



ASSESSING THE ROLE OF MANAGEMENT PRACTICES ON SOFT BEVERAGES PROJECT SUCCESS; CASE OF INYANGE INDUSTRY, (2017-2021)

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ABSTRACT: *Today's manufacturing organizations manage projects within increasingly complex environments. New product development, outsourcing and policy implementation, in addition to traditional, but vital, system development and implementation, are amongst the current key project initiatives organizations must manage. The general aim of the study is to assess the role of management practices on beverages project success, case of Inyange industry, (2017-2021). The research tested the following hypotheses: HO₁: There is no role of procurement Management on soft beverages project success in Inyange industry. This study adopted Value theory; Dynamic capabilities theory and Agency theory. This study adopted descriptive research design. A descriptive research design was used. The sample size of interest in this study is 86 respondents, including staff and managers of the Inyange industry in Rwanda County, selected using simple random sampling technique. The research used questionnaire and documentary to collect the data. The data collected was organized, tabulated and analyzed using descriptive and inferential statistics. Descriptive statistics such as percentages and means were used so as to convey the essential characteristics of the data for interpretation in measuring the relationship between variables. Regression analysis revealed a positive relationship ($R = 0.953$). The R coefficient of 0.953 indicates that the predictors of the model which is procurement management has a correlation of 95.3% with the dependent variable (Soft beverage project success. The study sought to establish the influence of project management practices on soft beverage project success in Rwanda, Rwanda. On the basis of the findings. regression analysis revealed a positive relationship between project management practices and soft beverage project success thus researcher conclude that the project management practices play a significant role on the performance of Inyange Industry. The researcher recommended that employees from the private industries, like Inyange, should get different workshops about the project management tools and how to use them in order to maximize the benefits that come from it. In case they are trained on the usage of the management practices, this will effectively boost their success at a high rate.*

I. INTRODUCTION

In order to achieve set project objectives, specific Project Management (PM) practices are carried out daily by project managers. It has been argued that the PM practices may vary from organization to organization. Other project managers however argue that since professional practice within the construction industry is required to follow set down guidelines and ethics, PM practices may not necessarily vary from organization to organization; the purpose of adopting a particular practice may therefore be due to peculiar environmental and social demands of the project at hand. Highly satisfactory performance cannot be compromised on and so is the need for optimum practices. As asserted by (Ramabadron et al., 2017), the high performance achieved by a project is what makes a practice adopted optimum.

Efficiency in a project measures how well and creatively a manager uses his resources to reach the predefined goals, but in project management it is about knowing how to secure the right project team to perform project tasks and to operate project productively within the agreed project constraints scope, time, quality and budget. Project effectiveness identifies the relevance of the goals that organization is chasing and the degree of reaching their goals. However, this is a principal measure in project management since important aspects are operating knowledge, tools and techniques to achieve project goals.

One of the main characteristics of Inyange is its focus on quality standards among all its procedures and products and also its commitment to the country and the Rwandan people. Thanks to this, the company uses the best standards in technology but also in fruits and other products. Inyange works together with the local farmers, from whom it gets the fresh product. That way, the company maintains the quality and also contributes to the development of the country. When looking at the future, Inyange always thinks of the diversification of its product line, listening to what people are demanding and working hard to meet their expectations.

However, over the years, the Inyange Industry has had to struggle with poor management practices. Input data frequently needs to be cleaned up and filtered before it can be used, and procurement's indifference about production requirements compromises the most crucial elements. As a result, it is challenging for a large company with many suppliers to pay suppliers on time. Another problem with poor management practices in the Inyange industry is the delay in contract issuing that happens when a worker completes a six-month probationary term before working for more than two years without a contract. Standardization of the ad hoc date for compensation payments each month and poor capacity building at the workplace (Inyange, 2021).

In Fact, these are numerous reasons why the focus of this study highlighted the key management practices suited for beverages projects that impact positively on their organizational performance, because management of projects in large organizations size has very different characteristics to project management practices of projects in beverages industries. Since beverages projects need a light version of project management practices given their limited resources in order to increase organizational performance in terms of increased market share and profits from successful projects. Therefore, the paper sought to analyze the role of management practices on beverages project success in Rwanda. Case of Inyange industry, (2017-2021).

Specifically, the study analyzed the:

- The role of Procurement Management practices on beverages project success in Inyange industry.

The following hypothesis has been tested:

- **H₀₁**: There is no role of procurement Management on soft beverages project success in Inyange industry.

II. LITERATURE REVIEW

Procurement department should observe procedural transactions for the good of the population given the fact that expenditure incurred is the taxpayer's money. This implies that public sector purchasers are accountable to the public whose money is spent, including those who tender and potential suppliers who may be disappointed. They must produce procedures and practices which will stand up either to scrutiny during government audits or to the challenge through the courts of any purchasing decision that has been made. The chief purpose of public accountability is to prevent abuses of taxpayer's money. Planning scope refers to the period in which the budget will cover. The planning scope will be crucial in how the budget is drawn, that is if they are budgeting for a long term project or short term. It will assist in planning for activities and ascertain how next year might change and steps to be taken to respond to the changes. Purchasing budgeting procedures involves various steps before the final budget is arrived at. The process usually starts at various departments depending on the department needs for the coming financial year. The budgeting process is then developed to a mister's budget that is developed by the management. This process must be followed to make the employees own the purchasing budget allocation (CIPS, 2012).

The success of a firm is a complete function of successful management of the various relationships that a firm has with stakeholders considering that less can be achieved without Stakeholders, and the organization would cease to exist is that which is enriched in stakeholders' Theory. The year 2004 saw the revision of the Organization for Economic Cooperation and Development (OECD) principles which changed the principle from their narrow focus on the traditional shareholder centered corporate governance practice to a wider one which is accommodative of the various interests of different stakeholders of a firm. In their study, Grover and Malhotra (2013) extensively investigated the application of transaction cost theory in supply chain management. In their empirical study of 1000 purchasing managers, they concluded that transaction cost theory applies to organizational supply chain management in four facets: effort, monitor, problem and advantage. Transaction cost theory is primarily concerned with the direct economic factors in organizations and hence fails to address some important aspects of the operation of the organizational supply chain, including personal and human relations among other actors in the supply chain.

Procurement is one of the processes that cannot be separated in a business. To be able to run a business, it certainly needs to go through a procurement stage that involves purchasing raw materials and services. There are many procurement practices in different kinds of business environments such as manufacturing business and construction business. Competitive strategies application within procurement in this manufacturing is very important in order to win a tender for material procurement required in projects. The findings suggest business players should have core competencies and develop factors such as superior quality, price advantage, on-time delivery, flexibility, and innovation through technology in order to win the competition.

III. THEORETICAL REVIEW

We believe it is useful to compare the development of a project management theory with another successful theory, that of thermodynamics.

Dynamic capabilities theory: By considering “capability” as potential to do something and not the work done itself (Dougherty, Barnard & Dunne, 2004), project management is considered an organizational capability to do the work of projects, that is, to get projects done. Increasingly, scholars agree that strategy realization, and hence innovation, growth and long-term sustainability, is achieved through an organization's PPPM system (Killen et al., 2012). Dynamic capabilities, however, reside in the potential to change resources, routines, and

competences; they reside in the routines rather than in the resources themselves (Teece et al, 1997). This reflects well the function of portfolio management in a PPPM system in which strategic priorities and available resources are continually monitored to ensure that resources remain allocated where they are most effective. Typically, this requires a dynamic response to internal and external changes that impact the portfolio and its alignment and potential contribution to strategy. At a structural level, many organizations have set up a project management office (PMO) to help mediate this (Singh, Keil, & Kasi, 2009) and to provide learning and excellence processes, including standardization and institutional consistency. Finally, Easterby-Smith and Prieto (2008) argue that the process of learning may be a central element in the creation and renewal of dynamic capabilities. Therefore, the examination of the processes by which firms learn is thus critical to understanding dynamic capabilities (Zollo & Winter, 2002).

Easterby-Smith and Prieto (2008) consider three levels of related capability: zero-level operational capabilities which get the work done, first-level dynamic capabilities which have the ability to reconfigure resources into new operational capabilities, and second-level learning capabilities by which an organization can build new dynamic capabilities and transform itself into a learning organization. In a PPPM system, we can consider these three levels as follows: (1) zero level PPPM capabilities or routines are represented by the project management practices, that is, activity configurations of the project management resources shaped by the local context, knowledge of the actors and structuration effects; (2) first-order dynamic capabilities dedicated to the modification of PPPM activities and routines, for example the practices within a PMO that shape, modify, tailor, and institutionalize the project management practices; and, (3) second-order learning capabilities that facilitate the creation and modification of new PPPM dynamic capabilities. These are fundamental organizational processes that enable organizations to learn and may be related to C-level leadership, human resource management (HRM) practices, and organization design, including culture, stakeholder engagement and knowledge management systems.

Agency theory: Agency theory provides a possible explanation for information systems project success and failure. The theory suggests that a greater outcome-basis of the contract between project manager and systems developers reduces goal conflict which in turn increases the likelihood of project success, and that project monitoring reduces privately held information which in turn increases the likelihood of that success, (Robert & Albert, 2008).

The theory suggests that a greater outcome-basis of the contract between project manager and systems developers reduces goal conflict which in turn increases the likelihood of project success, and that project monitoring reduces privately held information which in turn increases the likelihood of that success. Results show that monitoring predicts privately held information which in turn predicts project success, and that monitoring also directly predicts project success. The testing finds no analogous relationships between project success and outcome-basis or goal conflict. The study contributes by showing that contract type (i.e., more versus less outcome-based), monitoring, goal conflict, and privately held information are multi-dimensional constructs and provide instruments for their measurement. Perhaps surprisingly, it suggests that the monitoring of systems developers may be a more effective way to improve project outcome than promising to reward them for that outcome, (Robert & Albert, 2008).

Agency theory suggests that divergences will occur when a principal, e.g. client, and agent e.g. a project manager, interests are different in the execution of a project. Through the lens of agency theory and the limitations imposed by exploring a series of propositions, several insightful conclusions have been derived from the case. ID projects have particular nuisances that make them unique when compared to the majority of commercial applications. An added dimension and level of complexity is a consequence of the PPP incorporating government, NGOs and private corporations. The case exemplified the need for PPP ID projects to build on partner networks to influence and disseminate outcomes. Some agency problems were far less prominent than would normally be seen in a commercial, (Parker, et al., 2018).

Value Theory: Value theory In 2004, Soderlund published on “adding value through project management” followed in 2006 by research which recognised “value creation as the prime focus of projects, programs and portfolios” (Winter & Smith, 2006). The concept of project management as a means to add value was also demonstrated by Mir and Pinnington (2014) in a study based in the United Arab Emirates (UAE) and, elsewhere, Mathur, Jugdev, and Fung

(2007) and Killen Jugdev, Drouin, and Petit (2012) have published on the competitive value of project management.

Value can be expressed and defined in many ways—for example, economic value, ethics, market value, personal value, and functional value in mathematics. This research draws on the concept of business value shaped by the works of Drucker (management by objectives) and Porter (value chain analysis) in which a resource-based view of the firm is argued to provide a balance between the internal and external processes in which a business operates (Tywoniak, 2007). These effects are typically moderated by structuration in which dynamic tensions influence the ability of resource assets to reach their full potential due the restraining effect of structural mechanisms such as organization culture, design, norms, and various levels of governance.

The concept of business value and its appropriation was refined by Barney as a necessary condition for achieving competitive advantage (Barney, 2002). In this sense, value creation is seen as part of a team process in which a network or configuration of resources work together and influence each other creating opportunities for synergy rather than a purely mechanistic process. The concept of business value as described above is linked to business strategy (Wongrassamee, Gardiner, & Simmons, 2003) and includes stakeholders in the firm's value chain as well as the resources directly employed in the organization. More recently, the role of absorptive capacity has been studied in which a firm is able to recognize the value of new information, assimilate it, and apply it to commercial ends. The concept of business value has also been linked to project success (Gardiner & Stewart, 2000), which, in turn, has been shown to be influenced by the national culture of the different stakeholders (Ojiako et al., 2012). In the contemporary strategy literature, value is often discussed alongside dynamic capabilities that are considered by many to be prerequisites to achieving sustained competitive advantage in turbulent environments.

IV. EMPIRICAL REVIEW

Husseni & Shale (2016) assessed the impact of procurement policies on service delivery. The study deployed that corporate social responsibility has a significant effect on service delivery. This means that for organization to acquire social reputation, it has to consider social responsibility as an important practice so that quality products would be produced. It was also established that organizational procurement activities can be sustained through the distribution of good and quality products by organizations. Organizations turn to perform well when it takes the responsibility of producing quality products to the society. Individuals in the society always have a taste for good quality products and therefore if organization is able to produce quality products to satisfy the needs of the individuals, there would be high taste and preference for that particular organization thereby serving as a motivation to organization hence sustaining procurement.

David & Muthini (2018) assessed the Influence of green supply chain management practices on procurement performance of private health institutions in Kenya. From the study conducted, it was revealed that green procurement policies have a positive relation with service delivery in the health sector. In this context, service delivery is influenced by its procurement level. The ability for an organization to purchase all its need to meet its activities ensures high productivity level. Thus, adequate logistics and tools in an organization enable it to sufficiently utilize its resources to meet the required need.

There is high production hence high consumer procurement. The study also indicated that there is a major relation between suppliers and production companies. An organization's performance is promoted when it is able to produce quality goods for suppliers to distribute them on the market. Frequent consumption of organizations' products improves the profitability yields of the organization hence sustains organizations' procurement. Also, organizations' resource has a significant impact on its activities. This is because resource management ensures high economic benefit hence improves service delivery.

Nyoike & Ismail (2019) examined the effect of procurement policies practices on service delivery. The study revealed that making an assessment on procurements by managers of organizations would ensure effective procurement practices. In the critical view, organization is able to manage its profitability yields more efficiently when it is able to craft a conceptual schedule based on the order of priorities. Through this process, the organization is able to meet all that is required and needs to be purchased to enable it to run all its activities.

With this, it is able to take control of all expenses that are deployed into purchasing logistics and other equipment thus improve its procurement activities. Again, the introduction of modern technology in the organization enables decision makers to save cost and enhances service delivery. The study also showed that organizational integration and collaborations help bring togetherness among workers and therefore individual collaborations ensure well interrogations and agreement on a particular need thereby promotes organizations' procurement practices.

Research gap: There is limited research in the area of procurement policies and in particular with respect to its implications on performance of organization. All studies reviewed in this paper focused on procurement and service delivery in public institutions; thus, the study therefore sought to establish the role of project management through procurement practices on organizational performance with specific interest in Inyange Industry. The research also used regression analysis as methodology of the research.

V. METHODOLOGY

➤ *Research design, population, sample size and data collection instruments*

Research design: This study adopted descriptive research design. This is because the information concerning the current status of the phenomenon to describe what “what exists” with respect to variables or conditions in a situation and their relationship was obtained (Garg & Kothari, 2014). A descriptive research design was adopted because the study is concerned about a univariate question in which the researchers asked questions about the size, form, distribution and existence of procurement practices on performance of organizations.

The target population: According to Taylor, et al., (2015) a population refers to the entire group of persons or elements that have at least one thing in common. Target population is defined as all members of a real or hypothetical set of people, events or objects to which a study wishes to generalize the results of the research study (Bryman & Bell, 2007). The population of interest in this study is 110 employees, including staff and managers of the Inyange industry in Rwanda County.

Sample size: Cooper and Schindler (2001) state that sampling refers to the process by which part of the population is selected and conclusions are drawn about the entire population. From the total target population which is 110 employees of Inyange industry, it was not possible to afford them all, the sample to represent the whole population deemed necessary and Slivin's formula adopted arrived at the sample size of 86 respondents. Sampling techniques for this study was both simple random sampling technique to select the participants of the research.

Data collection instrument: The primary data was obtained from the field in the respective Inyange industry using questionnaires, the questionnaires was self-administered, the researcher distributed them to the respondents and enlighten them how to fill the forms. Respondents filed in answers in written form and the researcher then collected the forms with completed information. The questionnaires were collected after one week to ensure that answering of questionnaires was allocated enough time for the respondents to give full information.

The five point Likert scale close ended structured questionnaire were used because it required respondents to respond to a series of statements by indicating whether he or she agreed to a great extent or no extent as shown in Appendix I. Likert scale was used since it is straight forward to comprehend and responses are simply experimental and subjective to computation of mathematical analysis (Allen *et al.*, 2011).

VI. RESULTS

In regression the researcher analyzed the model summary, variances and coefficients of variables.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.953 ^a	.908	.623	.16282	.1653	123.031	3	65	.000

a. Predictors: (Constant), Procurement management)

From the table 1; regression analysis revealed a positive relationship ($R = 953$). The R coefficient of 0.953 indicates that the predictors of the model which is procurement management, has a correlation of 95.3% with the dependent variable (Soft beverage project success) The study also revealed that procurement management contributed to 90.8% ($R^2 = 0.908$) of the soft beverage project success in Inyange industry.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.992	4	.248	5.11	.015 ^a
	Residual	.369	81	.045		
	Total	1.361	85			

a. Dependent Variable: Soft beverage project success

b. Predictors: (Constant), Procurement management.

Table 2. shows that variations in project success in Inyange industry can be explained by the model to the extent of 0.992 out of 1.361 or 72.8 % while other variables not captured by this model can explain 27.1 % (0.369 out of 1.361) of the variations in soft beverage project success in Inyange industry. F value of the model produces a p-value of 0.015 which is significantly different from zero. A p-value of 0.015 is less than the set level of significance of 0.05 (0.015<0.05) for a normally distributed data. This means that the model is significant in explaining soft beverage project success in Inyange industry.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.127	.389		-2.893	.005
Procurement management	.023	.076	.038	.301	.041

a. Dependent Variable: Soft beverage project success

Table 3, revealed that holding Procurement management to a constant zero, Soft beverage project success would be -2.893. Indeed, this constant called y-intercept is not realistic but it is a needed parameter in the model.

But, a unit change in procurement management would lead to increase in soft beverage project success by a factor of 0.038. The study also found that the p-value is less than 0.05, this indicates that the variable was statistically significant in influencing the soft beverage project success. Since the t-value was greater than 0.05 and p. values less than 0.05, the researcher rejected hypothesis of the research as it has been revealed that procurement management influence the soft beverage project success of Inyange Industry.

VII. CONCLUSION

The study sought to establish the influence of project management practices on soft beverage project success in Rwanda, Rwanda. On the basis of the findings, regression analysis revealed a positive relationship ($R = 0.953$). The R coefficient of 0.953 indicates that the predictors of the model which is procurement management, has a correlation of 95.3% with the dependent variable (Soft beverage project success) The study also revealed that procurement management contributed to 90.8% ($R^2 = 0.908$) of the soft beverage project success in Inyange industry. In fact, the findings of multiple regression on procurement management influence performance of soft beverage project success thus researcher conclude that the project management practices play a significant role on the performance of Inyange Industry.

VIII. RECOMMENDATION

The researcher recommended that employees from the private industries, like Inyange, should get different workshops about the project management tools and how to use them in order to maximize the benefits that come from it. In case they are trained on the usage of the management practices, this will effectively boost their success at a high rate.



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