

**IMPACT OF PROJECT PLANNING ON PROJECT SUCCESS: THE
MEDIATING ROLE OF RISK MANAGEMENT AND
ORGANIZATIONAL CULTURE IN SELECTED NGOS OF
BATTICALOA DISTRICT**



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BY:

PREETHA RAVICHANDRAN

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ABSTRACT

In the context of increasing demand for effective project execution within non-governmental organizations (NGOs), project planning has become a fundamental determinant of project success. This study investigates the relationship between project planning and project success, with particular emphasis on the mediating roles of risk management and organizational culture in selected NGOs within the Batticaloa District. In addition to assessing the levels and impacts of these variables, the study explores the extent to which risk management and organizational culture influence the planning-success relationship—an area that remains underexplored in the NGO sector.

Data were collected from a sample of 135 respondents across various NGOs using structured questionnaires and analyzed using SPSS (Version 25.0). Regression and mediation analyses were conducted using PROCESS Macro (Model 4). The findings reveal a significant and positive relationship between project planning and project success. Moreover, both risk management and organizational culture were found to partially mediate this relationship. Specifically, risk management accounted for a substantial portion of the planning-success pathway by mitigating uncertainties, while organizational culture influenced how planning strategies were embraced and implemented across teams.

These results underscore the importance of strategic project planning supported by proactive risk management practices and a conducive organizational culture. The study provides practical implications for NGO leaders and project managers seeking to enhance project outcomes. It highlights the need for building a risk-aware organizational environment and nurturing a supportive culture to maximize the effectiveness of project planning and drive long-term project success.

Keywords: Project Planning, Project Success, Risk Management, Organizational Culture

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