individual performance contract and whether the employees will be less resistant to the change. The majority of the respondents believe that project management activities should be included in the performance contract, which would form part of the enabling ground; however, currently at CBL, project management activities still do not form part of employees’ contracts. This means if employees decide not to perform their project management duties, they will not be held liable.

Table 4.20: Determining whether inclusion of PM activities ensures adherence

Including project management activities in the performance contract ensures adherence	Strongly Agree	11	47.8
	Agree	9	39.1
	Neutral	2	8.7
	Disagree	1	4.3
	Total	23	100.0

Table 4.20 indicates that the majority of the respondents to the statement highlighted in the table believe that including project activities in the performance contract will ensure adherence to the methodology. This is evidenced by 47.8% of the respondents who strongly agree that including project management activities in an individual’s performance contract will ensure adherence to the project

management methodology, while 39.1% just agree. On the other hand, only 4.3% of the respondents do not believe that adding project-related activities in the contract will ensure adherence. The majority of the respondents believe that other organisations that implemented the project management methodology were successful, since only 43.5% were neutral about the question. No one disagrees that other organisations were successful in the implementation of project management initiatives.

4.8 Conclusion

In this chapter, data was analysed and the findings of the study were presented. The research found out that those factors that influence successful adoption of project management methodology were indeed present at the CBL. The foundation was also set to allow for successful adoption process even though once aspect which is proper communication and influence was not fully taken care of as performance contracts do not include project management related activities. There was no factor found to hinder the adoption of the project management methodology at CBL. The last chapter will provide conclusions and recommendations of this study.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The objective of this study was to determine factors that influence the adoption of a project management methodology at the Central Bank of Lesotho. To achieve this objective, literature was first studied to identify those factors that are critical in order for an adoption process to be successful, followed by factors that should be in place in order for the adoption process to take place and, finally, those factors that hinder the adoption of a project management methodology. Upon studying the literature, a survey was conducted at the Central Bank of Lesotho to find out if the factors outlined in the literature existed within the Central Bank of Lesotho, which has just recently adopted the project management methodology.

The penultimate chapter provided an analysis of data and presented the findings of the study. This final chapter outlines a summary of the findings that were made, the conclusions that can be drawn from those findings, the limitations of the study, and finally, recommendations for future research.

5.2 Conclusions and Summary of Findings

The main findings of the study are discussed here, and conclusions will be drawn.

5.2.1 Biographical data

The literature as outlined by Fernandes et al (2014:958) shows that factors such as gender, length of service in an institution, together with experience in project management, have an influence on how quickly an individual is likely to adopt any new methodologies. The study found that the age of the respondents, the number of years they have worked at CBL and their prior project management methodology

have an impact on whether respondents are willing or not willing to adopt the project management methodology.

The number of males and females willing to adopt the methodology is high regardless of the gender as more than 70% of both groups are willing to adopt the methodology. The less experienced respondents are still also willing to adopt the methodology even though those with more experience whether being project management experience or experience within the institutions are more willing to adopt the methodology than the new comers. The conclusion can be drawn that indeed those factors that are necessary for successful adoption of the methodology at CBL were indeed present and had an influence on the decision by respondents on whether to adopt or not.

5.2.2 PM improvement initiative attributes

Relative Advantage

Finding: The research revealed that most of the respondents could realise the advantage that CBL reaps from adopting the project management methodology. The awareness of the benefits is there amongst respondents on the benefits of the methodology.

Conclusion: CBL should ensure that it emphasises the importance of the project management methodology so as to ensure employees get to understand it better and hence improve the chances of actually using it.

Compatibility

Finding: All the three questions on compatibility reveal more than 50% of all the respondents agreeing or strongly agreeing that the project management methodology is compatible with the way CBL conducts business.

Conclusion: It is necessary and is the responsibility of an organisation to ensure that the methodology they wish to adopt is compatible with the way things are being done in that organisation, which according to the research CBL has ensured that the project management related initiatives fit within the structures of the bank.

Complexity

Finding: The research reveals that respondents did not find the project management methodology difficult to use.

Conclusion: To ensure that employees do use the methodology, it is necessary to ensure that the adopted methodology is not complex to use by ordinary employees. The methodology that CBL chose was easily understood by the respondents and hence using it did not seem to be a problem.

Trialability

Finding: The research findings also indicate that individual respondents did not have a problem trying out the project management methodology.

Conclusion: Any methodology that an organisation tries out should be easy enough to encourage respondents to try it out. The research revealed that indeed respondents did not have any reasons not to try using the methodology since it was easy to try out.

Observability

Finding: The results on questions of observability gave mixed results; because of that, a conclusion cannot be made on whether the adoption of the project management methodology is observable.

Conclusion: The conclusion is that further research be conducted on this aspect alone in order to determine its significance in the adoption process.

5.2.3 Communication and influence

Finding: Central Bank of Lesotho provided basic training on the usage of the project management methodology however communication regarding the methodology is still not adequate as the project management related activities are still not being capture in the performance contracts of employees.

Conclusion: Inclusion of activities in the performance contract will enhance communication is shared in a form of plans that can be communicated with all the relevant stakeholders and can have an influence on which activities to concentrate in a particular period of time. Even though some basic training is there more training is still needed to ensure that everyone uses the methodology.

5.2.4 Inner context

Finding: The compatibility results show that indeed the project management methodology did indeed fit in with the way the Central Bank of Lesotho conducts business.

Conclusion: CBL chose a methodology that perfectly fits in with their organisation, hence increasing the chances of successfully adopting the project management methodology. However, one of the recommendations indicate that apart from ensuring that the methodology fits within the organisation, it also has to ensure “Project management methodology has to be applied based on the magnitude of the project and the likely impact of the project on the operations of the Bank”.

5.2.5 Outer context

Finding: The successful adoption of the methodology and its usage by others has a positive influence on other respondents' decision to adopt it. This means other respondents felt they could use the methodology when they see others using it.

Conclusion: It is worthwhile for the Central Bank of Lesotho to look at other organisations that implemented the project management methodology and study how they have overcome some of their problems.

5.2.6 Implementation

Finding: Central Bank of Lesotho continuously provides different kinds of training on the project management methodology even though some respondents believe that the training is not adequate.

Conclusion: More training is still needed to ensure that everyone adopts the project management methodology smoothly.

5.2.7 Hindering factors to the adoption process

Finding: The study proves that all the necessary critical success factors are in existence at CBL to allow for the adoption of the project management methodology; however, one factor that can hinder the adoption process is the project activities that are not included in the performance contract.

Conclusion: The inclusion of the activities into the performance contract will encourage employees to adopt the methodology, since they will know that their overall performance can be affected by the project activities.

5.3 Recommendations

The study has proven that a conducive environment existed for CBL to implement the project management methodology even though it is still not clear why some

departments are adopting at different rates from others. On top of the conducive environment provided by CBL, there should be a policy or rule that for every employee who is working in a project at a point in time, their project management related activities should be reflected in their performance contract. This will ensure that employees are not overloaded with work or underutilised. Also this will go a long way in ensuring that employees take responsibility as they know they will be assessed on their project related activities.

At the Central Bank of Lesotho, the foundation for the successful adoption of the project management methodology is in place. Nevertheless, further research can be conducted to determine if successful adoption improves the culture and maturity of project management within the Central Bank of Lesotho. The research itself did not cover issues of organisational culture and its impact on the adoption process and further research can be done in this regard. These factors might have an influence also on the adoption rate since a conducive environment is in existence which might mean there are other reasons that might be causing the disparities between the rates at which different departments adopt the methodology. Further research can also be done to find out if the good ground work done can have an influence on the project management culture at the bank and hence influencing the adoption process in the long run.

Respondents of the survey also made different recommendations regarding the adoption of the project management methodology at the Central Bank of Lesotho. Some of the recommendations are worth noting because they directly try to address the current problem of departments adopting the methodology at different rates. The recommendations are as follows:

5.3.1 Project Management Communication

Currently the only people involved or trained or communicated to regarding the project management methodology are only those people involved in current projects.

This means when those project come to an end and new projects start CBL has to start again from scratch to train other employees which in itself might slow down the adoption process. A recommendation would be that training is provided and any form of communication used should be all inclusive regardless of whether an employee is currently in a project team or not. Any form of awareness campaigns should include all members of staff so that when their turn to be in a project comes the maturity level is a bit higher.

Again some of the respondents felt that it has not been communicated to them why they have to adhere to the project management methodology as stated in this comment “There should be proper communication about the objectives of using the PM methodology and the anticipated benefits in order to encourage participation and motivate employees”. CBL has to improve communication to its staff members and management on the benefits of adhering to the project management methodology and any accomplishments achieved so far should also be communicated.

5.3.2 Project Management Maturity within CBL

The project management maturity within CBL is an important aspect that can determine the level of understanding of the project management methodology and the adoption level. Mature organisations are more knowledgeable and experienced in project management and hence their rate of adoption might also be going up.

The other issue that needs to be investigated further is whether indeed the project management maturity is improving within the Bank. This means conducting maturity assessments that would be used as a baseline, and then assess the maturity again after two years. The aim of this exercise would be to find out if over time, the adoption of the methodology has been better and whether departments are maturing in their project management initiatives. One comment from the respondents was that “Project management methodology needs to be comparable to the PM maturity level within an organisation.”

5.3.4 Customisation of the project management methodology

Organisations have a liberty to use the project management methodology as is or to customise it to fit into the organisation. CBL chose to use the methodology as is however there might actually be a need to look into that and do some little tailoring here and there. The need for tailoring comes in cases where projects are just too small or span a short period of time and there is no need to do all the processes that the methodology requires. This can be affirmed by the point that some of the recommendations that came directly from the respondents were as follows:

- There is a need to tailor-make the project management for CBL instead of adopting the methodology as is, and more training should be given on the methodology.
- Introducing change is always a challenge that requires patience and repeating concepts so that they get instilled in people's minds and get practiced.

CBL has to devise a framework for categorising projects and upon the categorisation describe a route that each category will follow within the adopted project management methodology

5.4 Conclusion

Central Bank of Lesotho adopted a project management methodology in November 2014; however, adherence to the methodology is still a problem, with some projects completely adhering and others not adhering. The study then considered the foundation that should be in place to ensure that everyone successfully adopts the methodology. The study also looked at factors that might have been in place but that actually might have hindered the adoption process. The research results reveal that the necessary foundation existed within the Central Bank for successful adoption of the project management methodology, but the question still remains on why other project managers do not adhere to the methodology. The only hindering factor is of the project activities not being a part of employees' performance contracts. The problem experienced at CBL has not been solved by the research; thus, further

research is needed to determine the factors that contribute to the resistance to change by the project teams.

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Appendix A: Questionnaire

<p>1. There is a benefit that CBL derives from implementation of Project Management Methodology</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>
<p>2. CBL has provided adequate training on the methodology</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>
<p>3. There are no adequate skills within CBL to implement Project Management Methodology</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>
<p>4. Including Project Management activities in the performance contract ensures adherence</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>
<p>5. Other organizations that implemented the PM Methodology were successful</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>
<p>6. The project management methodology is easy to understand</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>
<p>7. The project management methodology is easy to use</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>
<p>8. Using Project Management methodology is better than conducting projects in an adhoc manner</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree </p> <p style="text-align: center;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </p>

9. Conducting projects using the methodology is interesting	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
10. Usage of Project Management methodology is a valuable learning experience	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
11. I learned Project Management principles more quickly and easily because of the Project Management Methodology	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
12. I had more fun learning to use PM Methodology for conducting projects	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
13. By using PM Methodology I realize advantages of over conducting projects in an adhoc manner	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
14. I believe the whole bank should use PM Methodology for conducting projects	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
15. The methodology prescribed by PMO fit nicely with the way I want to conduct my projects	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
16. The introduction of PM methodology made me want to use it.	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
17. I had no problem understanding how to use the Project Management templates	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
18. I had no problem understanding how the project Management methodology works	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	Neutral <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>

19. I will not lose anything by using PM Methodology

Strongly Agree Agree Neutral Disagree Strongly Disagree

20. PM Methodology should have been piloted before it could be adopted

Strongly Agree Agree Neutral Disagree Strongly Disagree

21. Other project managers seemed more interested in the methodology when they saw me using it

Strongly Agree Agree Neutral Disagree Strongly Disagree

22. Other project managers seemed more interested in the methodology when they saw me using it

Strongly Agree Agree Neutral Disagree Strongly Disagree

23. PMO seemed to enjoy using the PM Methodology.

Strongly Agree Agree Neutral Disagree Strongly Disagree

24. Any other comments on the adoption of Project Management Methodology at CBL

Remaining Characters: 500

25. Gender

Female

Male

26. Project Management Experience

No experience

1-2 years

3-5 years

6-10 years

more than 10 years

