

DIMENSIONS OF ORGANISATIONAL CULTURE AND PROJECT SUCCESS IN THE MUNICIPAL ASSEMBLIES IN GHANA: THE MODERATING ROLE OF LEADERSHIP COMPETENCY

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ABSTRACT

This study investigates the relationship between dimensions of organisational culture and project success at Ghana's Ga South Municipal Assembly (GSMA) with the focus on the moderating role of leadership competency. Drawing from the Dynamic Capability Theory (DCT) and the Resource-Based View (RBV) Theory, the study used an explanatory research design along with a quantitative approach. Data were collected from 150 employees across the various departments within the municipal assembly using a cross-sectional survey. Partial least squares structural equation modeling (PLS-SEM) was employed using SmartPLS 3 software for data analysis. According to the findings, apart from hierarchy culture, all the three dimensions of organisational culture, particularly clan and adhocracy culture had favourable effect on the success of projects. There was also a favourable correlation between leadership competency and the success of projects. Finally, the positive relationship between organisational culture and project success was significantly moderated by leadership competency. In light of these findings, it was suggested that the GSMA rollout initiatives for developing leaders to enhance their emotional, social, and cognitive competencies. Additionally, leaders should be trained to amplify collaborative practices that emerge from clan cultures while avoiding overly directive behaviours that might suppress the creativity and experimentation inherent in adhocracy cultures.

Keywords: Organisational Culture, Project success, Leadership Competency, Municipal Assembly, Ghana.

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INTRODUCTION

Globally, organisational culture has become an essential driver of organizational success as it has been noted to be responsible for excellent business performance, employee job satisfaction, and employee engagement (Ashley & Brijball, 2024). According to Schein (1992) organizational culture can be described as collective norms, values, social ideals, and shared views among members of an organisation. Accordingly, it serves as a basic set of beliefs molded by the members of an organization by means of either external adaptation or internal assimilation (Schein, 1992). Lubis and Hanum (2020) added that organisational culture can influence how people of the organisation live out its basic principles, how regulations are interpreted and how widely they are shared and that the strength of organisational culture is contingent on the proportion of people who embrace and uphold the core values. Prior research by Cameron and Quinn, (2011) has delineated four dimensions of organisational culture namely: adhocracy, clan, market and hierarchy culture. Cameron and Quinn noted that these dimensions offer a framework for understanding the cultural characteristics that businesses exhibit to attain performance objectives.

In the context of project management, Sudhakar (2016) has recognized organisational culture as an important contributor to project success due to its capabilities. Project success emphasises how well project deliverables meet stakeholder expectations within the defined scope, time, and cost constraints (Machado dos Santos et al., 2019). This implies that organizational culture can influence the extent to which project is effectively completed through the effective distribution of resources on or before the anticipated time, within the planned cost and to the needed standard (Iqbal et al., 2024).

However, the extent to which organisational culture can influence project success does not happen by chance. According to Damoah and Kumi (2018) and Risnawati et al. (2024), the implementation of organisational culture requires leadership competencies which can facilitate its implementation leading to its effect on project success. According to Hollenbeck, et al., (2006) and Risnawati et al. (2024), leadership competency describes the entirety of the abilities, knowledge, and competencies that go into effective and efficient leadership in an organisation. Ahmed and Abdullahi (2017) and Shaji (2024) noted that leadership competencies, such as cognitive intelligence influenced operational efficiency leading to project success. Thus, leadership competency can be seen as a moderator in the nexus between organisational culture and project success.

The theories that underpin the relationship between the dimensions of organizational culture and project success with the moderating role of leadership competency at Ga South Municipal Assembly in Ghana are the Resource-Based View (RBV) and Dynamic Capability Theory (DCT). Based on the RBV theory, it is argued that organizational culture is one such resource that can help an organisation attain a competitive advantage by developing exceptional resources that are valuable, rare, inimitable, and non-substitutable. Consequently, organisational culture being such a rare resource is considered to be one factor that can most effectively drive innovative behaviour among organisational members resulting in high performance (Shuaib et al., 2021). Besides, leadership competency can also be seen as part of the valuable and intangible resources that could help organisations to gain competitive advantage, leading projects' successes (Shayah & Zehou, 2019). However, one major drawback of the RBV is the assumption of static equilibrium, which does not address the issue of sustainable competitive advantage in an unstable and dynamic environment (Chan et al. 2004). In order to extend the RBV to resolve this

limitation, Teece et al. (1997) dynamic capabilities theory was used in this study. The theory posits that an institution's performance can be improved if it has quality intangible resources like leadership competency and organisational culture (Chatterjee et al., 2023; Mailani et al., 2024).

In the context of Ghana, notwithstanding the various initiatives aimed at enhancing project success, there has been minimal advancement observed across both infrastructure and service sectors (Akomah et al., 2020). Indeed, at the local levels like the municipal district assemblies, the issue of project failure compromises the objectives of the national development and erodes public confidence in the country. According to Damoah (2015) and Ochil (2022), approximately one-third of infrastructure projects in this country experiences difficulties related to cost, schedule, or scope. Despite government interventions and attractive policy frameworks, some public projects fail before they begin, while others are left uncommissioned after completion due to changes in political atmosphere which shift political interests (Amoah et al., 2022; Boham, 2021). At the municipal levels, such as Ga South Municipal Assembly, there are cases where government agencies or district assemblies could start a project and owing to circumstances such as leadership incompetencies, ineffective organisational culture, inadequate resources, among other factors, the project fails, despite the critical importance of these projects for both local and national development (Akomah et al., 2020; Akomah & Ramani, 2024).

However, although organisational culture is recognised as a key driver of project success (Akwei et al., 2020), the specific roles of its dimensions such as clan (collaboration), adhocracy (innovation), hierarchy (control), and market culture (results orientation), as proposed by Cameron & Quinn (2011), on project success remain underexplored in public institutions in the Ghana. This has created a knowledge gap in the literature which therefore warrants more empirical studies to fill these theoretical and empirical gaps. It is against this background that this study is conducted with the aim of investigating the association between dimensions of organizational culture and project success with specific focus on the moderating role of leadership competency at Ga South Municipal Assembly in Ghana.

On the basis of the main purpose of this study, the specific research objectives include the following:

- Assessing the effect of the dimensions of organisational culture (Clan, Adhocracy, hierarchy, and market culture) on project success at the Ga South Municipal Assembly.
- Examining the effect of leadership competency on project success at the Ga South Municipal Assembly.
- Investigating the moderating role of leadership competency in the relationship between dimensions of organisational culture and project success.

This study is significant in the sense that the results will act as a valuable resource for local scholars and practitioners in the field, as well as a reference for the public interested in enhancing their understanding of organisational culture and leadership competency's role in achieving project success. On theoretical grounds, the study will contribute to the literature and also serve as a spring board for future researchers in both Ghana and Africa.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Theories Underpinning the Study

Resource-Based View (RBV) Theory

According to the Resource-Based View Theory (Barney, 1991), an organisation's performance and competitive edge are based on the special combination of its internal assets and talents, which are rare, precious, non-replaceable, and inimitable. The theory of RBV holds that having sufficient resources is necessary for improved business performance. The availability of resources can assist a company in gaining and retaining a competitive edge if it exhibits valuable, rare, inimitable and non-substitutable (VRIO) attributes (Rothaermel 2019). According to Barney et al. (2011), acquiring and controlling precious, unique, irreplaceable, and essential resources is necessary for a corporation to maintain a competitive edge. Supporters of RBV contend that only strategically significant and valuable resources such as organisational culture and leadership competency can contribute to the success of an organisation (Iswan & Kihara, 2022).

Thus, in this study, both organisational culture and leadership competency at the disposal of an organisation form part of its valuable, rare, inimitable as well as non-substitutable resource (Muriithi, 2021). Within the framework of public organisations, organisational cultures that support innovation, collaboration are critical in helping organisations achieve its project goals. Besides, competent leaders are essential in efficiently utilising organisational resources, including financial capital, human capital, and knowledge assets, to support project efforts (Jing, 2024). Leaders with the right competency can improve project success by optimising resource utilisation, reducing risks, and grabbing opportunities by matching resources with organisational objectives as well as strategic targets (Hitt et al., 2016). However, one major drawback of the RBV is the assumption of static equilibrium, without solving the issue of sustainable competitive advantage in a unstable and dynamic environment (Chan et al. 2004; Wade & Hulland 2004). To this end, in addressing the limitations of RBV, scholars such as Teece et al. (1997), have recognised the need to employ dynamic capabilities theory

Dynamic Capability Theory

Dynamic Capability Theory (DCT) developed by Teece et al., (1997) has been seen as an extension of the RBV, and it is defined as the ability to integrate, build, and reconfigure internal and external competencies to address rapidly-changing environments (Teece et al. 1997 p. 517). In a way, the focus is not on immediate effect, as in traditional management, but on sustaining evolutionary success in the long run (Teece, 2007). Wang and Ahmed (2007) regard DCT as emphasizing the conversion of institutional resources and capabilities into outcomes that result in exceptional performance and long-term success. The theory suggests that to achieve success as an organisation, the institution needs to develop an organisational culture that swiftly and efficiently addresses not just challenges in the business landscape but also potential opportunities (Teece et al. 1997).

DCT operates under the assumption that firms are led by diverse managers with varying competencies, and they can contribute to the firm's success from different perspectives when there is a cohesive culture (Mbuva, 2022). Competency integrated within the culture of an organisation or business is what supports and maintains competitiveness (King & Zaithamal,

2001). This implies that a company's capacity to develop competencies based on its culture directly contributes to its ability to position itself differently in the market and gain a long-term competitive advantage (Muriithi, 2021). Mbuya (2022) also argued that the dynamic capability framework is based on the belief that leveraging internal competencies can enhance current competitive advantages, leading to the establishment of sustained high performance and organisational success. Culture's significance in achieving long-term success stems from its inherent difficulty to replicate (Lismen et al., 2004; Muriithi, 2021)

Organisational Culture and its Dimensions

From the extant literature, it can be noted that there is no universally recognised definition of organisational culture, considering the significant differences in perspectives among those who are experts in the field and how it affects organisations and members. For instance, O'Reilly et al. (1991), defined organisational culture as a collection of values, beliefs, and behaviours common to all employees of an organisation that predetermine the norms of their behaviour. On the other hand, Schein (1990), also defined organisational culture as a common framework of core convictions that group members have developed over time as they learn to handle issues that are pertinent to the organisation both internally and externally. These core convictions are those that direct the actions of all members within an institution and these have a substantial impact on the attitudes of individuals and how knowledge is formed, shared and employed within an institution (Schein, 1992). However, from the perspective of public sector, organizational culture has been seen by Tan and Sun (2012) as “an invisible hand in public sector management, supporting and maintaining...influencing and restricting all aspects of public sector management” (p.47).

In general, culture has been recognised as “central to the change process and to the attainment of strategic objectives” (Bluedorn & Lundgren, 1993, p.125). In essence, organisational culture incorporates the norms and practices governing behaviours within an institution, giving anticipated behavioral guiding principle for employees (Harrison & Baird, 2015). This is particularly true in the public sector since according to Cullinan et al. (2020), organisational culture can be seen to be a social force that is mainly invisible yet very powerful, which significantly molds employees’ behaviors outside formal control systems, procedures, and authority. The idea here is that organisational culture is a powerful means to elicit desired organizational behaviours that either encourage or prohibit workplace misconduct. A positive organisational culture that values respect, diversity, and open communication can contribute in averting misconduct from taking place. On the contrary, a negative organisational culture that accepts or even inspires bad manners can perpetuate and exacerbate such behaviors (Chatman & O'Reilly, 2016). By implication, organisations with strong cultures of collaboration, openness and trust tend to experience higher levels of team work, as these values support the flow of information and ideas across departments in the public sector leading to success (Falce et al., 2024).

Dimensions of Organisational Culture and their roles in Project Success

Quinn and Cameron's (2011) Competing Values Framework were utilized in this research. The framework distinguishes between four forms of organisational cultures: market, adhocracy, hierarchy, and clan (Quinn & Cameron). Wang et al. (2023), posit that these dimensions highlight how important it is to comprehend how an organisation's value orientations impact its norms,

customs, and behaviour. The cultural dimensions hold significant importance in terms of directing behaviour, improving performance, and eventually influencing the organisation's overall results (Quinn & Cameron, 2011; Wang et al., 2023; Field, 2020).

In respect to the concept of project success, Joslin and Müller, (2015) and Podgórska et al., (2019) saw it as a multifaceted framework that includes the iron triangle's basic categories (time, budget and quality) as well as secondary categories (such as customer and organisational satisfaction) and the accomplishment of desired project outcomes. Accordingly, Ali, et al. (2021) described project success as accomplishing the project's objectives, ensuring customer and stakeholder satisfaction, and completion within the specified scope, time, budget, and quality. Thus, to be successful, a project must be finished on schedule, within budget, and with the specified scope (De Bakker et al., 2010). However, Mukhtar et al. (2017) believe that the project's lifespan and specific project type may determine how successful the project will be measured. Also, since project success is multifaceted, evaluating it entails considering a variety of interests and viewpoints.

The Clan Culture and project success

According to Rizki et al. (2019), clan culture is known to be a family-oriented and flexible. It is sometimes referred to as the group's culture and is a welcoming environment where many things can be shared. That is to say, clan culture includes widespread participation, cooperation, collaborative consensus, decentralised decision-making, and loyalty (Lee & Ding, 2024; Kim et al., 2011). In other words, clan-type organisations are characterised by a sense of "we-ness," cohesiveness, distinctiveness, and shared values and goals (Yim, et al., 2022).

In terms of the relationship between clan culture and project success, studies have revealed that there is positive relationship between them. For instance, a study by Song et al., (2017) indicated that an organisation's clan culture significantly affects how well its members perform on projects. Compared to each of the remaining three cultural domains, the study found that clan culture had a greater beneficial impact on the accomplishment of the project goal. This investigation is corroborated by the study of Mardiana et al. (2018), who concluded that clan culture is the most influential when it comes to project success, followed by market, adhocracy, and hierarchy. Similarly, in Kenya, the influence of clan culture on strategic project implementation in skilled organisations was examined by Njagi et al. (2020). The results of the study indicated that the clan culture favourably and greatly affected the implementation of the project's plans. These results explicitly indicate that clan culture appeals to workers in their bid to achieve project success. This study, therefore, hypothesises that:

- *H1a: Clan culture has a significant positive effect on project success.*

The Adhocracy Culture and project success

Rizki et al. (2019) described adhocracy culture as a dimension of organisational culture that strongly emphasises modernism, perseverance, growth, invention, and risk-taking. With an innovative, dynamic, and sophisticated work environment this kind of organisational culture responds swiftly to change since new ideas that are beneficial for growth can be freely implemented (Zeb et al., 2021). The Adhocracy-style culture prioritizes the continuous learning of new things and embracing constant change as the basis for strategic planning. Chidziwa et al.,

(2023) have argued that adhocracy combines a fluid and adaptable organisational structure with little formality and less direct control. Leaders in such a culture typically exhibit risk-taking and innovative attitudes that inspire and motivate organisational members to express their creativity and put fresh, practical ideas into action to advance market demands (Quinn, 2011). From the standpoint of Dynamic Capability Theory (DCT), culture facilitates quick resource reconfiguration in response to shifting project settings (Teece et al., 1997).

Undeniably, these qualities make adhocracy culture have positive relationship with project success as it is reflected in a study conducted by Gao (2017). In this study, it was found out that a positive association did exist between an organisation's success and a culture of adhocracy. In another study by Chidziwa et al. (2023), it was found out that a culture of adhocracy in the public sector fosters creativity, adaptability, and flexibility, all of which improve project performance. A similar study by Gaan and Sahoo (2023) concluded that an adhocracy culture improves team performance by fortifying the bond between psychological safety, mindfulness, and proactive distant participation, all of which contribute to the successful completion of projects. Based on these results, we hypothesise that:

- *H1b: adhocracy culture has a significant positive influence on project success*

The Hierarchy culture and project success

From the perspective of Cameron & Quinn, (1999) hierarchy culture can be said to be a structure-oriented, usually concentrating on stability, control, and efficiency through formal rules and a clear chain of command. This suggests that this kind of culture is branded by uniformity and coordination with more orientation towards values of security (Sanchez-Marin et al., 2015; Kashan et al., 2021). According to Rizki et al. (2019), formal coordination, centralised authority, and decision-making are the main focuses of a hierarchical culture with stability being highly valued in this culture. As a result, employees across the many hierarchical levels have very little discretion since this culture emphasises more on standardisation, which is upheld by rigorous obedience to the many rules, policies, and procedures (Muafi et al., 2020). This type of culture is often found among public sector institutions characterised by control with strict adherence to standards, laws, and guidelines which makes bureaucracy its defining trait (Al-Ali et al., 2017).

With efficiency, stability and reliability being valued, numerous research studies have demonstrated that hierarchical culture can positively affect project success. For instance, Ackon et al. (2023) undertook a study on effects of Organizational Culture Types on Construction Project Performance with a Competing Values Framework Approach in Ghanaian Perspective. The study results revealed that market and hierarchy culture types positively influence construction project performance, while clan and adhocracy cultures do not exhibit a significant effect. Similarly, a study by Piwovar-Sulej (2014) revealed that projects are also successfully completed in the cultures with dominant hierarchical-market features. Also, Song et al., (2016) examined the impact of organizational culture on organizational effectiveness in Construction projects. The results show that clan and hierarchy cultures have greater positive effect on organizational effectiveness in Construction projects than market and adhocracy cultures. Based on these results, the research postulates that:

- *H_{1c}: Hierarchical culture has a significant positive effect on project success.*

The Market Culture and project success

According to Marin et al., (2017) the focus of market culture is grounded on productivity and accomplishment, with explicitly defined purposes and with outside incentive as a driving factor. Market culture echoes organizations whose beliefs and values are outwardly oriented and founded on not only accomplishment, achievement but also competitiveness (Cameron & Quinn, 1999; Stock et al., 2007). In addition to emphasizing a highly competitive advantage orientation and characterizing the competitive battle for one's achievements as a positive rather than detrimental activity, the market culture places a high emphasis on success (Di Stefano et al., 2019). With this kind of culture, employees have to perform to a certain level for the business, and everyone's responsibilities are predetermined, which suggests a formalized orientation is persistent (Zeb et al., 2021). Consequently, workers in these kinds of companies are very open to change and, as a result, are more skilled at putting new procedures into place because the prevailing organisational culture gives them self-assurance (Shuaib & He, 2023).

Given these attributes of market culture, its relationship with project success has been empirically found to be positive. For instance, a study conducted by Brinson (2022) on the correlation between organisational culture and the ICT implementation projects' success, demonstrated that there is a significant correlation between Market Culture and project success. Also, a study by Guttermann (2025) revealed that market culture represented the disciplined, performance-oriented face of organizational life since it offers clarity, efficiency and motivation, thereby directing ambition into calculable success. Finally, in the Ghanaian context, an empirical investigation of the impact of organisational culture (OC) on construction project planning was conducted by Ackon et al. (2022). The study finding indicated that clan, hierarchical, and adhocracy cultures were found to possess a lower meaningful favourable impact on project planning than the market kind of organisational culture. Considering these study results, it is hypothesised that:

- *H_{1d}: Market culture has a significant positive effect on project success.*

Leadership competency and its role in project success

While there are multiple explanations for leadership, the prevailing paradigm in research on leadership has, as of late, been in line with leadership competency (Rony et al., 2023; Tammeleht et al., 2022). Chung and Wu (2011) defined competency as the skills, abilities, and knowledge necessary for people to complete assigned tasks or achieve their goals. However, in terms of leadership competency, Wong (2020) posits that individuals' leadership competencies are based on the knowledge, skills, talents, and behaviours, which aid them in performing better in various professional settings. Therefore, the performance of an institution is greatly impacted by the leadership abilities of its managers, particularly in dynamic environments (Collins, 2005; Yukl, 2012; Podgórska et al., 2019). This implies that leadership competency can be considered to be the fundamental traits that are related to a leader's ability to perform effectively and/or exceed expectations in a given function or environment.

Generally, leadership competencies have been classified into three main types by various authors (Turner & Müller, 2005; Boyatzis & Saatcioglu, 2008; Jiang, 2014). These include: Emotional intelligence; Social intelligence and Cognitive intelligence competencies. According to Salovey et al. (1990), emotional intelligence (EI) is the ability to perceive, assimilate,

understand, and manage emotions. On the other hand, according to Boyatzis and Saatscioglu, (2009) a social intelligence competency is the ability to recognize, understand and use emotional information about others that leads to or causes effective or superior performance. The manifestations of social intelligence competencies, include empathy, persuasiveness, developing others, group management, networking, negotiating, oral communications, and social objectivity. In the same way, Boyatzis and Saatscioglu (2009) opined that a cognitive intelligence competency is an ability to think or analyze information and situations that leads to or causes effective or superior performance.

Based on extant literature, it has been noted that leadership competencies have positive relationship with project success since the underlying cause of project failures can be attributed to poor leadership competencies (Gartzia et al., 2018; Nixon et al., 2012). According to Khan et al., (2024), project managers with the required competencies are better furnished to circumnavigate the complexities of projects and lead their teams towards successful project completion. For example, a study by Liu et al. (2017) revealed that project managers with higher levels of emotional intelligence have the potentials to exhibit effective leadership behaviors, foster positive team dynamics, and enhance project success. Also, in another study, Ahmed and Abdullahi (2017) discovered that a project's success is favourably and profoundly influenced by leadership abilities. Additionally, it was found in a study conducted by Mai et al. (2022) that all three leadership competencies had a considerable impact on organisational innovation through organisational learning, with cognitive competency having the biggest impact and results-oriented, followed by social competency. Thus, from the empirical outcomes, it is hypothesised that:

- *H2: Leadership competency has a significant positive effect on project success.*

Leadership Competency as a Moderator in the Relationship between Organisational Culture and Project Success

The relevance of leadership competencies as moderator between OC and project success in the context of municipal assembly level in Ghana, can be explained based on the diverse and multicultural character of local government project team members. According to Bozkurt et al. (2021), in every situation, leadership skills such as adaptability, empathy, and social skills in resolving conflicts within the project team would be necessary to find the best possible decisions. Implicitly, in order to positively influence project success, project leaders require additional skills that embrace understanding of cultural diversity, developing good relationships with local communities, and adapting to needs of project team members. According to Gul et al. (2022) both social and cognitive leadership competencies, for example, can enhance team member interactions and reinforce team leader-team member relationship by improving interconnectivity and communication.

The implication here is that leaders without competencies like social in terms of strong communication skills will make the relationship between OC and project success weaken. On the other hand, with leadership competencies like adaptability, empathy, and social skills, the relationship between OC and project success could be strengthened. This is in line with Alvarenga et al. (2020) assertion that good communication and strong leadership must go together and when communication breaks down between partners, the project results may suffer. This proclamation is also supported by Khan et al. (2022), who claimed that one of the skills

necessary for the success of a project is the project leader's capacity to understand the cultures of the people on the team. This is significant because the project leader must bridge the cultural difference between team members to promote effective communication, interpersonal relationships, problem solving, collaboration, and synergy (Al-Khawaldah, 2017).

Several studies have demonstrated the legitimacy of the moderating role of leadership competencies on the relationship between OC and project success. For example, Muneer et al. (2022) undertook a study to examine the moderating impact of manager competencies to improve the construction project routine and generate successful projects. The current research results indicated not only a very good relationship between a construction project's success and the Organisational culture (OC) but also it was found that a competent project manager could play a moderating role in preventing the uncomfortable influences of OC variables on the project success and team performance. Finally, Fazly et al. (2024), investigated into the impact of project planning (ProP) and project risk management (RisM) on project success (ProS) while maintaining project managers' competencies (PMC) as moderators using resource-based view theory concepts. The results indicated that not only both ProP and RisM significantly and positively impacted ProS, but also the results showed that project managers' competencies moderated the relationship between ProP and ProS. The findings showed that PMC moderates the connection between project risk management and ProS. Consequently, the study puts forward the following hypothesis:

- *H3: Leadership competency moderates the relationship between organisational culture and project success such that it can strengthen the relationship that exist between OC and project success.*

CONCEPTUAL FRAMEWORK

According to the existing literature, one can contend that the interplay between organisational culture and leadership competency is pivotal to the success of projects. This study examines the moderating influences of leadership competency, defined through a leader's emotional, social, and cognitive intelligence, on the relationship between organisational culture and project success at the Ga South Municipal Assembly. The four theoretical dimensions of organisational culture proposed by Quinn and Cameron (2010) encompassing clan, adhocracy, hierarchy and market culture were used. The project's success was defined in terms of time, budget, and quality.

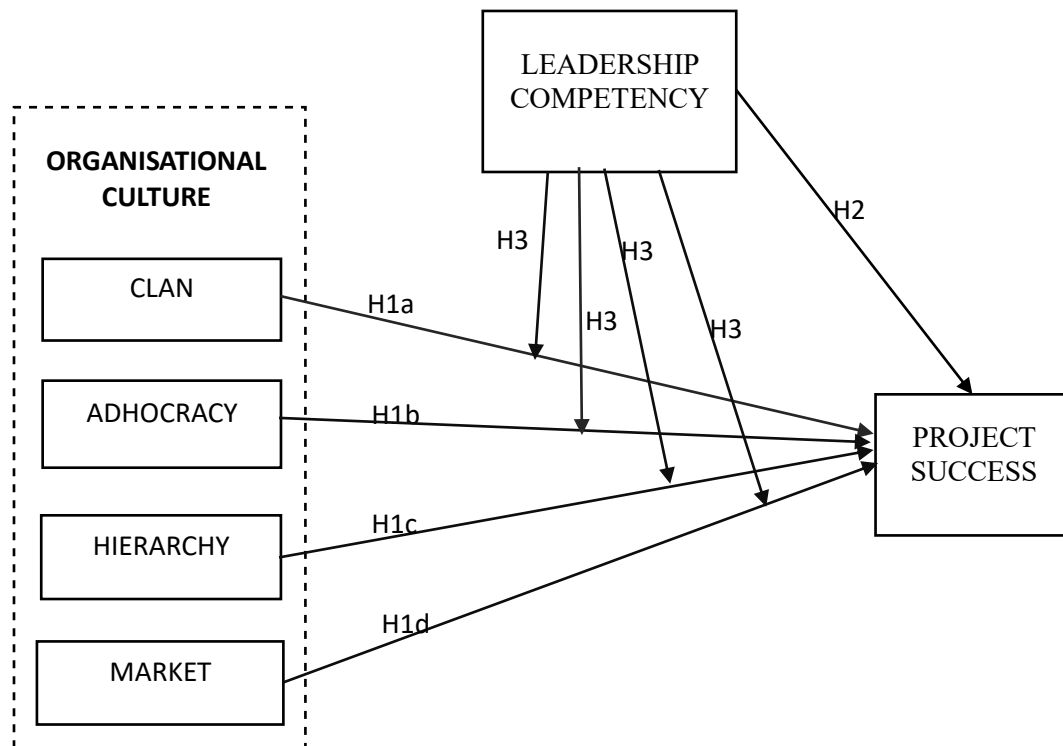


Figure 1: Conceptual Framework. Source: Authors' Construct (2024)

METHODS

The research employed a quantitative methodology utilizing an explanatory research design to investigate the effect of dimensions of organizational culture on project success at the Ga South Municipal Assembly, with a focus on the moderating role of leadership competency. Data was collected through a structured questionnaire consisting closed-ended items, including demographic information and Likert-scale questions related to the study's constructs. The analysis involved descriptive statistics to summarize demographic data and Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among variables, ensuring the validity and reliability of the constructs through techniques such as Cronbach's Alpha and Average Variance Extracted (AVE). Ethical considerations were upheld throughout the research process, ensuring participant confidentiality and informed consent.

Measurement Model

Measurement Model Specification

The model specification illustrated in Figure 1 presents a structural equation model consisting of five central latent constructs: Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture, and Leadership Competency, all hypothesized to influence Project Success at the Ga

South Municipal Assembly. The model is constructed using a total of 45 reflective indicators, with each indicator represented as a yellow rectangle and each latent construct depicted as a blue oval. Specifically, Clan Culture is measured using six indicators labelled CLC1 to CLC6, Adhocracy Culture is captured by six indicators labelled ADC1 to ADC6, Hierarchy Culture is assessed through six indicators labelled HC1 to HC6, Market Culture is represented by four indicators labelled MKC1 to MKC4, and Leadership Competency is measured with nine indicators labelled LC1 to LC9. Project Success, as the primary outcome variable, is evaluated using nine indicators labelled PS1 to PS9.

The directional arrows from each latent construct to its associated indicators demonstrate a reflective measurement model, signifying that the latent construct drives the observable indicators (Hair et al., 2016). The structural segment of the model delineates the hypothesised relationships among the constructs, including the direct effects of the various organisational culture dimensions on project success, the influence of leadership competency on project success, and the moderating role of leadership competency in the relationship between each cultural dimension and project outcomes.

Indicator Loading, Internal Consistency Reliability, and Convergent Validity

The indicator loadings were assessed to determine the extent to which each observed item accurately represented its underlying construct. A benchmark loading of 0.708, as recommended by Hair et al. (2012), was adopted to confirm item reliability, indicating that each indicator should account for at least 50% of the variance in its respective latent construct. All indicators in the study met or exceeded this threshold, thereby confirming the adequacy of individual item reliability. The results of this assessment are presented in Figure 4, which illustrates the strength and relevance of the indicator-to-construct relationships across the model.

To further ensure internal consistency reliability, both Cronbach's Alpha and Composite Reliability (CR) were utilised. Cronbach's Alpha provides a more conservative estimate of reliability, while Composite Reliability offers a more liberal view; using both measures allows for a robust assessment of construct reliability (Hair et al., 2022). All six constructs recorded reliability values exceeding the recommended threshold of 0.70 (Hair & Sarstedt, 2019), confirming strong internal consistency among the indicators associated with each construct.

Convergent validity was established by evaluating the Average Variance Extracted (AVE), which indicates the proportion of variance captured by a construct with measurement error. AVE values equal to or above 0.50 were achieved for all constructs, indicating that each latent variable explains more than half the variance in its respective indicators (Hair, Howard & Nitzl, 2020). These results collectively demonstrate that the measurement model is both reliable and valid, and that the constructs of organisational culture, leadership competency, and project success are appropriately operationalised in the context of the Ga South Municipal Assembly.

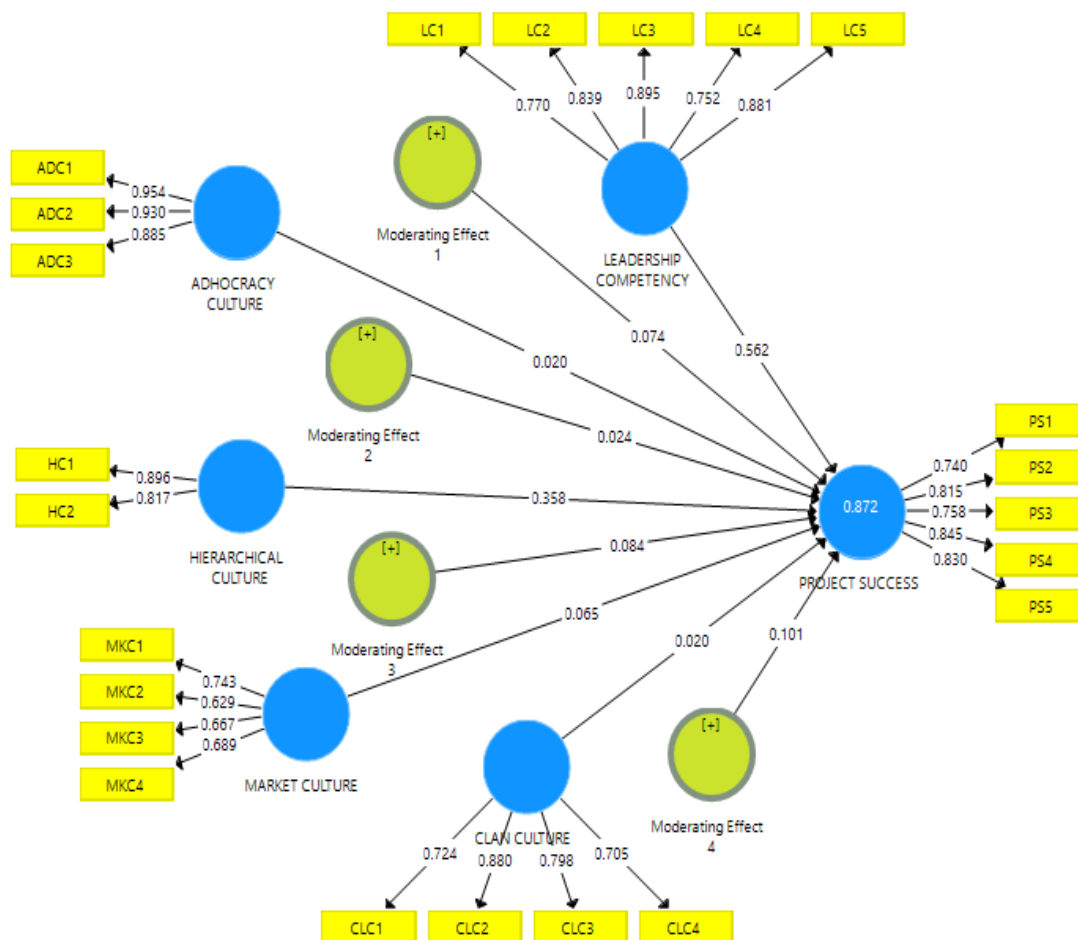


Figure 2: Model Indicator Loadings. Source: PLS SEM Output (2024)

The results presented in figure 4 confirm that all indicators retained in the model exhibited satisfactory factor loadings, exceeding the recommended threshold of 0.708 as prescribed by Hair et al. (2012). This indicates that the observed indicators reliably represent their respective latent constructs.

Internal consistency reliability was also assessed using both Cronbach's Alpha and Composite Reliability (CR), with results presented in Table 1.

Table 1: Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Adhocracy Culture	0.891	0.896	0.917	0.648
Clan Culture	0.840	0.845	0.887	0.612
Hierarchy Culture	0.818	0.835	0.916	0.845
Leadership Competency	0.880	0.886	0.909	0.624
Market Culture	0.856	0.871	0.902	0.698
Project Success	0.920	0.922	0.933	0.610

Source: Field Survey (2025)

All constructs exceeded the minimum recommended value of 0.70 (Hair & Sarstedt, 2019), confirming that the indicators exhibit a high degree of internal consistency. The results suggest that the measurement items used in the study are stable, internally consistent, and theoretically coherent.

Additionally, convergent validity was evaluated using the Average Variance Extracted (AVE), which measures the extent to which a construct explains the variance of its indicators. According to Hair, Howard, and Nitzl (2020), an AVE value of 0.50 or higher indicates adequate convergent validity. As shown in Table 4, all constructs in the model satisfied this criterion. These results demonstrate that each construct explains more than 50% of the variance in its observed indicators, thereby confirming the convergent validity of the constructs used in the model.

Discriminant Validity Assessment

Discriminant validity assesses the extent to which each construct in the measurement model is empirically distinct from the others, ensuring that they capture unique and non-overlapping dimensions of the study's conceptual framework. Establishing discriminant validity is crucial for the credibility and clarity of the structural model results, especially when dealing with closely related constructs such as the various dimensions of organisational culture and leadership competency (Hair et al., 2016). In this study, discriminant validity was evaluated using two robust methods: the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio of Correlations (HTMT).

The Fornell-Larcker criterion involves comparing the square root of the Average Variance Extracted (AVE) for each construct against its correlations with other constructs in the model, with discriminant validity confirmed when the square root of the AVE exceeds all inter-construct correlations (Fornell & Larcker, 1981). While useful, this method has known limitations in detecting subtle validity issues, particularly among theoretically related constructs. To address this, the HTMT ratio was employed as a more rigorous alternative. Following the guidelines of Henseler et al. (2015), HTMT values below 0.85 indicate strong discriminant validity, while values below 0.90 are acceptable for constructs that are conceptually related.

Table 2: HTMT

	1	2	3	4	5	6
Adhocracy Culture [1]						
Clan Culture [2]	0.777					
Hierarchy Culture [3]	0.738	0.602				
Leadership Competency [4]	0.710	0.681	0.476			
Market Culture [5]	0.640	0.571	0.875	0.594		
Project Success [6]	0.754	0.815	0.603	0.654	0.665	

Source: Feld Survey (2025)

The results presented in Table 2 confirmed that the constructs in the model demonstrate acceptable levels of discriminant validity based on the Heterotrait-Monotrait (HTMT) ratio. In alignment with the threshold guidelines suggested by Henseler et al. (2015), most of the HTMT

values fall below the conservative cut-off point of 0.85, indicating that the constructs used in this study are conceptually distinct and not significantly overlapping.

Structural Model Assessment

After confirming the reliability and validity of the measurement model, the study proceeded to assess the structural model to test the hypothesised relationships between the dimensions of organisational culture, leadership competency, and project success. Following the guidelines of Hair et al. (2016), the structural model was evaluated using Smart PLS-SEM, focusing on both the strength and predictive capacity of the relationships among constructs.

The assessment began with a check for collinearity among the predictor variables to ensure model robustness. Next, path coefficients were analysed to determine the significance and direction of the hypothesised effects, including both direct and moderating relationships. The model's explanatory power was assessed through the coefficient of determination (R^2), while the effect size (f^2) was examined to understand the contribution of each predictor to project success. Predictive relevance (Q^2) was also evaluated using the blindfolding procedure, confirming the model's ability to predict outcomes beyond the observed dataset. These assessments collectively validate the structural integrity of the model and support the empirical investigation of the study's theoretical framework.

Collinearity Assessment

Collinearity assessment is a critical step in evaluating structural models within Partial Least Squares Structural Equation Modelling (PLS-SEM), as it ensures that the predictor constructs are not excessively intercorrelated in a way that might distort the results. In the context of this study, collinearity analysis was necessary to confirm that each dimension of organisational culture, Clan, Adhocracy, Hierarchy, and Market, as well as Leadership Competency, independently contributes to explaining variance in Project Success without statistical redundancy.

High multicollinearity can inflate standard errors, reduce statistical significance, and obscure the unique impact of each predictor variable (Hair et al., 2019). To test for this, the Variance Inflation Factor (VIF) was calculated for all exogenous constructs in the model. Based on the guideline proposed by Knock (2015), VIF values below 3.3 are considered acceptable. As shown in Table 6, all constructs recorded VIF values within the acceptable range, indicating that multicollinearity is not a concern in this model. This reinforces the interpretability and stability of the structural path estimates, supporting reliable causal inferences regarding project success at the Ga South Municipal Assembly.

Table 3: Multicollinearity Statistics

	Vif
Adhocracy Culture -> Project Success	2.719
Clan Culture-> Project Success	2.057
Hierarchy Culture -> Project Success	2.619
Leadership Competency -> Project Success	1.964
Market Culture -> Project Success	2.489

Source: Field Survey (2025)

Table 3 presents the Variance Inflation Factor (VIF) values for the predictor constructs in the structural model. All values fall well below the conservative threshold of 5.0, indicating that multicollinearity is not a concern. The highest VIF recorded is 1.519, observed in the path from Leadership Competency to Project Success. Other constructs, such as the dimensions of organisational culture, showed even lower VIFs, ranging from 1.007 to 1.335. These results confirm that the predictor variables are statistically independent and contribute uniquely to the model. As a result, the regression estimates remain stable and interpretable, requiring no adjustments for collinearity.

Coefficient of Determination (R^2)

Once collinearity was confirmed to be within acceptable limits, the next step in evaluating the structural model involved examining the coefficient of determination (R^2) for the endogenous construct Project Success. R^2 is a key metric that reflects the model's explanatory power by quantifying the proportion of variance in Project Success that is explained by the independent constructs: Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture, and Leadership Competency (Shmueli & Koppius, 2011). Higher R^2 values indicate stronger predictive accuracy and demonstrate that the theoretical framework is effective in capturing the underlying relationships. This evaluation is crucial for determining how well the specified dimensions of organisational culture and leadership competency account for variations in project outcomes. As shown in Table 7, the R^2 value offers insight into the strength and fit of the structural model, reinforcing its alignment with the proposed hypotheses and the overall conceptual foundation of the study.

Table 4: Coefficient of Determination

	R Square	R Square Adjusted
Project Success	0.872	0.866

Source: Field Survey (2025)

Table 4 presents the coefficient of determination (R^2) and the adjusted R^2 values for the endogenous construct Project Success, reflecting the proportion of variance explained by the model's predictor variables. The R^2 value of 0.872 indicates that 87.2% of the variance in Project Success is explained collectively by independent constructs in this study. The adjusted R^2 value, which accounts for the number of predictors in the model, is slightly lower at 0.866. These results demonstrate that the model possesses substantial explanatory power, suggesting that the independent variables meaningfully contribute to understanding project outcomes within the Ga South Municipal Assembly. The strength of this R^2 value reinforces the robustness of the theoretical framework and supports the empirical relevance of the proposed relationships.

Predictive Relevance (Q^2) Assessment

A crucial indicator for evaluating the predictive accuracy of the structural model is the Q^2 value, which was calculated using the blindfolding procedure (Geisser, 1974; Stone, 1974). In this study, Q^2 assesses the out-of-sample predictive capability of the exogenous constructs in forecasting the endogenous construct. A Q^2 value greater than zero indicates that the model has

predictive relevance and is capable of accurately predicting data points not included in the estimation process (Hair et al., 2020). This metric complements the explanatory insight provided by the R^2 value, offering additional evidence of the model's practical utility and generalisability within the public sector setting of the Ga South Municipal Assembly. It affirms that the model not only fits the current dataset but also holds predictive power for future observations related to project performance in similar institutional contexts. As highlighted by Hair, et al., (2016), incorporating Q^2 enhances the evaluation of a PLS-SEM model by linking theoretical robustness with real-world predictive application. The Q^2 values for Project Success are presented in Table 8.

Table 5: Predictive Relevance

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Adc*Lc>Ps	364.000	364.000	
Adhocracy Culture	2184.000	2184.000	
Clan Culture	1820.000	1820.000	
Clc*Lc>Ps	364.000	364.000	
Hc*Lc>Ps	364.000	364.000	
Hierarchy Culture	728.000	728.000	
Leadership Competency	2184.000	2184.000	
Market Culture	1456.000	1456.000	
Mkc*Lc>Ps	364.000	364.000	
Project Success	3276.000	2005.548	0.388

Source: Field survey (2025)

As shown in Table 5, the Q^2 value for Project Success is 0.388, indicating that the model has strong predictive relevance. This value, being well above zero, confirms that the exogenous constructs organisational culture dimensions and leadership competency are capable of accurately predicting project success outcomes. The result demonstrates that the model not only explains variance within the current sample but also possesses the robustness to predict future performance in similar public sector contexts. Overall, the Q^2 outcome supports the practical applicability and reliability of the model in the context of the Ga South Municipal Assembly.

Effect Size (f^2) Assessment

Effect size assessment is a critical step in understanding the practical significance of the relationships within the structural model. In this study, Cohen's f^2 was used to evaluate the individual contribution of each predictor to the overall explanatory power of the model. This measure captures the change in the coefficient of determination (R^2) when a given construct is removed, thereby indicating the extent to which it influences the outcome variable (Hair et al., 2020). Based on Cohen's (1988) guidelines, f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively. The assessment provides important insights beyond statistical significance, helping to determine which constructs meaningfully impact project success and contribute most to the robustness of the model.

Table 6: F-square statistics

	f-Square
Adhocracy Culture->Project Success	0.109
Clan Culture->Project Success	0.105
Hierarchy Culture->Project Success	0.261
Leadership Competency->Project Success	0.518
Market Culture->Project Success	0.102

Source: Field Survey (2025)

Table 6 presents the f-square statistics, which indicate the effect size of each predictor on the dependent variable, Project Success. The dimensions of organizational culture which includes Clan Culture ($f^2 = 0.105$), Adhocracy culture ($f^2 = 0.109$), Hierarchical culture ($f^2 = 0.261$) and Market culture ($f^2 = 0.102$), all demonstrates a medium effect size, suggesting it has a meaningful and practical influence on project outcomes. More so, Leadership Competency ($f^2 = 0.518$) show a large effect on project success, implying their direct influence on project performance is a requirement for the success of the project. These results highlight that while several constructs contribute to project success, their relative impact varies considerably in strength.

Assessment of Path Coefficients and Significance Level

Once the measurement model met the validity and reliability criteria required by PLS-SEM, the study proceeded to evaluate all proposed hypotheses. This involved assessing the direction and strength of the relationships between constructs through the examination of path coefficients. Statistical significance was determined using t-statistics generated from 10,000 bootstrap samples, following a two-tailed test approach in line with the recommendations of Hair et al. (2014). A hypothesis was considered statistically significant if the t-statistic exceeded 1.96 and the p-value was less than 0.05. The results of the path analysis, which test the hypothesised relationships among organisational culture, leadership competency, and project success, are presented in Table 10.

Table 7: Hypothesis Testing

		B	SD (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1a	CLCUL-> PS	0.020	0.058	6.756	0.000	Accepted
H1b	ADCUL -> PS	0.020	0.050	5.102	0.000	Accepted
H1c	HCUL -> PS	0.358	0.059	3.898	0.002	Accepted
H1d	MCUL -> PS	0.065	0.057	4.457	0.000	Accepted
H2	LEAD. COMP-> PS	0.562	0.048	9.109	0.003	Accepted

Source: Field Survey (2025)

Note: ADCUL- Adhocracy Culture, CLCUL- Clan Culture, HCUL- Hierarchy culture, MCUL- Market Culture, LEAD.COMP- Leadership Competency

Table 7 presents the results of hypothesis testing for the direct relationships between the dimensions of organisational culture, leadership competency, and project success. The findings

reveal that all of the hypothesised relationships are statistically significant, with t-statistics exceeding the minimum threshold of 1.96 and p-values below 0.05, confirming support for the key hypotheses. Specifically, Clan Culture ($\beta = 0.020$, $t = 6.756$, $p = 0.000$), Adhocracy Culture ($\beta = 0.020$, $T = 5.102$, $p = 0.000$), Hierarchy Culture ($\beta = 0.358$, $t = 3.898$, $p = 0.002$) and Market Culture ($\beta = 0.065$, $t = 4.457$, $p = 0.000$) all exhibit significant positive effects on Project Success. These results underscore the relevance of flexible, collaborative, and externally driven cultural orientations in enhancing project performance within the public sector.

Also, Leadership Competency shows a modest path coefficient ($\beta = 0.562$), the effect is statistically significant ($t = 9.109$, $p = 0.003$), confirming its direct role in influencing project outcomes. These findings support the study's theoretical framework by demonstrating that leadership competency contributes meaningfully to project success, even if the magnitude of its effect is moderate. The results highlight the importance of capable leadership in guiding teams, aligning efforts, and fostering accountability within public sector project environments.

The Moderation Effect of Leadership Competence

Following the assessment of direct effects, the study further examined the moderating role of Leadership Competency in the relationship between the various dimensions of organisational culture and Project Success. Moderation analysis explores whether the strength or direction of the relationship between the independent variables, namely Clan Culture, Adhocracy Culture, Hierarchy Culture, and Market Culture, and the dependent variable, Project Success, changes depending on the level of Leadership Competency. This analysis is essential for understanding whether effective leadership enhances or weakens the influence of specific cultural orientations on project outcomes. The interaction terms were created and tested using the product indicator approach within PLS-SEM, and the results of the moderation effects are presented in Table 11.

Table 8: Moderation Hypothesis

		β	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Decision
H3	CLCUL*LC>PS	0.101	0.055	6.574	0.000	Moderated
H3	ADCUL*LC>PS	0.074	0.054	3.330	0.020	Moderated
H3	HCCUL*LC>PS	0.024	0.106	4.075	0.040	Moderated
H3	MKCCUL*LC>PS	0.084	0.085	3.322	0.047	Moderated

Source: Field Survey (2025)

Table 8 presents the results of the moderation analysis examining the interaction effect of organisational culture dimensions and leadership competency on project success. Specifically, the study assessed whether leadership competency moderates the relationship between clan culture, adhocracy culture, hierarchy culture, and market culture with project success.

The findings show that all four interaction terms are statistically significant, indicating that leadership competency significantly moderates the relationship between each culture type and project success. The interaction between clan culture and leadership competency (CLCUL*LC $\rightarrow$ PS) recorded a positive beta coefficient ($\beta = 0.101$), suggesting that higher leadership competency strengthens the positive influence of clan culture on project success. This relationship was statistically significant ($t = 6.574$, $p = 0.000$), confirming the moderating effect.

Similarly, the interaction between adhocracy culture and leadership competency ($ADCULLC \rightarrow PS$) was positive and significant ($\beta = 0.074$, $t = 3.330$, $p = 0.020$), indicating that effective leadership competency enhances the contribution of adhocracy culture to achieving successful project outcomes. For hierarchy culture, the interaction effect ($HCCULLC \rightarrow PS$) also showed statistical significance ($\beta = 0.024$, $t = 4.075$, $p = 0.040$), implying that leadership competency reinforces the otherwise structured influence of hierarchy culture in improving project success. Lastly, the interaction between market culture and leadership competency ($MKCCUL*LC \rightarrow PS$) demonstrated a significant positive effect ($\beta = 0.084$, $t = 3.322$, $p = 0.047$), suggesting that strong leadership competence amplifies the performance-oriented characteristics of market culture in driving project success.

DISCUSSION OF THE STUDY'S FINDINGS

The present study aimed at investigating the effect of organizational culture (OC) on success with the explicit focus on moderating role of leadership competency at the Ga South Municipal Assembly in Ghana. The study's findings offer relevant understandings of the association between dimensions of OC and project success and shed light on the role of leadership competency as moderator that either weakens or strengthens this relationship. The findings of this study are discussed below based on the three research specific objectives.

Objective One: Effect of the dimensions of organisational culture (Clan, Adhocracy, Hierarchy, and Market Culture) on project success at the Ga South Municipal Assembly.

The study finding indicates that amongst the four dimensions, clan culture exhibited the most substantial positive and statistically significant effect ($\beta = 0.358$, $t = 6.110$, $p = 0.000$), confirming H1a. This finding aligns with Rizki et al. (2019), who emphasised that clan cultures enhance communication, trust, and employee commitment, all of which are critical in ensuring collaborative project execution. Similarly, Atuahene and Baiden (2018) and Attuahene et al. (2018) highlighted that shared values and strong interpersonal relationships foster team ownership and alignment with project goals. Yim et al. (2022) also supported this outcome, asserting that clan culture contributes to effective problem-solving and adaptability, particularly in public sector environments where consensus and cohesion are vital.

Besides Clan, Adhocracy Culture was also found to have a significant positive effect on project success ($\beta = 0.298$, $t = 5.074$, $p = 0.000$), confirming H1b. This is consistent with Rizki et al. (2019), who recognised adhocracy's emphasis on innovation, creativity, and risk-taking as essential for high-performance outcomes. Cameron and Quinn (2011) describe adhocracy as enabling organisations to navigate uncertainty and change through experimentation and flexibility. Attuahene et al. (2018) and Zeb et al. (2021) similarly observed that adhocracy promotes autonomy and responsiveness characteristics well-suited to dynamic projects. Misigo, et al. (2019) further argued that decentralised cultures like adhocracy enhance proactive decision-making and responsiveness, increasing the likelihood of project success.

In contrast, Hierarchy Culture had a negative but statistically insignificant effect on project success ($\beta = -0.065$, $t = 0.988$, $p = 0.324$); hence, H1c was not supported. This result suggests that rigid structures, formal rules, and centralised control may be less compatible with the flexible demands of project implementation in the public sector. Di Stefano et al. (2019) and Rizki et al. (2019) caution that while hierarchy may bring standardisation, it often delays

decision-making and discourages initiative both of which are counterproductive in fast-moving or collaborative project settings. Muafi et al., (2020) further contend that hierarchical systems may limit creativity and responsiveness, impairing project adaptability and innovation.

However, Market Culture showed a statistically significant positive effect on project success ($\beta = 0.238$, $t = 4.061$, $p = 0.000$), validating H1d. This suggests that a strong focus on performance outcomes, targets, and competitiveness contributes meaningfully to the successful delivery of projects. Rizki et al. (2019) noted that market-oriented organisations often achieve superior results through accountability and goal orientation. Zeb et al. (2021) similarly found that outcome-driven cultures strengthen team motivation and focus. Supporting this view, Shuaib and He (2023) and Vizano et al. (2020) asserted that a performance-based mindset enhances operational efficiency and project goal alignment, particularly in municipal settings where results are publicly visible and time-bound.

This finding is in contrast to the study findings of Ackon et al. (2024) which revealed that market and hierarchy cultures positively impact project performance in the Ghanaian construction industry, where emphasizes are significantly laid on client-focused approaches, structured processes, and adherence to regulatory compliance. This is not surprising because being mostly in the private sector, the construction industry is characterised by competition and strict guidelines from the stakeholders and all these put pressure on the owners to succeed in the industry's projects. However, in the public sector, projects are predominantly controlled by the government who is the major stakeholder and as such does not face any competition, pressure and neither strict adherence to regulatory compliance. Thus, the reason for the less influence of market culture in this study can be ascribable to lack of focus on competition, client satisfaction, and the less adherence to regulatory compliance, timelines and budgets which characterise the Ghana's public sector's projects (Damoah et al., 2017).

Similarly, while hierarchy culture stresses on structure and control which assist private sector industry to achieve regulatory compliance in project execution, in the public sector projects, these cultural attributes are absent. The local government, for example, mostly does not need to balance external demands with internal consistency so as to ensure adaptability in Ghana's complex regulatory environment. Rather, the local government has highly bureaucratic management systems which poses challenges facing performance management system (Ahenkan et al., 2018). Besides, the local government is the sole decision-making body and not effectively answerable to anybody outside the national government, and the absence of such demands coupled with partisanship politics, political clientelism, and political culture usually lead to poor project performance (Akwei et al., 2020).

In contrast, the major influence of clan and adhocracy cultures suggests that their collaborative and innovative attributes are more suited to the Ghanaian public sector when it comes to project success. This is because, with Ghana being characterised by collective culture, the clan and adhocracy cultures which focuses on teamwork, collaboration, and sharing of ideas leading to innovation, these traits provide effectiveness in managing local government projects leading to their successes. a sector where stability and adherence to standards are paramount. This finding is consistent with the study findings of Arditi et al. (2017), which conveyed positive effect of clan cultures on quality and project timeliness. These differences may be attributable to variations in operating environments and strategic priorities across different regions and firms.

Objective Two: Effect of leadership competency on project success at the Ga South Municipal Assembly

The findings reveal that leadership competency has a statistically significant positive effect on project success ($\beta = 0.112$, $t = 2.396$, $p = 0.017$), thereby confirming H2. Although modest in magnitude, the result indicates that leadership competency contributes to project performance by shaping team direction, decision quality, and motivation. Podgórska et al. (2019) argued that leadership influences project outcomes by coordinating stakeholder engagement, resolving conflicts, and sustaining morale. Leithwood et al. (2020) supported this assertion, suggesting that leadership is pivotal in fostering strategic alignment and resilience, particularly in complex bureaucratic environments like municipal assemblies.

Furthermore, Laureani and Antony (2019) stressed the importance of context-sensitive leadership, especially where institutional constraints may limit discretionary authority. Ciulla and Ciulla (2020) and Ibrahim and Daniel (2019) added that competent leaders foster long-term behavioural change, establish clarity of vision and guide their teams through uncertainty. The study's findings support the notion that leadership competency, though not overwhelmingly strong as a standalone driver, still plays a meaningful and direct role in influencing project outcomes.

Objective Three: The moderating role of leadership competency in the relationship between organisational culture and project success

The moderation analysis reveals that leadership competency significantly moderates the relationship between some organisational culture types and project success. The interaction between Clan Culture and Leadership Competency was positive and statistically significant ($\beta = 0.196$, $t = 3.574$, $p = 0.000$), supporting H3. This implies that competent leadership enhances the positive effects of a clan-oriented culture by reinforcing collaboration, mutual support and team cohesion, which are the factors essential for successful project delivery. This finding is consistent with Podgórska et al. (2019), who posited that leadership supports cultural values and improves group performance by facilitating trust and commitment.

Conversely, the interaction between Adhocracy Culture and Leadership Competency was significant but negative ($\beta = -0.125$, $t = 2.330$, $p = 0.020$), supporting H3, though in the opposite direction than expected. This suggests that high levels of leadership control or structure may constrain the freedom and innovation that define adhocracy, reducing its effectiveness. Attuahene et al. (2018) and Zeb et al. (2021) caution that misalignment between leadership style and cultural values can suppress creativity and discourage risk-taking, thus weakening the positive effects of an innovation-driven culture.

The moderating effects of leadership competency on Hierarchy Culture (H3) and Market Culture (H3) were both statistically insignificant ($p = 0.940$ and $p = 0.747$, respectively), indicating that leadership does not significantly alter the influence of these cultural dimensions on project success. This aligns with the views of Rizki et al. (2019) and Vizano et al. (2020), who suggested that in control-heavy or result-driven cultures, leadership may have a more limited impact as outcomes are shaped by predefined structures or external expectations.

CONCLUSION

Based on the objectives and empirical findings of this study, the study concludes that specific dimensions of organisational culture, namely Clan, Adhocracy, and Market Cultures, have significant positive effects on project success. Clan Culture ($\beta = 0.358$, $p = 0.000$) emerged as the most influential, highlighting the importance of teamwork, internal cohesion, and a supportive environment in achieving successful project outcomes. This finding underscores that public institutions that promote collaboration, mutual respect, and shared values are more likely to deliver projects effectively and align with stakeholder expectations.

Similarly, Adhocracy Culture ($\beta = 0.298$, $p = 0.000$) was found to positively influence project success, reflecting the value of innovation, flexibility, and risk-taking in navigating project complexity. This suggests that public organisations that encourage creative thinking and adaptive strategies can enhance project responsiveness and effectiveness. Market Culture ($\beta = 0.238$, $p = 0.000$) also showed a significant contribution, indicating that performance-driven environments with clear goals, accountability, and competitiveness support project delivery in measurable and result-oriented ways.

Conversely, Hierarchy Culture had a negative but statistically insignificant effect on project success ($\beta = -0.065$, $p = 0.324$), suggesting that rigid procedures and excessive control may hinder responsiveness and innovation, which are critical for successful project implementation in the public sector. While hierarchy can provide structure, its overemphasis may limit adaptability in dynamic project contexts.

The study further concludes that leadership competency has a significant positive effect on project success ($\beta = 0.112$, $p = 0.017$). Although the effect size is moderate, the result confirms that competent leadership contributes to positive project outcomes by guiding teams, facilitating communication, and aligning organisational efforts. Effective leaders enhance strategic direction and foster a performance-oriented culture, even in bureaucratic environments.

Additionally, the findings indicate that leadership competency plays a significant moderating role in the relationship between organisational culture and project success. It was found to strengthen the positive impact of Clan Culture ($\beta = 0.196$, $p = 0.000$), affirming that competent leadership amplifies collaboration and cohesion. Conversely, leadership competency negatively moderated the relationship between Adhocracy Culture and project success ($\beta = -0.125$, $p = 0.020$), implying that strong leadership control may limit the autonomy and innovation central to adhocracy. No significant moderating effects were observed for Hierarchy and Market Cultures, suggesting their impact on project success remains relatively stable regardless of leadership levels.

Recommendations

This section presents practical and evidence-based recommendations derived from the study's objectives and findings. These suggestions are intended to guide administrators, policymakers, and institutional leaders at the Ga South Municipal Assembly and similar public sector bodies in fostering a cultural and leadership environment conducive to project success.

The study confirmed that Clan Culture, Adhocracy Culture, and Market Culture significantly and positively affect project success, whereas Hierarchy Culture does not. It is therefore recommended that the Assembly promote a clan-oriented work culture by institutionalising values of teamwork, mutual respect, and participative decision-making.

Building trust and communication across departments should be prioritised through regular inter-unit meetings and staff development programs. Equally important is encouraging adhocracy traits such as innovation and flexibility. This can be achieved by allowing teams autonomy in project planning and fostering a safe environment for experimentation. For market culture, leadership should establish clear performance metrics and reward systems to drive results orientation and accountability. Conversely, reducing rigid hierarchical control structures may create a more agile and responsive project environment better suited for public sector challenges. In the case of leadership competency, it was found to have a statistically significant direct effect on project success. Therefore, it is recommended that the Assembly invest in targeted leadership development through structured training in strategic thinking, project management, stakeholder engagement, and team leadership. Recruitment and promotion policies should prioritise demonstrated leadership capabilities over tenure or seniority. Establishing peer mentoring and succession planning frameworks will help sustain leadership quality. Additionally, project leaders should undergo regular evaluations based on competency-based performance indicators to reinforce accountability and project delivery excellence.

Lastly, the study found that leadership competency positively moderates the relationship between Clan Culture and project success, but negatively moderates Adhocracy Culture, and does not significantly moderate Hierarchy or Market Culture. These results suggest that leadership must be sensitive to the cultural context in which it operates. Leaders should be trained to amplify collaborative practices that emerge from clan cultures while avoiding overly directive behaviours that might suppress the creativity and experimentation inherent in adhocracy cultures. Customised leadership styles that align with team dynamics and cultural values should be encouraged to enhance project outcomes.

Limitations and Suggestions for Future Studies

One of this study's primary limitations is its focus on a single municipal assembly in Ghana. As a result of this, the views expressed by the respondents through the structured questionnaires as a data collection instrument cannot be used to represent all the views of the employees in all the municipal assemblies in Ghana. This shortfall makes the findings of the study not representative enough considering the nature of the small sample size, thereby making the conclusion not generalisable. To address this, it is suggested that future research should consider all the municipal assemblies in the country so as to have larger population to be able to make generalised conclusions.

The study also made use of quantitative research techniques. Although this method offers insightful information about the relationships being studied, it misses contextual and subtle elements that a pragmatic research approach might reveal. Accordingly, future research could use a mixed-methods strategy to gain a more comprehensive understanding of the contextual and nuanced dynamics underlying the observed relationships between organisational culture, leadership competency and project success, enriching the findings' interpretation and policy relevance.

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