تأثير الثقافة التنظيمية كمتغير معدل في العلاقة بين إدارة المخاطر وأداء مشاريع تكنولوجيا

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الملخـــص :

بالرغم من اهتمام وزارة التعليم العالي الليبية بمشاريع تكنولوجيا المعلومات للنهوض بجودة التعليم، إلا أن أداء مشاريع تكنولوجيا المعلومات يمر بالعديد من التحديات تتمثل في ضعف في أداء هذا النوع من المشاريع. حيت تهدف الدراسة إلى التعرف على تأثير الثقافة التنظيمية كمتغير مُعدل في العلاقة بين إدارة المخاطر وأداء مشاريع تكنولوجيا المعلومات في وزارة التعليم العالي الليبية، وقد اتبعت الدراسة المنهج الوصفي التحليلي، كما استخدمت برنامج الحزم الإحصائية SPSS ، وبرنامج AMOS لتحليل النتائج والتعرف على أثر المتغيرات وقد بلغت عينة الدراسة 269موظف وموظفة بوزارة التعليم العالي. وتوصلت الدراسة إلى أن الثقافة التنظيمية تلعب دوراً مُعدل في العلاقة بين إدارة المخاطر ومشاريع تكنولوجيا المعلومات بأبعادها الأربعة المتمثلة في البعد الزمني، جودة المشاريع، ومحور المشاريع، ومنافع المشاريع ، وأوصت الدراسة بتعزيز استخدام إدارة المخاطر الفعّالة في المشاريع التكنولوجية لتحقيق أداء أفضل وتقليل المخاطر المحتملة، وكذلك تنفيذ برامج تدريبية وتطويرية لتعزيز الثقافة التنظيمية الإيجابية وضمان تكاملها في بنيئة المؤسسات داخل الوزارة لتحسين أداء مشاريعها.

الكلمات المفتاحيـة : إدارة المخاطر، مشاريع تكنولوجيا المعلومات، الثقافة التنظيمية.

The Impact of Organizational Culture as A Moderating Variable in The Relationship Between Risk Management and Technology Project Performance

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Abstract
Despite the interest of the Libyan Ministry of Higher Education in information technology projects to improve the quality of education, the performance of information technology projects faces many challenges represented by the weakness of the performance of this type of projects. The study aims to identify the impact of organizational culture as a moderating variable in the relationship between risk management and the performance of information technology projects in the Libyan Ministry of Higher Education. The study followed the descriptive analytical approach, and used the statistical packages SPSS and AMOS to analyse the data and identify the impact of variables. The study sample amounted to 269 male and female employees in the Ministry of Higher Education. The study concluded that organizational culture plays a moderating role in the relationship between risk management and information technology projects in its four dimensions represented by the time dimension, project scope, project time, project quality, and project benefits. The study recommended enhancing the use of effective risk management in technology projects to achieve better performance and reduce potential risks, as well as implementing training and development programs to enhance positive organizational culture and ensure its integration into the structure of institutions within the ministry to improve the performance of its projects.

Keywords: ***Risk Management, IT Projects, Organizational Culture***

1. INTRODUCTION

The organizational culture in institutions and their projects helps in spreading culture and awareness in order to achieve the institutions' goals in the long term. Organizational values and organizational norms support risk management for projects in its tasks in order to improve the performance of IT project management. Organizational culture also helps in applying organizational values in the institution and its projects [1]. It also helps in identifying the organizational norms and beliefs that the institution follows clearly to achieve its projects and goals. Organizational culture also facilitates employees to identify organizational expectations, which contributes greatly to improving working conditions and achieving the desired projects. Therefore, the current study will address the impact of organizational culture as a moderating variable in the relationship between risk management and IT project performance in the Libyan Ministry of Higher Education.

Libyan higher education institutions, including the University of Tripoli, suffer from a significant decline in organizational culture, as there is an absence of organizational expectations and a lack of real interest in organizational values and norms, as well as a clear absence of organizational beliefs [2], which leads to a weakness in the quality of education, as stated in the results of study [3]. And that there is a weakness in the level of organizational culture, which is represented by trust, risk, and intellectual conflict, which is negatively reflected in organizational performance. This indicates a clear decline in educational technology projects. UNESCO recommendations [4]. Al-Qaz [5] also confirmed that there is an absence of organizational culture in higher education institutions in the Libyan Ministry, including the University of Benghazi, as it lacks organizational values, and there is no clear application of organizational norms, in addition to a significant decline in the application of organizational expectations, as well as there is no clear preservation of organizational beliefs, which indicates a weakness in organizational culture in educational institutions in the Libyan Ministry of Higher Education, and risk management has failed to

excel in technology projects due to shortcomings in performance. Therefore, the study aims to identify the effect of organizational culture as a moderating variable in the relationship between risk management and project time, quality, scope, and benefits. The contributes to finding logical scientific solutions and finding solutions to the problem of low project quality and achieving the maximum possible benefit by using the prevailing organizational culture as a new relationship between risk management and projects to improve the performance of information technology projects in the Libyan Ministry of Higher Education.

2. LITERATURE REVIEW

2.1 Organizational Culture

The concept of organizational culture

Research literature differs in defining the specific concept of organizational culture, as [6] indicates that organizational culture is largely a behavioral determinant of human behavior within the project, while organizational culture is the approach and approach followed by individuals [7] largely reflects the way they work together, with a focus on organizational culture as the way projects deal with individuals within the framework of the laws and regulations used in the project. [8] confirms that organizational culture is the behavior and human behavior performed by individuals in the project, provided that these behaviors are consistent with the applicable laws and regulations.

The importance of organizational culture:

[9] indicates that organizational culture is very important in projects because organizational culture is one of the most prominent methods and organizational culture can be used as a guide and approach through the codified rules of conduct in projects. On the other hand, organizational culture expresses the characteristics of the comprehensive project management strategy, and organizational culture expresses the level of innovation, excellence, nobility and cooperation among all employees.

Elements of organizational culture

Organizational values: Organizational values are those values that the project generally shares in the work environment or society so that the work environment in society affects the work environment in the project, and ultimately leads to the spread of the use of codes of conduct.

Organizational beliefs: [10] confirmed that organizational beliefs are one of the most important elements on which institutions are based to communicate organizational culture, as organizational beliefs represent the compatibility between many employees and behavioral practices in projects, which leads to improving work and productive ideas within projects.

Organizational expectations: Organizational expectations are one of the most important elements on which projects rely in highlighting organizational culture, based on what employees and managers expect and hope to achieve in terms of behavior and professionalism through their interactions within a single goal framework.

Regulatory specifications: [11] confirms that regulatory rules are those standards that must be clearly adhered to within projects, which may or may not be written down in the form of systems and laws, the most prominent of which is the absence of fathers working in the same projects, appointing a son or wife from outside the same department in which the employee works.

2.2 Risk Management

The concept of risk management

Management scholars differed on defining a specific and clear concept for risk management in projects, as [12] indicated that it is a measure of the probability and consequences of not achieving the project objectives as previously defined and planned. As risks lie in a state of uncertainty because risk is formed in a lack of knowledge about future events. And [13] indicated that risk is an emergency event that occurs to a project that may be sudden or expected. These threats and risks result in negative effects that affect the life cycle of projects.

Classification of risks in projects

There are many classifications of risks that affect projects, including internal and external risks:

We will discuss all risks in more detail below as follows:

A. Internal risks of projects

- Risks resulting from not studying the project in the correct manner: such as regulatory risks in licenses and permits and legal risks.
- Risks in design processes: not taking into account the determinants present on the site.
- -Risks in using modern technology for equipment: in the lack of experience in dealing with it and lack of familiarity with how it works.
- Expected difficulties during design or construction: meaning any change in specifications that negatively affect the design.
- Risks resulting from work teams: where they are ready at the right time and are not efficient, or they neglect to perform the work assigned to them.
- Risks resulting from project management: delay in making a decision at the right time or making a wrong decision that leads to wasting project time.
- Risks related to construction: such as a strike, non-compliance with quality, and security problems on site.
- Risks in the delivery process: risks resulting from failure to deliver on time and exceeding the previously specified delivery schedule.

B. External risks of projects

- Risks resulting from machinery and equipment: malfunctions and breakdowns.
- Risks in technology: delaying the completion of the project due to failure to use communication and technology purification.
- Environmental and natural risks: such as the possibility of environmental hazards from project implementation.
- Social risks: organizational distortion in the environment surrounding the project
- Economic risks: such as inflation and distribution problems.

- Global market risks: these vary from the beginning of the project to its completion, such as changing the exchange rate in the market [14].

Benefits of risk management for projects

[15] indicated that the importance of risk management for projects is increasing and growing in developing and developed countries, as proven by the high growth rates currently or in the future for these projects and their superior ability to address three important issues that strongly affect the future of any developing country, which are unemployment, poverty and achieving development. The importance of risk management for projects is also increasing and growing in developing and developed countries, as reducing risks for projects plays a major role in achieving project benefits.

2.3 Educational Technology Projects Performance

Project Concept:

[16] indicated that the project is a temporary activity that is initiated to create a unique product, service or result. The temporary nature of projects indicates that there is a specific beginning and end.

Project Performance Concept: -

It is the measure used to know and evaluate the success or failure of the project. Project management is responsible for project performance, and projects are considered one of the means by which ministries and communities develop in a way that achieves balance, regardless of whether they are service or profit projects; with the aim of achieving comprehensive development and enhancing the capabilities of ministries. The main goal of project management is to achieve the goal of these projects within the scope, time, cost and quality required and to manage the risks faced by the projects.

The purpose of educational technology projects

There are many goals that represent the motivation for completing educational technology projects, including the following:

- Looking forward to knowing the requirements for academic achievement

Many students may be confused about knowing the aspirations of education, knowing the technical and technical skills and training necessary to be able to study. As universities and schools often seek to bring in employees with scientific and practical experience so that they can manage their job requirements with great professionalism.

- Seriousness and perseverance

Completing educational technology projects requires seriousness and perseverance from employees, in addition to the fact that the employee must have certain abilities and behaviors in order to be able to complete educational technology projects in the required time.

2.4 Previous Studies:

1. Walid Blasi's study (2012) The impact of organizational culture on the success of new product development projects (NPD), Athabasca University, College of Business Administration, Canada.

The study aimed to know the impact of organizational culture on the success of NPD projects, as the failure rates of new product development projects were alarmingly high. Companies have tried a variety of approaches, but the failure rates have not improved. Researchers have tried to provide a wealth of knowledge when dealing with the subject, in an attempt to identify the problem and find a solution to it. The basic problem of the study is to find a solution to the problem of failure in these projects. The importance of what this paper presents is a theory within a framework that discusses the effects of organizational culture on project-related variables and thus on the success or failure of the project. As for the study methodology, this study will be followed up with an experimental study that tests our assumptions and experimentally verifies our model. The paper proposes an integrative model that sheds light on several critical factors that determine the success or failure of NPD projects. The study integrates three disciplines into one organizational culture: new product development and project management.

3. Ali, Khan, & Rehman, (2021). The purpose of this research is to study the moderating role of organizational culture between the adoption of agile project management methodology and project success as well as the impact

of agile project management methodology on project success. The problem is to explore empirically about the impact of agile project management methodology and its impact on project success with the moderating role of organizational culture. The data of this study was collected from the telecom service providers industry in Pakistan. The total sample size was 197 registered professionals. A questionnaire was distributed to the participants via hard copy and online survey and the significance of the research findings has practical implications in both the perspectives of the organization and the project manager. The results of this study indicated that the management methodology has a strong relationship with project success.

4. Daniel, (2019). The study examined the impact of organizational culture on project success in Nigeria: with a focus on Nestle Nigeria PLC. The study used a questionnaire distributed to 130 employees of the company and three objectives and one hypothesis were formulated to guide the study. The importance of the study is that organizational culture is one of the dominant cultures in the dimensions of work climate, which is enhanced by its reflection in how goals and tasks are set. The study found a statistically significant relationship between organizational culture and project success and that culture has a strong impact on decision making. The study recommended that every organization should identify the culture that benefits it. and processes and will help in achieving stated goals. Project managers should also strive to understand the culture. Which is vital to the success of the project, and learning to communicate and work with it in developing strategies that enable the success of the project.

5. Elokby, Alawi, Abdelgayed, & Al-hodiany, (2021). This study explores the connection between implementing project risk management activities and IT project success in Egypt's IT and telecommunications sectors. Success metrics include project schedule, cost, scope, and quality management. Key risk management activities analyzed were risk planning, identification, qualitative and quantitative analysis, response planning, and monitoring. A questionnaire gathered primary data from 103 employees in the sector, focusing on project risk management and success factors. The

findings indicate that effective risk management positively influences IT project success.

2.5 Comment on Previous Studies:

The current study dealt with organizational culture as a moderating variable in the relationship between risk management and the performance of IT projects. We find that the study that dealt with organizational culture as a moderating variable, Ali, Khan, & Rehman (2021) confirmed in its results that organizational culture has an effective role in raising and improving the level of performance and success of the project and reaching its goal, and this is consistent with the objective of the study because the problem of the study revolves around the low performance of IT projects, while the rest of the studies studied the relationship between organizational culture and the factors affecting the success of projects. However, these studies did not address the environment under study clearly, which proves that the current study is very recent.

3. METHODOLOGY

The study relied on the descriptive analytical approach as a branch of the quantitative approach. The study population focused on employees in the Libyan Ministry of Higher Education, where the number of employees in the Ministry of Higher Education reached 900 male and female employees, which is suitable for a study sample of 269. The study followed a simple random sample method from all departments that worked and will work at information technology projects in the Libyan Ministry of Higher Education

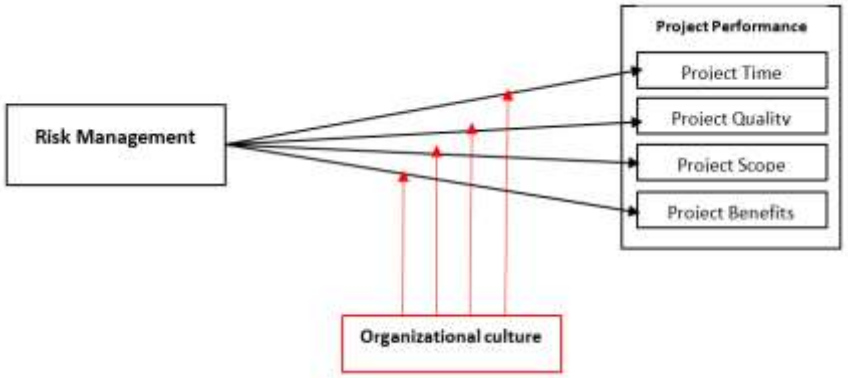

Figure 1 Framework of the Study

3.1 Hypothesis of The Study

H1: There is a statistically significant the effect of organizational culture as a moderating variable in the relationship between risk management and project time.

H2: There is a statistically significant the effect of organizational culture as a moderating variable in the relationship between risk management and project quality.

H3: There is a statistically significant the effect of organizational culture as a moderating variable in the relationship between risk management and project scope.

H4: There is a statistically significant the effect of organizational culture as a moderating variable in the relationship between risk management and project benefits.

5. RESULTS

5.1 Validity and Reliability of data collection instruments

Table No. (1) presented shows information the Cronbach's alpha coefficient used to measure reliability, or internal consistency of a research instrument. The coefficient is presented as an indicator of the extent of similarity between the paragraphs within each axis or scale, and shows the extent of the consistency of the questionnaire as a whole and in each axis separately.

The risk management axis includes 16 paragraphs, and the Cronbach's alpha coefficient estimated at 0.916 indicates good consistency in this axis. Given the alpha value ranging between 0.705 and 0.854 for each axis, this shows acceptable consistency. In the organizational culture axis (16 paragraphs), the Cronbach's alpha coefficient value of 0.869 shows good stability, indicating good similarity between the paragraphs. As for the IT project performance axis (16 paragraphs), the Cronbach's alpha coefficient of 0.899 shows good consistency, indicating the strength of the questionnaire in measuring this axis. Regarding the scale as a whole (48 items), Cronbach's alpha coefficient of 0.942 shows good reliability of the tool as a whole. In general, the table shows that the questionnaire achieved good reliability in the various axes as well as in the scale as a whole, which enhances the quality of the tool used in the research and shows the strength of the questionnaire in measuring the studied factors.

Table (1) Results of the Cronbach Alpha coefficient

Variables	Items	Cronbach Alpha
Risk management	**16**	**0.916**
Organizational culture	**16**	**0.869**
Project performance	**16**	**0.899**
Total	**48**	**0.942**

5.2 Confirmatory factor analysis for Overall Measurement Model.

The first step is to conduct a confirmatory factor analysis of the overall measurement model for all study variables, risk management, information technology management, and organizational culture, as shown in Figure (2), which shows the fit indicators for the overall measurement model.

From Figure (2) and based on the data presented in Table (2), it appears that the overall standard model for the study variables has been evaluated using several indicators to ensure its conformity to the data.

1- The value of the Chi-Square Index (CMIN) reached 2319.846, with a degree of freedom (DF) of 397, which results in a standard Chi-Square

Index (CMIN/DF) value estimated at 5.843. This value indicates that there is a good fit between the standard model and the data used, as the value of CMIN/DF reduced from 2 to 5 is considered acceptable and provides a good fit [20; 21;22].

2- The value of the root mean square error of approach (RMSEA) was 0.00113, which is much lower than the recommended standard value of 0.08. This indicates that the standard model shows an excellent fit with the collected data, as the low RMSEA value indicates that the model fits well with the studied data.

3- Comparative indices such as the comparative goodness of fit (CFI) and the non-normative fit (TLI) showed values of 0.965 and 0.971, respectively. These values are clearly higher than the recommended standard value (0.90), which enhances the confidence of the good fit between the model and the sample.

Table (2) Result of CFA for Overall Measurement Model

Estimate	Measure	Indicator quality
CMIN	**2319.846**	**/**
P	**0.000**	**/**
FD	**397**	**/**
CMIN/DF	**5.843**	**Less 3 and 5**
RMSEA	**0.00113**	**0.1≥**
CFI	**0.965**	**0.90 ≤**
TLI	**0.971**	**0.90 ≤**

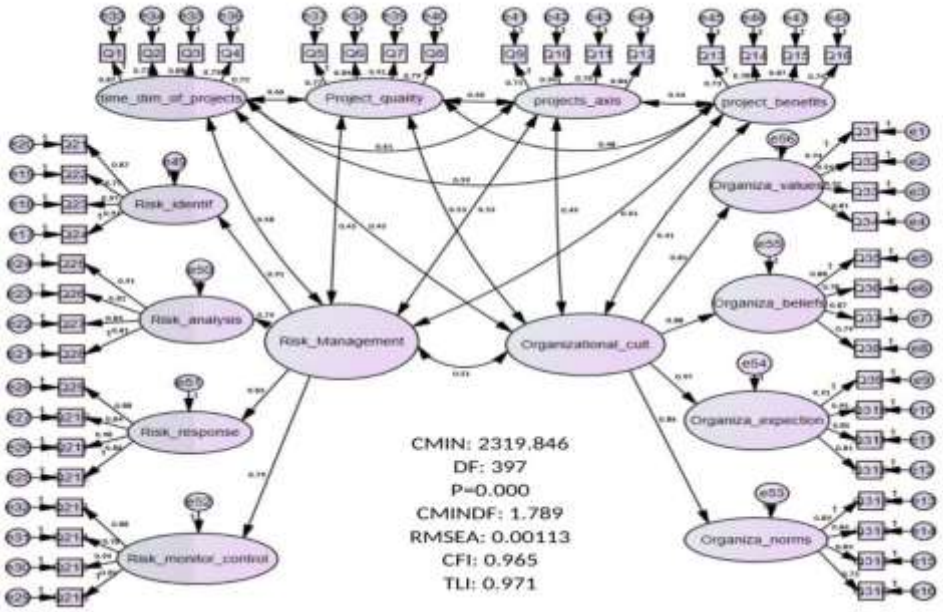

Figure 2 The Overall Measurement Model

5.3 Validity and reliability of the overall model

Table No. (3) shows the validity and reliability indicators of the overall measurement model in the study. This table is essential in evaluating the reliability of the results and their suitability for use in scientific research. First, the composite reliability coefficient (CR) represents a measure of the ability of the different dimensions of the model to provide consistent and accurate measurements. The CR values in the table range between 0.810 and 0.974, which are high values that indicate excellent stability of the studied dimensions, which enhances the reliability of the model in providing accurate measurements of the relationships between the different variables.

On the other hand, the extracted variance (AVE) reflects the ability of each item in the model to adequately represent the different variables. The AVE values range between 0.511 and 0.991, most of which exceed the acceptable value of 0.50, indicating an acceptable and appropriate variance for the

variables in the different dimensions, thus achieving the study objectives accurately and reliably.

For the dimensions specified in the table, the variation in CR and AVE values can be observed:

- For risk management and organizational culture, high CR values indicate good stability, and AVE values indicate acceptable variance of the variables in these dimensions.
- While for the dimensions of the time dimension of projects time and project quality, high CR values appear with AVE values indicating acceptable variance of the variables, indicating the stability of the measurements and their accurate representation.
- As for the dimensions of the project scope and project benefits, very high CR values show exceptional stability, and high AVE values indicate high and appropriate variance of the variables, which makes these dimensions highly reliable in their measurements.

In general, Table (3) indicates that the overall measurement model used in the study has high validity and good stability, which makes it an effective tool for accurately and reliably assessing the relationships between the studied variables in the context of scientific research and practical application.

Table (3) Convergent and Discriminant Validity for Overall Measurement Model

	CR	AVE	Risk management	Organizational culture	Project time	Project quality	Project scope	Project benefits
Risk management	**0.845**	**0.511**	**0.575**					
Organizational culture	**0.836**	**0.603**	**0.596**	**0.91**				
Project time	**0.822**	**0.521**	**0.598**	**0.786**	**0.774**			

Project quality	**0.810**	**0.513**	**0.598**	**0.786**	**0.774**	**0.755**		
Project scope	**0.974**	**0.613**	**0.645**	**0.807**	**0.956**	**0.938**	**0.92**	
Project benefits	**0.970**	**0.633**	**0.746**	**0.595**	**0.694**	**0.793**	**0.892**	**0.991**

Table (4) Results of moderating effect of Organizational culture

Interactive	Dependent Variable	USD	t-value (CR)	P-Value	Result
Risk management x Organizational culture	**Project time**	**0.43**	**8.12**	**0.000**	**Supported**
Risk management x Organizational culture	**Project quality**	**0.45**	**8.64**	**0.000**	**Supported**
Risk management x Organizational culture	**Project scope**	**0.39**	**7.03**	**0.000**	**Supported**
Risk management x Organizational culture	**Project benefits**	**0.48**	**9.09**	**0.000**	**Supported**

Table (4) shows the results of the direct and interactive relationship between the moderator variable (organizational culture) and the dependent variables of IT project performance, which include the time dimension of projects time, project quality, project scope, and project benefits. The effect of organizational culture as a moderator (interactive) variable on the relationship between risk management and IT project performance was tested. The results show that the interaction of risk management with organizational culture positively affects all dependent variables. For the time dimension of projects, the path coefficient was 0.43 with a t-value of 8.12 and a P-value of 0.000, indicating a strong positive relationship. For project quality, the path coefficient was 0.45 with a t-value of 8.64 and a P-value of 0.000, indicating a strong positive relationship. As for the project scope, the

path coefficient was 0.39 with a t-value of 7.03 and a P-value of 0.000, indicating a positive relationship. Finally, for project benefits, the path coefficient was 0.48 with a t-value of 9.09 and a P-value of 0.000, confirming a positive relationship.

The results indicate that there is a significant effect of the interaction between risk management and organizational culture on the performance of educational technology projects. The analysis shows that organizational culture enhances the impact of risk management on performance. For example, the interaction of risk management with organizational culture increases its effect on the time dimension of projects time by 0.43 (t-value = 8.12, P-value = 0.000), project quality by 0.45 (t-value = 8.64, P-value = 0.000), project scope by 0.39 (t-value = 7.03, P-value = 0.000), and project benefits by 0.48 (t-value = 9.09, P-value = 0.000). These figures show that organizational culture moderates the relationship between risk management and performance, leading to improved IT project performance.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

1- The impact of cultural context on project performance: The results showed that the cultural context of the organization plays a pivotal role in determining the success of IT projects.

2- Confirming the importance of the interaction between variables: Statistical analysis showed that the interaction between risk management and organizational culture adds a special character to project performance.

3- Confirming the role of leadership in achieving outstanding performance: The literature has shown that the role of effective leadership is a key factor in achieving outstanding performance in IT projects.

6.2 Recommendations

1- Adopting strategies to enhance the cultural context: It is recommended to develop strategies to improve the cultural context in enterprise projects within the ministry to ensure alignment with IT objectives.

2- Enhancing communication and interaction in teamwork: It is recommended to enhance effective communication and interaction in working teams to ensure the activation of organizational culture, achieve integration, and avoid exposure to risks that affect project performance.

3- Enhancing research and innovation in the field of risk management and culture: Research and innovation in the field of risk management and organizational culture should be supported to develop a new and effective approach that improves project performance.

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