INFLUENCE OF PROJECT LEADERSHIP ON PERFORMANCE OF INTERNATIONAL TIN SUPPLY CHAIN INITIATIVE (ITSCI) PROJECT IN KICUKIRO DISTRICT, RWANDA

Didier MUHIRE

Email : dodosm05@gmail.com

University of Kigali

Abstract

This, this study examined the influence of of project leadership on the performance of ITSCI Project in Kicukiro district, Rwanda. For inferential statistics, the researcher used correlational analysis and regression analysis technique. The results indicated that there is a strong positive correlation between the independent and dependent variables at r=0. 901[**,] p-value=0.000<0.01). This implies that there is an influence of communication on the performance of ITSCI project. The results indicate that there is a strong positive correlation between the independent and dependent variables at r=0. 901[**,] p-value=0.000<0.01); there is a strong positive correlation between the independent and dependent variables at r=0. 924[**,] p-value=0.000<0.01). The study results indicated that R=.940 which is 94% and this means that there is a strong relationship between the three independent variables. They showed that R^2= 0.883 representing 88.3% and showed that the adjusted R^2=0.881. Results also showed that the model was significant at 0.000% level of significance which means that the data was valid for making study inferences as the significance level was below 0.05. An F-statistic 368.404 which was mentioned as the ratio of Mean Square Regression to the Mean Square Residual, showed that the model of the study was significant as evident by the significance level 0.000<0.05 demonstrating that changes in project communication, project team motivation and project change management have influence on the performance of ITSCI project. Summary of the findings in the research includes: the findings of the study revealed that project communication has significant influence on the performance of ITSCI project (β_{01}=0.282, p-value=0.000<0.05, t=3.670), project team motivation has significant influence on the performance of ITSCI project (β_{02}=0.252, p-value=0.001<0.05, t=3.419) and the project change management has significant influence on the project performance (β_{03}=0.451, p-value=0.000<0.05, t=5.353).

Key words: *Project leadership, project communication, project team motivation, project change management.*

1. Introduction

Project leadership is one of the most essential tools for an organization to sustain its business in the face of problems caused by the global economic environment. Successful managers can influence their employees and motivate them for strengthening organizational performance [41].

Leadership is a dedicated position. Leadership is about oneself. Leadership is about people. Leadership is about processes. Leadership is about enterprises. Leadership is about individuals. Leadership is about societies. Leadership is about demanding. Leadership is about serving. Leadership is about change. Leadership is about purpose. Leadership is straightforward. Leadership is full of paradoxes. Leadership is a tremendously complex and pressure-loaded quest that cannot be captured comprehensively. Leadership skills are crucial determinants of projects performance. Therefore, leadership skills are greatly needed by all project managers to allow them to perform well their duties which could contribute to the success of their projects [28].

[16] explained that many leaders and would-be leaders dominate the European scene. The system of fragmented and partially shared leadership hardly ever functions, especially in crisis situations where quick action is required: choices are made too late or not at all; if judgements are made, they come only after thorough discussions and negotiations among a host of interested parties and institutions. In the end, it is hard to trace who bears responsibility for them.

[13] revealed that Asian countries tend to be characterized by cultures that are high context, high in collectivism, and high in power distance. There is a tendency in Asian countries for appropriate behavior of leaders to be based on the situation in which the behavior is unfolding. Leadership from East Asia will be needed to manage the continuing change in the structure of regional and global economic power, much of it because of Asia's growth [4].

Trisha (2023) through collaborative research in several African nations, has demonstrated that the Managers of Africa tend to be highly skilled in many aspects of management and leadership, in particular dealing with cultural diversity and multiple stakeholders and enacting 'humanistic' management practices. =

[32] In his research, explained about the leadership in Rwanda where he emphasized on the country's leadership history during colonial period to post 1994 Tutsi genocide. He explained different styles of leadership in Rwanda since the colonial times until today. He concluded his research by saying that the most needed person to lead a country like Rwanda was, is and be will a credible personality with a history of integrity and honesty rather than those who have a higher purchasing power of the conscience of the electorates. He added that trust and transparency enable leaders to voice their needs and desires, therefore Rwanda's performance is not based to anything than high level of trust that citizens have in their government institutions.

2. Statement of the problem

According to the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (2017), international and local development projects have always had difficulties, particularly in Africa, in part because of inadequate project management which brings them to failure even before they are finalized. As a result, they hardly achieve their intended sustainable outcomes. Despite efforts by the governments of developing countries among them Rwanda to improve performance of the projects, project leadership is at times marred by incompetence, bribery, dishonesty, and unskilled manpower [44].

In contempt of efforts made by the government and other development actors to improve social, political, and economic welfare in Rwanda through development projects, recent welfare monitoring survey indicate that poverty is on the increase due to poor performance of the already initiated development projects and short lifetime of projects upon completion (Government of Rwanda, 2016). Regardless of different actions taken over the past years in mining sector of Rwanda, lack of project leadership skills in mining projects is enough evidence that better project performance cannot be obtained [46].

[17] report showed that many projects operating in the sector failed due to different reasons. For example, the SDMR project that aimed at the management of tailings at different mine sites in Gakenke district has failed due to lack of good management and this has led to implementation of projects that do not respond to the needs of the sector. ITSCI project supports member companies to implement due diligence by working with governments and civil society and providing expert field, data, risk management and auditing teams and ITSCI works to achieve avoidance of conflict financing, human rights abuses, or other risks such as bribery in mineral supply chains. There is a gap of data and information as no specific study was conducted to assess how leadership affect the project performance of the ITSCI project. The researcher seeks to investigate what then is the influence of project leadership on the performance of ITSCI project.

3. Specific objectives

i. To assess the influence of project communication on the performance of ITSCI project in Kicukiro district.

ii. To find out the influence of project change management on the performance of ITSCI project in Kicukiro district.

iii. To determine the influence of project team motivation on the performance of ITSCI project in Kicukiro district.

4. Literature review

In a study carried out by [17] on the impact of communication on project performance in South Africa, 80% of respondents said that communication as the most important aspect contributing to project success. The study concluded that communication has a positive and increased success rate on project outcomes when it is well done. By Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development in 2017, the IGF Mining Policy Framework Assessment: Rwanda. Winnipeg: IISD.

Project communication and project performance

[20] declared that effective communication is critical in project management since it helps to ensure that projects are completed successfully, within budget, and on time. He declared that project managers who can communicate effectively are more likely to have better control over the project, make informed decisions, and build strong relationships with their team members and stakeholders. He finally concluded that it is essential for project managers to prioritize effective communication in their project management strategy; by Jyotsna Bisht in 2023 at Lisboa, Lisbon, Portugal study done the Importance of effective communication in project management.

Project team motivation and project performance

[21] announced that employee motivation is a critical issue to be considered by the organization because the performance of the entire organization does dependent on it. In his research, he showed that there is an immense impact that project team motivation has on the success of project in the information and communication technology industry by Karanam Ramu in 2018 on the Impact of Motivation on Project Teams' Performance in Information Technology at Harrisburg University of Science and Technology, Harrisburg, Pennsylvania.

Project change management and project performance

[3] in their study on Change Management and its Contribution to the Success of IT Project Implementation said that an effective project management plus the need for optimal implementation for change management are strongly required for the sustainability and improvement of the organizations, study done by Alyaa Ghanim, Fatima Munassar, Abdul Rahman Ahmad Dahlan in 2013 on the Project and Change Management Success Factors from Malaysian Government Departments and Agencies Perspective published in IOSR Journal of Business and Management Vol. 11, No 2, pp. 36-45.

5. RESEARCH METHODOLOGY

Descriptive statistics and Inferential statistics

[19] in the study entitled The Theory and Practice of Change Management, Fourth edition. Palgrave Macmillan, UK, stated that the descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of a population. Descriptive statistics are mathematical methods that are used to summarize data in an organized manner by describing the relationship between variables in a sample or population.

Veeraraghavan and Shetgovekar (2016) stated that inferential statistics refers to the mathematical methods based on probability theory and helps in reasoning and inferring the characteristic features of the sample drawn from the larger population. Inferential statistic refers to making a connection between sample and population.

6. DATA ANALYSIS AND DISCUSSION

This chapter presents our research findings, the analysis, and the interpretation based on the objectives.

Effect of project communication on the performance of ITSCI Project

This section was put down to make a full study of the influence of project leadership on performance of International Tin Supply Chain Initiative (ITSCI) Project in Kicukiro District, Rwanda. The table below indicates the respondents' views on the project communication.

Respondents' views on the project communication

Statements	Strongly Agree		Agree		Not sure		Disagree		Strongly Disagree		Total		Mean	Standard Deviation
	F	%	F	%	F	%	F	%	F	%	F	%		
Communication has positive impact on performance of ITSCI project	44	29.3	49	32.7	9	6.0	26	17.3	22	14.7	150	100	3.4467	1.44025
Project managers of ITSCI project try to be as clear and concise as possible when communicating.	91	60.7	59	39.3	0	0	0	0	0	0	150	100	4.607	.490
Project managers of ITSCI project try to be as clear and concise as possible when communicating.	83	55.3	67	44.7	0	0	0	0	0	0	150	100	4.553	.499
The managers of the ITSCI project use communication tools when providing information to the project team and project partners on time and at the right time.	88	58.7	61	40.7	0	0	0	0	1	.6	150	100	4.567	.573
The managers of the ITSCI project use communication tools when providing information to the project team and project partners.	94	62.7	56	37.3	0	0	0	0	0	0	150	100	4.627	.485
Overall mean and standard deviation													**4.36**	**0.6975**

Source: Primary data (2023)

The overall mean for the responses is 4.36 which means that communication has a significant impact on the performance of ITSCI project and the overall mean standard deviation for the responses is 0.6975 both indicated the heterogeneity results.

Effect of project team motivation on the performance of ITSCI Project

This section was put down to make a full study of the influence of project team motivation on performance of International Tin Supply Chain Initiative (ITSCI) Project in Kicukiro District, Rwanda. The table below indicates the respondents' views on the project team motivation.

Respondents' views on the project team motivation

Statements	Strongly Agree		Agree		Not sure		Disagree		Strongly Disagree		Total		Mean	Standard Deviation
	F	%	F	%	F	%	F	%	F	%	F	%		

Statements	SA F	SA %	A F	A %	NS F	NS %	D F	D %	SD F	SD %	Total F	Total %	Mean	SD
Team motivation has positive impact on performance of ITSCI project	60	40	34	22.7	9.0	6.0	22	14.7	25	16.7	150	100	3.5467	1.53521
Managers of ITSCI project encourage team innovation and creativity among project team members	90	60	60	40	0	0	0	0	0	0	150	100	4.9333	4.14448
Project managers of ITSCI project provide trainings to project team members.	92	61.3	57	38.0	1	0.7	0	0	0	0	150	100	4.6067	.50363
Project managers of ITSCI project take ownership of their tasks and responsibilities.	89	59.3	61	40.7	0	0	0	0	0	0	150	100	4.9267	4.14518
Project managers of ITSCI project provide trainings to project partners.	101	67.3	48	32.0	1	0.7	0	0	0	0	150	100	4.6533	.55547
Overall mean and standard deviation													**4.5333**	**2.17679**

The overall mean for the responses is 4.5333 which means that project team motivation has a significant impact on the performance of ITSCI project and the overall mean standard deviation for the responses is 2.17679 both indicated the heterogeneity for results.

Effect of project change management on the performance of ITSCI Project

This section was put down to make a full study of the influence of the project change management on performance of International Tin Supply Chain Initiative (ITSCI) Project in Kicukiro District, Rwanda.

Respondents' views on the project change management

Statements	Strongly Agree F	Strongly Agree %	Agree F	Agree %	Not sure F	Not sure %	Disagree F	Disagree %	Strongly Disagree F	Strongly Disagree %	Total F	Total %	Mean	Standard Deviation
Change management has positive impact on performance of ITSCI project	58	38.7	35	23.3	9	6.0	25	16.7	23	15.3	150	100	3.5333	1.51355
Project managers of ITSCI project used to manage the scope changes	83	55.3	67	44.7	0	0	0	0	0	0	150	100	4.5533	0.49881
Project managers of ITSCI project used to manage the changes in project personnel	82	54.7	68	45.3	0	0	0	0	0	0	150	100	4.5467	0.49949

| Project managers of ITSCI project used to manage the technological changes | 86 | 57.3 | 62 | 41.3 | 2 | 1.3 | 0 | 0 | 0 | 0 | 150 | 100 | 4.5600 | 0.52431 |

| Overall mean and standard deviation | | | | | | | | | | | | | 4.2983 | 0.75904 |

The overall mean for the responses is 4.2983 which means that change management has a significant impact on the performance of ITSCI project and the overall mean standard deviation for the responses is 0.75904 and both indicated the heterogeneity for the results.

Performance of ITSCI Project

This section was put down to make a full study of the respondents' views on the performance of International Tin Supply Chain Initiative (ITSCI) Project in Kicukiro District, Rwanda.

Respondents' views on the performance of ITSCI project

Statements	Strongly Agree		Agree		Not sure		Disagree		Strongly Disagree		Total		Mean	Standard Deviation
	F	%	F	%	F	%	F	%	F	%	F	%		
ITSCI project performs well	74	49.3	20	13.3	11	7.3	26	17.3	19	12.7	150	100	3.6933	1.52362
Unnecessary costs are not involved in the project	101	67.3	49	32.7	0	0	0	0	0	0	150	100	4.6733	0.47057
All the services are timely offered according to the initial plan	92	61.3	58	38.7	0	0	0	0	0	0	150	100	4.6133	0.48862
Any possible risks are identified at the beginning and are managed	75	50.0	74	49.3	1	0.7	0	0	0	0	150	100	4.4933	0.51484
ITSCI project quality performance is ensured at all sectors of operations	87	58.0	63	42.0	0	0	0	0	0	0	150	100	4.5800	0.49521
Overall mean and standard deviation													4.411	0.6986

The overall mean for the responses is 4.411 which means that ITSCI project performs well and the overall mean standard deviation for the responses is 0.6986 both indicated the heterogeneity for results.

Model summary

This section represents the model summary table that shows the strength of the relationship between the dependent and independent variables.

Presentation of the model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940a	.883	.881	.52578

Source: Primary data (2023)

The results indicate that R=.940 which is 94% and this means that there is a strong relationship between the three independent variables; R^2= 0.883 representing 88.3% which means that all the three variables have an influence on the project performance at the rate of 88.3% and the adjusted R^2=0.881 representing 88.1% .

Analysis of variance

The analysis of variance is a hypothesis-testing technique used to test the claim that three or more populations means are equal by examining the variances of samples that are taken and it is based on comparing the variance between the data samples to variation within each particular sample.

Table: Analysis of variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	305.532	3			
Residual	40.361	146	101.844	368.404	
Total	345.893	149	.276		.000b

Source: Primary data (2023)

Results showed that the model was significant at 0.000% level of significance which means that the data was valid for making study inferences as the significance level was below 0.05. An F-statistic 368.404 which was mentioned as the ratio of Mean Square Regression to the Mean Square Residual, showed that the model of the study was significant as evident by the significance level 0.000<0.05 demonstrating that changes in project communication, project team motivation and project change management have influence on the performance of ITSCI project. Therefore, the null hypotheses are rejected.

4.7.5. Model coefficients

This section represents the coefficients of our research model, and this signifies the amount by which change in the independent variables must be multiplied to give the corresponding average change in dependent variable, or the amount the dependent variable changes for a unit increase in independent variables.

Table 4.13: Representation of model coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	.233	.113		2.061	.041
Project communication	.282	.077	.267	3.662	.000
Team motivation	.252	.074	.254	3.405	.001
Project change management	.451	.084	.448	5.369	.000

Source: Primary data (2023)

Considering the results from Table 4.13, our regression model:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

The above equation becomes:

ITSCI project performance= $0.233 + 0.282 x_1 + 0.252 x_2 + 0.451 x_3$

Hypothesis testing

To test the study's formulated hypotheses, an independent variable to have a significant influence on the dependent variable, the p-value must be less than the significance level (0.05) and the t-tests was used to know if the β is significantly from zero (H$_0$: β=0) was considered.

Testing the first hypothesis

Hypothesis one states that no significant influence of project communication on the performance of the project. H$_0$: β$_{01}$=0. Reject the null hypothesis if the p-=value is less than 0.05. as evident in table 4.13, the unstandardized beta value project communication was significantly greater than zero (β_{01}=0.282, p-value=0.000<0.05, t=3.662). Therefore, the first null hypothesis was rejected because the p-value=0.000 was 5% level of significance.

Testing the second hypothesis

Hypothesis one states that no significant influence of project team motivation on the performance of the project. H$_0$: β$_{02}$=0. Reject the null hypothesis if the p-=value is less than 0.05. as evident in table 4.13, the unstandardized beta value project communication was significantly greater than zero (β_{02}=0.252, p-value=0.001<0.05, t=3.405). Therefore, the second null hypothesis was rejected because the p-value=0.001 was 5% level of significance.

Testing the third hypothesis

Hypothesis one states that no significant influence of project team motivation on the performance of the project. H$_0$: β$_{03}$=0. Reject the null hypothesis if the p-=value is less than 0.05. as evident in table 4.13, the unstandardized beta value project communication was significantly greater than zero (β_{03}=0.451, p-value=0.000<0.05, t=5.369). Therefore, the third null hypothesis was rejected because the p-value=0.001 was 5% level of significance.

7. Conclusion

The aim of the study was to assess the influence of project leadership on the performance of International Tin Supply Chain Initiative (ITSCI) Project in Kicukiro district, Rwanda. The findings indicated that project communication, project team motivation and project change management are key indicators of the ITSCI project performance. The findings also revealed that there is a strong positive association between the three-predictor variable and outcome variable.

Basing on the findings, the study asserted that project leadership in terms of communication, team motivation and change management have strong relationship on the performance of projects which according to the study respondents, it was mainly due to the effective project leadership that determined the current performance of the International Tin Supply Chain Initiative (ITSCI) Project in Kicukiro district, Rwanda.

8. Recommendations

As recommendations, there should be continuous coordination and proper relationship management between all stakeholders involved in the project. Proper communication channels and flow of information on time should be used and reinforced for information sharing during the project life cycle and develop performance of the project. The project managers should engages the stakeholders more to harmonize its goals and objectives with the aspirations of the stakeholders and hence to reduce dissonance levels thereby increasing project outcome's satisfaction.

It was noticed that there might be sometimes a delay to provide information on time and concerning this issue of the delay, the top management should ensure and rely on the transmission of the information on time to the project team, partners, and stakeholders in general. Channels of communication and are recommended to be used.

It was noticed that there might be cases where project staff are not motivated, the project management was recommended to always motivate the project team by offering rewards, trainings and always give then supportive feedback.

It was noticed that there might be the changes in technology and the project did not update it technology, the project management was recommended to put much emphasis on the use of updated digital technology. As regards to the team motivation, there might be lack of reinforced project team motivation at some points and the project was recommended to keep motivating its team by continuing to

encourage creativity, innovation, and encourage team spirit and motivation among the project team.

REFERENCES

[1] Akpan Itoro Udofot et all. (2022). *Impact of motivation on project team's performance in the selected firms in Nigeria*. International Journal of Multidisciplinary Research and Growth Evaluation. ISSN (online): 2582-7138 Volume: 03

[2] Alexander Fries et. al (2021). *Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review*. WHU – Otto Beisheim School of Management, Burgplatz 2, 56179 Vallendar, Germany.

[3] Alyaa Ghanim, Fatima Munassar, Abdul Rahman Ahmad Dahlan (2013). *Project and Change Management Success Factors from Malaysian Government Departments and Agencies Perspective*. IOSR Journal of Business and Management Vol. 11, No 2, pp. 36-45

[4] Armstrong, S., P. Drysdale, and S. Tay (2019), 'Collective Leadership for East Asia and ASEAN's Trans-Asian Role', in Tay, S., S. Armstrong, P. Drysdale and P. Intal (eds.), Collective Leadership, ASEAN Centrality, and Strengthening the ASEAN Institutional Ecosystem, Jakarta: ERIA, pp.34-48.

[5] Betteke van Ruler (2018). *Communication Theory: An Underrated Pillar on Which Strategic Communication Rests*. International Journal of Strategic Communication, 12:4, 367-381, DOI: 10.1080/1553118X.2018.1452240

[6] Brian J. Galli (2021). *Effective Strategies for Communicating and Managing Communication in a Project Team: My Perspective*. Hofstra University, USA

[7] Bukhari, S. A. R. (2020). "Bukhari Sample Size Calculator". Research Gate Gmbh. DOI: 10.13140/RG.2.2.27730.58563

[8] Christensen, M. (2014). Communication as a Strategic Tool in Change Processes. International Journal of Business Communication. 51. pp. 359-385.

[9] Collina Khoyi Milimu (2016). The Influences of Change Management Practices on Performance of Pinnacle Projects Ltd, Kenya. University Of Nairobi, Kenya.

[10] Douglas G. Bonett and Thomas A. Wright (2014). *Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning.* University of California, Santa Cruz, California, U.S.A.

[11] Ernesto F. L. Amaral (2018). *Lecture (chapter 6): Introduction to inferential statistics: Sampling and the sampling distribution.* Texas A&M University.

[12] Gauri Dharmadhikari (2023). *The Importance of Change Management in Project Success.* https://de.celoxis.com/article/the-importance-of-change-management-in-project-success.

[13] Geert Hofstede (2001). *Culture's Consequences: Comparing Values, Behaviours, Institutions, and Organizations Across Nations.* Article *in* International Journal of Cross Cultural Management · January 2001.

[14] Giriraj Kiradoo (2017). *The Impact of Communication in Managing the Quality and Timely Delivery to Ensure Project Success.* International Journal of Advanced Research in Engineering and Technology, 8(6), 2017, pp 131–136. http://iaeme.com/Home/issue/IJARET?Volume=8&Issue=6

[15] Hamed Taherdoost (2022). *A Guide to Evaluate Academic Sources to Develop Research Paper:* Source Selection in Academic Writing, Asian Review of Social Sciences, 11(1): 57-58.,

[16] Hamed Taherdoost (2022). *Designing a Questionnaire for a Research Paper: A Comprehensive Guide to Design and Develop an Effective Questionnaire.* University Canada West, Vancouver, Canada.

[17] Ingeborg Tömmel & Amy Verdun (2017). *Political leadership in the European Union: an introduction,* Journal of European Integration, 39:2, 103-112, DOI: 10.1080/07036337.2016.1277714.

[18] Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF). (2017). IGF Mining Policy Framework Assessment: Rwanda. Winnipeg: IISD.

[19] Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF). (2017). IGF Mining Policy Framework Assessment: Rwanda. Winnipeg: IISD.

[20] John Hayes (2014). *The Theory and Practice of Change Management, Fourth edition.* Palgrave Macmillan, UK.

[21] Jyotsna Bisht (2023). Importance of effective communication in project management. https://www.linkedin.com/pulse/importance-effective-communication-project-management-jyotsna-bisht.

[22] Karanam Ramu (2018). Impact of Motivation on Project Teams' Performance in Information Technology. Retrieved from http://digitalcommons.harrisburgu.edu/pmgt_dandt/28.

[23] Karim Abawi (2017). *Data Collection methods (Questionnaire & Interview).* Training in Sexual and Reproductive Health Research Geneva Workshop 2017.

[24] Katherine R. Da Silva M. (2018). *Soft Skills Influence in Project Managers In The Cloud Space.* Harrisburg University of Science and Technology Grad 699 Pgmt.

[25] Keith S. Taber (2017). *The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education*. Science Education Centre, Faculty of Education, University of Cambridge, 184 Hills Road, Cambridge CB2 8PQ, UK.

[26] Khalili, H., Lackie, K., Langlois, S., Wetzlmair, L.C., & Working Group (2022). *Global IPE Situational Analysis Result Final Report*. Interprofessional Research Global Publication (ISBN: 978-1-7366963-2-3).

[27] Khatun, N. (2021). *Applications of Normality Test in Statistical Analysis*. Open Journal of Statistics, 11, 113-122

[28] Kwete Mwana Nyandongo (2011). *The Impact of Communication on Project Performance: An Empirical Study*. Applied Information Systems, University of Johannesburg, 1 Bunting Road, Auckland Park, Johannesburg, 2092, South Africa, kweten@uj.ac.za

[29] Markus M. Luedi (2022). *Leadership in 2022: A perspective*. University of Bern, Bern, Switzerland.

[30] Martin Otundo R. (2021). Components of Change Management for Projects in the 21st Century for Successful Performance. Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya.

[31] Mbonigaba Celestin (2022). Analysis Of Effective Communication and Project Success: Survey on Electricity Access Roll-Out Project at EDCL-EARP. Visiting Senior Lecturer at the University of Kigali, Universite Libre de Kigali, Kibogora Polytechnic, External Examiner at the University of Rwanda, Director of Administration and Finance of Mibilizi District Hospital. https://doi.org/10.53236/09

[32] Mitra Madanchian, Norashikin Hussein, Fauziah Noordin and Hamed Taherdoost (2016). *Leadership Theories; an Overview of Early Stages*. Faculty of Business and Management, Universiti Teknologi MARA, Malaysia.

[33] Ndagijimana Ibrahim (2019). *Leadership and Good Governance: The Rwandan Experience*. Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kigali Rwanda.

[34] Nomutsa. T. Marewo et al., (2020). *The Impact of Employee Motivation on Employee Performance*. Midlands State University, Gweru, Zimbabwe.

[35] Nomutsa. T. Marewo et. all (2020). *The Impact of Employee Motivation on Employee Performance*. Midlands State University, Gweru, Zimbabwe

[36] Noralhuda M. Azize (2021). *The Motivation of Employees And Its Impact On Projects Success*. Turkish Journal of Physiotherapy and Rehabilitation; 32(3) ISSN 2651-4451 | e-ISSN 2651-446X

[37] Nyamugabo Kadenesi Eric (2016). *Causes of projects' failure to deliver the value presented in their business cases*. National University of Rwanda, Kigali.

[38] Obilor, Esezi Isaac & AMADI, Eric Chikweru (2018). *Test for Significance of Pearson's Correlation Coefficient*. Department of Educational Foundations, Rivers State University, Port Harcourt, Nigeria.

[39] Odhiambo, V. A. (2020). The Role of change management on Information Communication Technology projects success in state corporations in Kenya [Thesis, Strathmore University].

[40] Parampreet Kaur, Jill Stoltzfus and Vikas Yellapu (2018). Descriptive Statistics. The Research Institute, St. Luke's University Health Network, Bethlehem, PA 18015, USA

[41] Peter Karacsony (2021). *Relationship between the leadership style and organizational performance in Hungary*. Faculty of Economics and Informatics, J. Selye University 3322 Bratislavská cesta Str., Komarno, 94501, Slovak Republic

[42] Pramath Raj Sinha (2023). *The AMP Advantage: A New Pathway*. Harappa School of Leadership, Ashoka University, India.

[43] R. Farrow (2021). *Conceptual Frameworks Guide*. GO-GN Conceptual Frameworks Guide is available for use under a Creative Commons CC-BY-4.0 licence. http://go-gn.net/gogn_outputs/conceptual-frameworks/

[44] Ramamoorti, K. (2018). Conscientiousness and Funding of Sales Representative: Test of the Mediating Effects of Goal Setting. Journal of Applied Psychology, 78, 715-722

[45] Ramu Karanam (2018). *Impact Of Motivation on Project Teams' Performance in Information Technology*. Harrisburg University of Science and Technology.

[46] Rwanda Economic Update Edition No16 (2021). *Protect and Promote Human Capital in a Post-COVID-19 World*. The World Bank Group.

[47] Salah A. Abdelkader (2022). *Situational Leadership Role in Enhancing Organizational Performance during Covid 19 Pandemic among a Sample of Kuwaiti SMEs*. The Department of Management and Marketing, College of Business Administration, Kuwait University, Kuwait.

[48] Samithambe Senthilnathan (2019). *Usefulness Of Correlation Analysis*. Academic Consultant, International Training Institute Papua New Guinea.

[49] Selma Regina de Andrade et al. (2018). *Documentary Analysis in Nursing Theses: Data Collection Techniques and Research Methods*. Universidade Federal de Santa Catarina, R. Delfino Conti, s/n - 88036-020 - Florianópolis, SC, Brasil.

[50] Shayna Joubert (2020). *The Critical Role of Communication in Project Management*. Northeastern University's Enrollment Management team.

[51] Syed Abdul Rehman Bukhari (2021). *Sample Size Determination Using Krejcie and Morgan Table Method*. Mohammad Ali Jinnah University, Pakistan.

[52] Thitipong Sukdee (2021). *The Development of Indicators for Transformational Leadership of Undergraduate Students at Thailand National Sports University*. Thailand National Sports University, Chon Buri 10110, Thailand.

[53] Turatsinze Janepher (2018). *Scope Change Management and Project Success in Rwanda: A Case of Rwanda Social Marketing Project (RSMP)*. Mount Kenya University, Kigali-Rwanda.

[54] U. Yeliz Eseryel, Kevin Crowston, and Robert Heckman (2020). *Functional and Visionary Leadership in Self-Managing Virtual Teams*. Syracuse University, Syracuse, NY & East Carolina University, Greenville, NC, USA.

[55] Valeria E Guzmán et al. (2020). *Characteristics and Skills of Leadership in the Context of Industry*. University of São Paulo, Av. Trabalhador Sancarlense- 400, São Carlos 13566-590, Brazil.

[56] Vuk Mirčetić, Svetlana Vukotić (2021). *The analysis of situational leadership models: origin, divergence and development*. Faculty of Applied Management, Economics and Finance, Jevrejska 24, Belgrade, Serbia.

[57] Yudhistir S.M.F. Jugessur (2022). *Reliability and Internal Consistency of data: Significance of Calculating Cronbach's Alpha Coefficient in Educational Research*. International Journal of Humanities and Social Science Invention (IJHSSI) ISSN (Online): 2319 – 7722, ISSN (Print): 2319 – 7714