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EMPLOYEE TEAMWORK AND PROJECT PERFORMANCE OF CONSTRUCTION COMPANIES IN RWANDA

A CASE OF BASE-KIDAHO ROAD PROJECT BY NYARUTARAMA PROPERTY DEVELOPERS COTRACO LTD

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ABSTRACT

The main objective of this study was to assess the employee teamwork and the performance of construction projects in Rwanda. The study was carried out on the Construction of the Road Base-Kidaho implementing by the Nyarutarama Property Developers (NPD Ltd as case study. The research findings would contribute to the body of knowledge on teamwork and how it influences performance in Rwandan building projects. The following goals were pursued in this study: To assess how the team goals affect the Base-Kidaho Road project's performance, to ascertain how much team leadership affects Base-Kidaho Road project's performance, and to ascertain how team communication affects Base-Kidaho Road project performance. 147 employees who were working on the aforementioned project were included in the study's population, which employed a descriptive research methodology. The sample size was determined using the Slovin's Formula, and it ended up being 107 respondents. The researcher combined primary and secondary data for this study. A closed-ended questionnaire was used in the research. Descriptive research methods and correlation analysis were used to assess the data and outcomes as they pertained to the entire population, while multiple regression was utilised to test hypotheses. With the help of statistical product and service solution 27.0, data were calculated and evaluated for this study. Project documents that were easily accessible at Nyarutarama Property Developpers Ltd. and other locations served as a source of secondary data. The results revealed a positive and significant relationship between Team Goals and project performance because the calculated Pearson correlation and significance level between Team Goals and scope is positive and significant (r=0.717 and sig=0.000.01), with cost is positive and significant (r=0.712 and sig=0.000.01), and with time is positive and significant (r= 0.683 and sig=0.000.01). When all other variables were held constant, Team Goals enhanced the performance of the BKR project by 28.7%, according to the results of the multiple regression analysis. The calculated Pearson correlation and significance level between Team

Leadership and scope are positive and significant (r=0.696 and sig=0.000.01), with cost being positive and significant (r=0.647 and sig=0.000.01), and with time being positive and significant (r=0.626 and sig=0.000.01). These results show a positive and significant relationship between Team Leadership and project performances. The findings of the multiple regression analysis revealed that, when all other variables are held constant, team leadership enhances the performance of the BKR project by 41.4%. The findings that there is a positive and significant relationship between Team communication and project performances are supported by the Pearson correlation and significance level calculations, which show that there is a positive and significant relationship between Team communication and scope (r=0.705 and sig=0.000.01), cost (r=0.650 and sig=0.000.01), and time (r=0.644 and sig=0.000.01). When all other factors remained constant, the findings of the multiple regression analysis revealed that team communication increased the performance of the BKR project by 32.1%. Based on the findings from the chapter, the study came to the conclusion that there is an important and beneficial relationship between employee teamwork and the success of the BKR project, with 73.3% of the variation in project success attributable to changes in employee teamwork as measured by team goals, team leadership, and team communication. Therefore, all null hypotheses were disproved at a significance level of 0.5. According to the study, BKR projects should expedite the approval process because it was discovered to result in delays in project implementation, which may make it more challenging for the project to be finished on schedule.

Keywords: Employee, employee teamwork, performance, construction projects, Rwanda

1.0 Background of the study

Saldanha (2018) claims that more companies in the construction sector in the US are relying on cooperation to satisfy modern global competitions and raise customer expectations. In China, where organisational restructuring was decided upon based on teams, Wu, Zhao, Zuo, and Zillante (2019) highlighted that the application of a team is a crucial aspect in a corporation. The writers made the case that teamwork is now used in Along with manufacturing, additional industries include management, services, projects, and problem-solving. Given recent advancements in collaboration and the usage of teams in organisations, finding new ways to utilise teams is more crucial than ever, particularly in the construction industry.

According to Malik, Taqi, Martins, Mata, Pereira, and Abreu (2021), highly effective teams have demonstrated the ability to build strong working relationships and perhaps generate superior results when team conflicts are reduced. Because of this, the idea of cooperating as a team and working cooperatively to share knowledge and experience assures that structures will meet needs both now and in the future.

Process and team integration are the main forces behind the improvements required for the Nigerian construction sector to improve, according to Akinola and Ayodele (2019). However, they acknowledged that just putting people together does not guarantee that they will work well as a team because good cooperation does not happen naturally. Numerous issues, such as a lack of organisation, misunderstandings, poor communications, and insufficient team member participation, could hinder it. The authors' inference is as follows: It is crucial for teams working

on construction projects to figure out how to assist the integration and productive teamwork of their team members. (Akinola & Ayodele, 2019)

According to Mungeria (2018) in Kenya, the majority of construction projects for buildings are carried out according to the traditional model, in which the architect creates and the contractor builds. Building clients are choosing more integrated choices as a result of their dissatisfaction with the drawbacks caused by the segregated professionals. Teamwork models show how teams can operate and perform more effectively overall. But during the past century or more, greater specialisation in the building construction sector has resulted in dispersed project teams. The author claims that this has been criticised as being ineffective since the challenges of coordinating inputs and integrating outcomes have outweighed the benefits of specialisation..

According to Ntaganda, Mulyungi, and Muchelule (2018), the delivery of building projects by multiple specialists working as a team in Rwanda is a feature of the construction sector. These experts include government planners and engineers as well as architects, contractors, material suppliers, and specialists. According to the writers, a construction project's success is greatly influenced by how internal disagreements are handled, how well the team communicates, how clear goals are created and agreed upon, and how well the team members get along with one another.

Project success is greatly influenced by teamwork (Akinola & Ayodele, 2019). According to Wang, Yuan, He, Zhou, and Wu (2021), the scope of the task is carried out considerably better when goals are clearly defined and comprehended, increasing the chances that the project and the team will succeed. It has been proven that informed leadership encourages project success by convincing people that change is necessary and motivating them to work together to complete projects in trying working settings (Phillips-Alonge, 2018). In order to assess the team's performance and the performance of construction projects in Rwanda.

1.2 Statement of the Problem

The Construction of all kinds, including roads, homes, large buildings, industrial, and healthcare facilities, is currently expanding in Rwanda (Shema & Hategekimana, 2022). This increase is a result of the nation's ambition to establish itself as an important regional hub for East Africa and the notable growth in political stability. The majority of these efforts, however, did not meet their targets for being finished on time, on budget, and at a satisfactory level of quality. The office of the auditor general (OAG, 2022) report for the fiscal year that concluded in June of 2022, however, states that there were eight (8) instances of abandoned building contracts in 2022, with a combined value of Frw 965,096,392. Additionally, auditors discovered 11 abandoned building projects for Frw 102,927,477,956 in nine (9) businesses. Contracts for these projects had already been terminated due to non-performance, budgetary constraints, or implementation delays. However, as initially envisaged by governmental bodies, the other project components have not yet resumed their operations (OAG, 2022).

Sibomana, Diang'a, and Wanyona (2019) examined the factors that led to the projects' poor performance and came to the conclusion that labour shortages, insufficient training for workers, unexperienced contractors, poor management practises, a lack of advanced technology, adversarial relationships, claims, change orders, competition, corruption, manpower costs,

ineffective labour, subpar construction quality, government rules and regulations, and fluctuating economic conditions were the main contributors. To address some of the aforementioned causes of subpar performance, it is vital to examine project success from the standpoint of the team's effectiveness.

Despite a contract being signed in 2018 to construct the Base-Kidaho road, the project was delayed for four years (Nkurunziza, 2022). Due to the continued delay in finishing road projects, the question of "what role does teamwork play in delayed completion of construction projects?" has been brought up. It has been extensively researched how the components of effective teams and project success relate to one another. However, there haven't been many projects in the Rwandan context. Shema and Hategekimana (2021) argue that both social scientists and those working in the field lack knowledge with the social sciences and the industry, which is why there is a dearth of teamwork-related research in the Rwandan construction sector. Thus, the researcher felt compelled to do this study and use Nyarutarama Property Developers Cotraco Ltd. as support..

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to assess the teamwork and the performance of construction projects in Rwanda, specifically on the Base-Kidaho Road project, carried out by the Nyarutarama Property Developers Ltd.

1.3.2 Specific Objectives

i. To evaluate the effect of the team goals on the project performance of Base-Kidaho Road project.
ii. To determine to which extent do team leadership contribute to the project performance of Base-Kidaho Road project.
iii. To find out how team communication influences the project performance of Base-Kidaho Road project.

2.1 Theoretical Framework

2.1.1 Belbin’s Team Roles Theory

2004 saw several of her experiments focused on the tenets of Belbin's hypothesis. The results of her trials led to the creation of a management team model based on the duties required for the group to succeed. Belbin described a team member's tasks as those of a servant who supported the success of the team through his performance, others' performances, and the team's overall structure. She believes that team members can perform two different types of duties. According to role theory, the first is an example of a typical functional role. Under the second category are team roles. Roles on a team, not functions, show how well a member fits in with the group. This model uses six variables to explain the position: personality, mental ability, motivation, values, field restrictions, experience, and role learning. However, Belbin could not demonstrate how each element might be responsible for most of the changes. She stated that a team's roles should be allocated evenly in order for it to function well (Akinola & Ayodele, 2019).

2.1.2 The Lean Construction Theory

The concept of lean construction has been developing since the early 1990s. Lean construction has evolved and matured since Koskela's groundbreaking work in 1991 (Crnkovi &

Vukomanovi, 2016). As a result, there are several conceptual pillars, core principles, basic practises, and a more or less standard vocabulary. These developments challenge the fundamental principles, principles, and practises of traditional project management. Due to the lack of a thorough underpinning theory in three areas in traditional project management, the construction industry is currently experiencing problems. Lean construction is a creation that came about as a result of the failure of conventional approaches to deal with a number of persistent, pervasive problems on projects. Koskela (Crnkovi & Vukomanovi, 2016) incorporated principles and practises from the Toyota Production System into his cogent theory.

2.2 Empirical Review

Nawaz, Muhammad, and Munir (2016) investigated the effects of the project manager's leadership and teamwork on the project success in Pakistani manufacturing businesses. Purposive sampling was a technique used in the study. Questionnaires were used to collect information from employees of industrial companies. There were 300 surveys distributed, and 94% of them were filled out. In order to directly analyse the impact of independent factors on dependent variables, statistical techniques such as descriptive statistics, Pearson moment correlation, and regression analysis were applied. The findings of the hypothesis test showed that the project manager's leadership was favourably related to the project's success and that teamwork also had a positive link with project success. This study attempt, which is yet unique in Pakistan, adds to the body of project management literature that is now available worldwide.

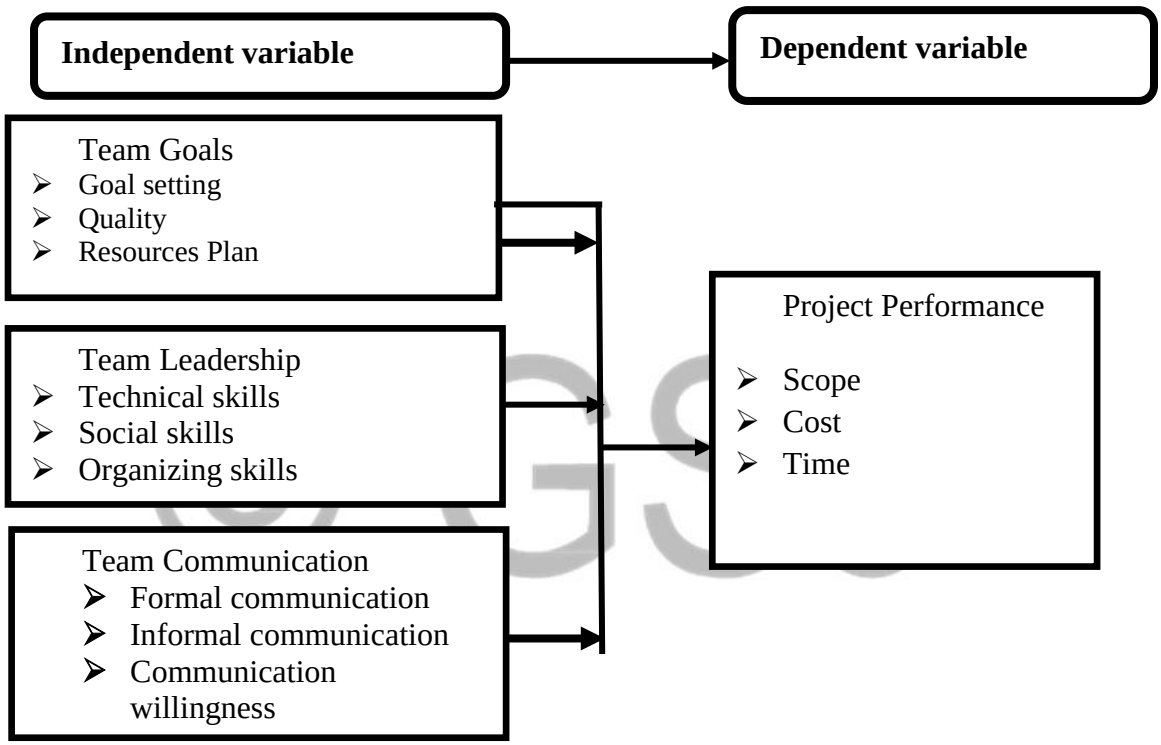
Assaf and Hassanain (2014) examined how the project manager's leadership and teamwork impacted the project's performance in Saudi Arabia. It synthesises his discoveries on the growth of creative structure and assesses applicable studies on teamwork, leadership, and project performance from the perspective of modified procedural features. I used the purposive sampling strategy. The effects of independent factors on dependent variables are studied using a variety of statistical techniques, including regression analysis, descriptive statistics, and Pearson moment correlation. The findings of the hypothesis test show a positive correlation between project manager leadership and success, as well as a positive correlation between success and teamwork.

African Context, 2.2.2

Akinola and Ayodele (2019) assessed the influence of collaboration on the accomplishment of construction projects in Nigeria. A questionnaire survey was employed in the study to collect data from specialists operating in Nigeria's Ekiti State's building industry. The data gathered were examined using descriptive and inferential statistics. Pie charts and percentages are employed in descriptive statistics, while inferential statistics use the mean interval score index (MIS) and relative important index (RII). According to the data that was analysed, the ability to communicate well was rated as the most crucial component for achieving teamwork. This was followed by a commitment to delivering high-quality projects, mutual understanding, skill, leadership style, and mutual trust, all of which received a score of 3.95, while endurance 3.40 and inspiration 3.39 were rated as the least crucial components. also The following issues typically arise during project completion: a weak project foundation, employing the incorrect project manager, unsupportive top management, a lack of commitment to the project, and poorly defined roles. The study made several recommendations, including that construction professionals should cooperate as a team by tolerating and respecting one another's professional

practises and committing to high-quality project completion. In order to guarantee the timely completion of construction projects, it was determined that teamwork among construction industry specialists should be fostered.

Gordon (2019) examined the impact of conflict settlement as a mediating element on project success in South African construction projects. SPSS was used to determine demographics, descriptive statistics, and correlation. Smart PLS 3.0 was used to carry out confirmatory factor analysis (CFA), internal accuracy and validity estimations, hypothesis testing, and mediation testing. According to the findings, formal communication undermines project success by leading to disagreements among project team members, whereas informal communication and communication openness have a beneficial impact on project success since people get to know one another and develop trust.



3.0 Research Design

The research design refers to the framework of the strategies and processes a researcher chooses to use to conduct a study (Saunder, 2012). In this particular study, descriptive survey research methodologya technique that integrates quantitative and qualitative data to provide readers with accurate and useful informationwas employed (Kothari & Garg, 2014). A short research method called a descriptive survey design incorporates the study's target subjects.

The design incorporated primary research methods for obtaining first-hand data on project performance and teamwork in the construction sector. Correlation was utilised to evaluate the relationship between the study's variables, while multiple regression was used to test the study's hypotheses. The Nyarutarama Property Developers Ltd is the subject of the case study, and the researcher is eager to gather pertinent data about it in order to fulfil the objectives of the study.

The target population was 147 while sample size was 107, The selection of a single object with the intention of providing information about the population being studied is known as sampling, according to Saunder, Lewis, and Thornhill (2012). This is especially true when drawing

conclusions from statistics. The sampling strategy was used in this study to select a random sample of 107 respondents. Every employee is chosen completely at random in simple random sampling, and every member of the population has an equal chance of being represented in the sample, the study's data came from both primary and secondary sources. Primary data were obtained by the researcher directly from respondents using a closed questionnaire, or survey. To support the essential details and relate the findings to currently employed methods, a desk review of the pertinent literature was conducted. The researcher gave self-administered questionnaires to respondents who were selected for the study. To gather respondents' opinions on how well the teamwork and project performed for the case study, a questionnaire with five anchors—strongly disagrees, disagree, neutral, and agree is utilised in the design. Over the course of two weeks, 107 respondents who took part in the selected project received it. Frequency tables, means, and standard deviation were used to examine the data for numerical factors, while qualitative data assisted the researcher in better understanding respondents' viewpoints on the study variables. SPSS version 23.0 (Statistical Product & Service Solutions) was used by the researcher to analyse the quantitative data gathered for the study.

4.0 Findings and Discussion

4.1. Analysis of correlations

The correlation is one of the most common and useful statistics. The linear correlation coefficient was determined using the Pearson coefficient of correlation to ascertain the strength and direction of the association between the research variables. The Pearson's coefficient of correlation ranges from +1 to -1. There will be no correlation between the two variables if the coefficient is zero. A positive correlation between the variables is indicated by a coefficient value greater than 0, therefore an increase in one variable will lead to an increase in the other and vice versa. A number less than 0 indicates that there is a negative correlation between the two variables if one variable's value is higher than the other's (Lohrey, 2014).

The purpose of the study was to determine the link between the independent variables (team goals, team leadership, and team communication) and the dependent variable (performance as measured by scope, cost, and time). The survey data were used to calculate the Pearson's coefficient of correlation (r), which was used to assess how strongly the study variables and findings were correlated. The tables below display the outcomes.

Table 4.1 : Correlation analysis between Team Goals and project performance

		Sccope	Cost	Time
Team Goals	Pearson correlation	.717**	.712**	.683**
	Sig. (2-tailed)	.000	.000	.000
	N	105	105	105

****. Correlation is significant at the 0.01 level (2-tailed).**

The study's results, shown in Table 4.1, suggest that there is a relationship between Team Goals and project performance because the calculated Pearson correlation and significance level between Team Goals and scope are positive and significant (r=0.717 and sig=0.000.01). Cost and Team Goals have been calculated to have a significant and positive Pearson correlation (r=0.712 and sig=0.000.01, respectively). Time and Team Goals both show significant Pearson

correlations and levels of significance (r = 0.683 and sig = 0.000.01, respectively). This implies that Team Goals positively and significantly affect how effectively the BKR project operates. Accordingly, the null hypothesis that team goals have no statistically significant impact on the project performance of building projects in Rwanda is not accepted at the 5% level of significance.

The results of the current study showed a substantial and positive relationship between team objectives and the accomplishment of the BKR project. The results of the current study are supported by the findings of the study by Akinola and Ayodele (2019), which also showed that team goals have a strong association with performance within the construction industry in Ekiti State, Nigeria, as demonstrated by p = 0.020.

Table 4. 2: Correlation analysis between Team Leadership and project performance

		Scope	Cost	Time
Team	Pearson correlation	.696**	.647**	.626**
Leadership	Sig. (2-tailed)	.000	.000	.000
	n	105	105	105

****. Correlation is significant at the 0.01 level (2-tailed).**

The study's findings in Table 4.2 showed that there is a relationship between team leadership and project performances because the calculated Pearson correlation and significance level between Team Leadership and scope performance were positive and significant (r=0.696 and sig=0.000.01). The Pearson correlation and significance level (r=0.647 and sig=0.000.01) calculations show a significant positive link between team leadership and cost performance. Team leadership and time performance have been calculated to have a positive and considerable Pearson correlation with a degree of significance of 0.000.01 (r= 0.626). This implies that Team Leadership significantly and favourably affects the BKR project's success. In light of these results, the null hypothesis—which asserted that Team Leadership had no statistically significant effect on the project performance of building projects in Rwanda—is disproved.

There is a strong and favourable correlation between team leadership and project performance, according to the study's findings from the correlation analysis. This is supported by a recent study by Nawaz, Muhammad, and Munir (2016), which found a favourable correlation between project manager leadership and success and a similar correlation between teamwork and success in Pakistan. This is confirmed by the regression coefficient (r = 0.693).

Table 4. 3 : Correlation analysis between Team communication and project performance

		Scope	Cost	Time
Team communication	Pearson correlation	0.705**	0.650**	0.644**
	Sig. (2-tailed)	0	0	0
	N	105	105	105

****. Correlation is significant at the 0.01 level (2-tailed).**

The study's findings in Table 4.3 demonstrated that there is a relationship between team communication and project performances because the calculated Pearson correlation and significance level between team communication and scope performance were positive and significant (r=0.705 and sig=0.000.01). Team communication and cost performance have been calculated to have a positive and substantial Pearson correlation with a level of significance of 0.000.01 (r=0.650). The calculated positive and substantial Pearson correlation and degree of significance (r= 0.644 and sig=0.000.01) between team communication and time performance is significant. This implies that effective team communication has a positive and significant impact on the BKR project's success. These results disprove the null hypothesis, which asserts that team communication has no statistically significant effect on the project performance of construction projects in Rwanda.

Team communication has a positive and significant impact on the performance of the BKR project, according to the study's findings, which are supported by Gordon's (2019) research, which discovered a positive linear relationship between team communication and the effectiveness of performance in South African construction projects. The ANOVA test revealed significant results for each performance parameter (F-statistic; p 0.05).

4.2. Diagnostics test of the regression model

Post-estimation tests were done after the regression model was run to ensure that the model fit the data well and that the estimates it generated were reliable and accurate. The statistical tests for conditional diagnostics in this investigation were successful. Multicollinearity and normality were examined.

Table 4. 4: Test for Multicollinearity

Model		Collinearity Statistics	
		Tolerance	**VIF**
	Team Goals	0.803	1.245
	Team leadership	0.596	1.678
	Team communication	0.461	2.167

Source: Researcher (2023)

Table 4.4's Variance Inflation Factors (VIF) under five showed that none of the independent variables were significantly correlated with one another. There is no multicollinearity because the VIF for all three variables is less than 5. Therefore, all predictor variables will be included in the model...

4.2.1. Multiple linear regression on effect of M&E on performance

The study sought to ascertain the effect of employee collaboration on performance in Rwandan construction projects by using a multiple linear regression model to evaluate the influence of independent sub-variables on each dependent variable in the BKR project. Regression analysis were carried out to ascertain the model's significance. The statistical significance was verified using the Coefficient (), t-statistic, and Prob. A statistically significant link between the dependent variable and an independent variable from the model was also accepted at a 5% level

of significance. The statistical product & service solutions (SPSS) version 27 was used to calculate the measurement of the multiple regressions for the inquiry. The following equation or function can be used to set up these variables to show the relationship between employee teamwork and productivity.:

Performance = $Y=\beta0+\beta1\ X1+\beta2\ X2+\ \beta3\ X3 + \varepsilon$, Model 1

X1 = Team Goals (TG), =X2= Team Leadership (TL), X3= Team communication (TC), ε = error term

Table 4.5: Model summary on effect of Team Goals on performance

Model	R	R Square	Adjusted R Square	Std Error of the estimate
1	.856a	.733	.732	1.96168

a. Predictors: (Constant): TG, TL, and TC

Variations in employee cooperation, as shown in Table 4.5 above, were found to be the cause of 73.3% of the performance variation for the BKR project. The R-Square value for this coefficient of determination was 733, or 73.3%. This suggests that employee teamwork has a 73.3% influence on the performance of the BKR project and that other factors that are not accounted for in this model have a mere 27.7% influence.

Table 4. 6 : ANOVA between Employee teamwork and performance

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	8.869	3	2.956	109.331	.000b
	Residual	2.492	109	.023		
	Total	**45.999**	**112**			

a. Predictors: (Constant): TG, TL, and TC

b. Dependent variable: Performance

A F statistic of 109.331 and an estimated p-value of 0.000, which is less than the Critical p-value of 0.01 in Table 4.6's results, show that the overall model was significant. This implies that the variables team objectives, team leadership, and team communication all have a significant influence on the range of performance in the BKR project. The statistical significance of the R and R2 between monitoring and evaluation practises and project performance demonstrates that employee teamwork can have a significant impact on the performance of the BKR project...

Table 4. 7: Regression coefficients between Employee teamwork and performance

Model		Unstandardized Coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.128	0.274		2.167	.867
	TG	.287	0.093	.231	3.098	.002
	TL	.414	0.096	.385	4.317	.000
	TC	.321	0.091	.330	3.526	.001

a. Dependent Variable: Performance

Table 4.7 displays the findings, which indicate that Team Communication (TC), Team Leadership (TL), Team Goals (TG), and their significant coefficients are 0.001, 0.000, and 0.002, respectively. The dependent variable (performance of the BKR project) is anticipated to have a value of constant if all independent variables, including Team Goals, Team Leadership, and Team Communication, are all equal to zero.128.

The result is the regression equation Y = -0.128 + 0.287TG + 0.414TL + 0.321TC.

The BKR project in Rwanda performed significantly better when its employees worked together, with team goals enhancing performance by 28.7%, team leadership by 41.4%, and team communication by 32.1%, all else being equal. The study refuted the null hypothesis, according to which employee teamwork (team goals, team leadership, and team communication) had no appreciable effects on the size, cost, or timetable of the BKR project.

The outcomes are consistent with Mungeria's (2018) analysis into the factors that contribute to successful project implementation for building development in Kenya. The study discovered that teamwork, with a mean of 4.8407 and a standard deviation of 0.45447 at a percentage of 87.6 of strong agreement, is one of the most important variables in construction enterprises that affects their performance.

5.0 Conclusions

Based on the findings from the chapter, the study came to the conclusion that there is an important and beneficial relationship between employee teamwork and the success of the BKR project, with 73.3% of the variation in project success attributable to changes in employee teamwork as measured by team goals, team leadership, and team communication. The findings revealed that the BKR project's performance was evaluated based on the project's scope, cost, and timeline.

The results of the test of hypotheses also demonstrated a positive and significant link between the variables, which led to the disproof of all null hypotheses at a 0.5 level of significance. The objectives of the study were thus satisfactorily accomplished.

5.3 Recommendations

The following suggestion is made to improve the effectiveness of construction projects in Rwanda in light of various research flaws:

1. According to the results, the majority of respondents, 35 (33.3%) and 15, respectively, agreed and strongly agreed that every move you take in a BKR project requires clearance from everyone else in the group, which causes delays. Therefore, the study advises BKR projects to shorten the approval process because it was discovered that it causes delays during project implementation, which could prevent the project from being completed on schedule.

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