



**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PROJECT
PERFORMANCE: A CASE OF BUSORO WET PEAT MINING DREDGING PROJECT
IN NYANZA DISTRICT, RWANDA.**

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**RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF
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ABSTRACT

This research dissertation intends to investigate the influence of strategic management practices on project performance using a case of Busoro Wet Peat Mining Dredging Project in NYANZA District. This research was guided by the following the following objectives; to determine the influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project; to analyse the influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project; to examine the influence of strategic formulation on performance of Busoro Wet Peat Mining Dredging Project and to assess the influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project. This dissertation used a qualitative approach as research design. This research dissertation used 80 respondents from Busoro Wet Peat Mining Dredging Project population study and sample size from Busoro Wet Peat Mining Dredging Project to respond to research questionnaires. To describe target population of a study as the point of focus from which a generalization was made regarding the research findings. Research used primary and secondary data to get all information needed in this study, the quantitative data was analysed using descriptive and inferential statistics after running the data collected through the Statistical Package for Social Sciences. Regression coefficients are the estimates of the unknown population parameters and describe the relationship between a predictor variable and the response. In linear regression, coefficients are the values that multiply the predictor values. The results indicated that strategic analysis has positive and significant effect on project performance as ($\beta_1=0.029$, $t= 0.212$; $p\text{-value}= 0.003$ less than significant standard of 1%). Findings show that strategic formulation has positive and significant effect on project performance as ($\beta_2= 0.003$, $t= 0.023$ and $p\text{-value}= .001$ less than standard significant of 1%). Strategic implementation has positive and significant effect on project performance where ($\beta_3= .582$, $t= 5.212$ and $p\text{-value}= .000$ less than 1%). Findings also show that strategic evaluation has positive and significant effect on project performance as ($\beta_4= .018$, $t= 0.164$ and $p\text{-value}= .000$ less than standard significant of 1%). The regression equation shows that project performance of always relies upon on a constant aspect of 6.717 regardless of the existence of other factors. The alternative variables explain that; every unit change in strategic management, however x_1 , x_2 , x_3 , x_4 equivalent with 0.029; 0.003; 0.582; 0.018; with 1.543 as standard error that affect the project performance of Busoro. All factors of various dimensions of strategic plans and performance indicators should be put into the right perspective, so as to help the general workforce of the Busoro Wet Peat Mining Dredging Project to understand the main objectives and the strategic management practices in place to achieve objectives. This will enlighten the employees of Busoro Wet Peat Mining Dredging Project to gear towards delivering services to enhance the general strategy and to raise its performance.

1.1 Background to the Study

Business enterprises play a significant role in societies and represent a key ingredient of economic performance of developing nations. As has been asserted by Jones, George and Hill (2000), the capacity of an organization to achieve as well as maintain high productivity and performance is a fundamental challenge encountered by management of virtually all corporations today. Notably, strategic management practices have been identified as an imperative for competition and enhanced performance as it improves efficiency in respect of production and allocation of goods and services in the organization. In financial sector, strategic management practices and competition has implications to access to financial resources, allocation of funds, competitiveness and development of service and manufacturing industries, levels of economic growth and the degree of financial stability. Competition can be a basis for stimulating innovation, lowering prices and increasing the quality of products and services produced, which consequently enhances customers' choice and welfare.

Strategic management may be viewed as a collection of decisions and actions that results in the formulation and implementation of plans designed to achieve the objectives of a firm (Pearce & Robinson, 2002; Coultler, 2005). Therefore, strategic management practices encompass a set of organizational activities that results in strategic intent, formulation of plans, execution and control of the performance in a business enterprise. Thompson and Strickland (2007) asserted that the managerial work of formulating a strategy and presiding over its execution has five distinguishable tasks. These tasks include formulating a concept of the business and a vision of where the desired future state of the organization, translating the mission into distinct long-range and short-range performance objectives, crafting a strategy that matches organization's situation and that has potential to produce the targeted 3 performances, implementing the chosen strategy efficiently and effectively, evaluating performance and initiating corrective measures. It has been observed that organizations, whether for profit or non-profit, private or public must of necessity engage in strategic management practices to aid in realisation of their corporate goals (Kinyua, 2010).

Worldwide, strategic management is very important in every activity, business sectors, and private sectors as well as in public sector; its history is closely related to the history of performance of the government projects as an important tool for the achievement of the projects (Basu C. 2017). In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular

course of action. According to Wiley and Sons (2005), a well-wrought strategic management helps you to set priorities, acquire and allocate the resources needed to achieve your goals. It provides a framework for analysing and quickly adapting to future challenges.

In China the project performance has increasingly been of importance to donors because there is a mounting pressure from domestic constituencies, to drastically reduce, or possibly halt foreign aid programs. At some point then, donor organizations may cease development cooperation with “third world” countries. Furthermore, donors also started to see that the aid being delivered in the past few decades gave few benefits to the recipient countries and that the benefits often ended with withdrawal of foreign assistance from the project or programme, (Brown, 2015).

This study is multidisciplinary project management, project planning as well as their performance, contributes to the body of knowledge that each African country can attain and sustain economic development by suggesting how to eliminate and correct most causes of failures of projects in construction, water treatment, electricity and renewable energy. It suggests that they should also be able to obtain the sustainable harvesting of the benefits of project deliverables which have been planned for to implement the various aspects of their economic development. The suggestions in this book will make a difference in project delivery and are comprehensive enough to create a root-and-branch change which will affect the people involved in making decision on projects and their delivery. (Marisol, E., & John, G. 2015).

In Kenya strategic management is thought to emphasize project performance, improve project effectiveness and efficiency, bring inclusivity in development as well as build social capital and empower poor people as platform in the region. In addition, it is to empower the governance as it ensures accountability (Duggal, 2015). Strategic management is instrumental in having better designed projects were shown the contribution of the stakeholders, ensuring benefits reach the intended beneficiaries and that effectiveness in terms of cost, protection and time are assured. It also aims at reducing incidences of corruption and ensuring ownership for equitable distribution of project benefits (Mansuri, 2016). Regional Partnership for Resource Development (2009) argued that participatory development begins a process of empowerment which enables the project stakeholders to take responsibility in designing and implementing their own initiatives and in the process, this leads to project sustainability. If development is to be effective, the major project stakeholders should be involved by forming project implementation committees to oversee the activities of the various phases of the project cycle

including but not limited to initiation, planning, budgeting and procurement. For any development to be meaningful, strategic management is inevitable finally lead to sustainable development, (Mulwa, 2017).

Rwanda as country, there are too certain obstructions that are specific to nearby governments The monetary taken a toll of doing vital arranging can be troublesome for cash-strapped neighbourhood governments that have to be centre on day-to-day operations. Too, the decision-making prepare in neighbourhood governments can demonstrate to be a troublesome issue, due to complexity. Citizens tend to be more straightforwardly included in city-wide decision-making than other levels of government through citizen sheets and city board gatherings. This may make agreement building on what objectives the city ought to be seeking after exceptionally troublesome. Besides, nearby governments are depending increasingly on participation and organizing with other legislative, non-profit, and private organizations to carry out their operations. This interdependency of local governments can make it troublesome for the usage of vital arranging since of the have to be incorporate all pertinent partners. (Kovach & Mandell, (2017).

Rwanda is among the countries where the government puts a lot of money and efforts to develop all aspect of strategic planning yet their failure persists in some private projects and governments. The government of Rwanda has created a lot of development projects for different areas, and it put a lot of energy for those projects to succeed. The pressure from different donors at times forces the project managers to act beyond the normal management principles (Belagis, S. 2018). Today, it is time to work towards a performance of the government projects; where everything possible should be done to ensure that all government projects assets contribute to excellent performance. Strategic planning has taken a central role to facilitate this. Busoro Wet Peat Mining Dredging Project as Project, its capacity has embraced this so as to boost its performance.

1.2 Statement of the Problem

Poor strategic management practices are affecting negatively sustainability of projects and its strategic management practices have taken a central point which affect organizational performance. There are some government projects which were failed mainly due to poor strategic management practices such as Off-Grid Plants and Energy, Water and Sanitation Authority (EWSA), (MINIFRA, 2016). Today, it is time to work towards an organizational performance; in Rwanda, nearby government has been hesitant to define key administration

hones; expecting that's the part of the central government. This may be credited to lacking capacity to perform this assignment or unwillingness to join significance to strategic management practices and thus don't have steady key plans for their administration forms. Typically conflicting with the procedure of organizational execution; an approach that has been received by neighbourhood government specialists for setting nearby needs, yearly targets, and defining activities to attain them. It was uncovered that in most locale of Rwanda, arranging crevices still exist within the exercises. Markers, baselines and targets were found not to be coherent and reliable, (Makombe, V. 2016). This made it troublesome and regularly inconceivable to degree advance made and has considerable impacts on advancement.

Pateman (2015) examined the effect of strategic intent on knowledge creation and transfer in the Australian logistics industry. This empirical investigation was exploratory in nature but made use of a mixed research design to allow the researcher to collection of both qualitative and quantitative information. The current study is having contextual bias towards project performance. It has been suggested that the emphasis placed on strategy implementation as a practice for enhancing performance is an imperative of firms given that its contribution to strategic management practices is vital (Mbithi, 2016).

Sorooshian et al. (2010) undertook an empirical study on strategy implementation and performance of projects. The study showed that strategy implementation is related to performances of projects in Rwanda. Most of government projects have strategic plans which help to perform well, but some of them have continuously not performed and sustained as expected in Busoro Wet Peat Mining Dredging Project, due to various causes like poor strategic formulation, poor strategic implementation, poor strategic evaluation and poor strategic analysis, poor mission, and vision in the project all elements mentioned above hinder the performance of the government projects in Rwanda. No available data on the role of strategic planning and the performance of the government projects in Rwanda including this one. That is why this research was set therefore to assess the influence of strategic management practices in project performance with reference of Busoro Wet Peat Mining Dredging Project.

1.3. Research objectives

The objective of this dissertation was made of general and specific objectives as shown below

1.3.1. General objective

The general objective of this dissertation was to assess the influence of strategic management practices on project performance.

1.3.2. Specific objectives

- i. To analyse the influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project,
- ii. To examine the influence of strategic formulation on performance of Busoro Wet Peat Mining Dredging Project,
- iii. To assess the influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project,
- iv. To determine the influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project.

1.4. Research hypotheses

H₀₁: There is no significant influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project,

H₀₂: There is no significant influence of strategic formulation on performance of Busoro Wet Peat Mining Dredging Project,

H₀₃: There is no significant influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project,

H₀₄: There is no significant influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project.

1.5 Scope of the study

The scope of the dissertation was delimited to the following: Time Scope, Content Scope and Geographical Scope.

1.5.1 Time Scope

This dissertation covered a period of four years from 2018 up to 2021 when the Busoro Wet Peat Mining Dredging Project showing the influence of strategic management practices in project performance.

1.5.2 Content Scope

This dissertation based on the influence of strategic management practices in project performance with a case of Busoro Wet Peat Mining Dredging Project.

1.5.3 Geographical Scope

This research dissertation was carried out from district in NYANZA District.

1.6 Significance of the study

The importance of this study will be based on following elements:

1.6.1 To The researcher

The research will help the researcher to get enough knowledge relate to the topic and will observe how Busoro Wet Peat Mining Dredging Project or recognize the party of influence of strategic management practices in project performance. In addition, this study could enable the researcher to fulfil the necessary requirements for the award of Master's Degree of Business Administration in Project Management of the University of Kigali.

1.6.2 To University of Kigali

The study after defence will be kept in the library and it could be served as reference by scholars of University of Kigali and other universities in carrying out their research. As scientific interest, the result findings of this research will be used by other researchers who must carry out the related research topics.

1.6.3 To the Busoro Wet Peat Mining Dredging Project

This research helps managers of Busoro Wet Peat Mining Dredging Project to analyse the influence of strategic management practices in project performance to provide a basis for project performance.

1.6.4 To Government

This research is an addition to studies in the field of showing the influence of strategic management practices and project performance where people will acquire some skills and knowledge regarding their involvement for successful of projects.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

During the review of relevant literature, the researcher has cross with various published critical studies related to the influence of strategic planning and project performance in Rwanda; Busoro Wet Peat Mining Dredging Project used as case study. This part entailed Conceptual review, theoretical review, empirical review, conceptual framework and finally research gap.

2.1. Conceptual Review

The conceptual review covers the survey of past ponders on the concepts related to strategic management spilling from the fundamental definitions and terms utilized within the field of strategic management. It moreover recognizes the hole within the existing writing counselled. The writing review ends with the rundown of key issues raised.

2.1.1 Strategic Management

Strategic management is characterized by Bryson et al. (2015) as “the fitting and reasonable integration of key arranging and usage over an organization (or other substance) in a progressing way to upgrade the fulfilment of its mission, assembly of orders, continuous learning, and supported creation of open value”. Strategic management could be a way for organizations to be forward-looking so that they can reinforce their position in their environment, both inside and remotely (Poister & Streib, 2014). Strategic administration and vital arranging are frequently utilized traded; but they are not identical concepts (Poister 2014). Current inquire about tends to see vital arranging as the foundation within the generally strategic management handle (Poister et al., 2014). In any case, this relationship was not so apparent in prior of the study.

Eadie & Steinbacher (2016) composed that it was hard to characterize how vital arranging fit into vital administration since it was not initially clear what vital arranging included. They composed that “strategic administration isn't so much the result of the advancement of strategic planning because it may be a response to an early distraction of the field with explanatory procedures for methodology formulation. According to Vinzant (2016), key arranging is but one portion of strategic management. The other two components are asset allotment and assessment and control. Resource allotment incorporates not as it were budgeting devices but too instruments for human resource management. The control and assessment component of strategic management guarantees that the goals laid out in vital arranging are met, frequently

consolidating execution administration. This is the recognizable proof of markers and estimation of those markers, which makes a difference organization determine whether they are effectively advancing towards their expressed objectives. Strategic management requires the integration of all of these components (Vinzant and Vinzant 2016). In the terms of Wechsler and Backoff (2017), strategic management is the integration of process strategy devices: vital arranging, apparatuses for asset allotment, and instruments for control and evaluation.

This term of strategic management was most of the time combined with and it has been mostly discussed in all discussion related to management of an organization due to its importance. Thomas and David (2012) also stated that a strategy of a firm forms a comprehensive master plan that denotes how the firm attained its mission and objectives. It optimizes competitive advantage and reduces competitive disadvantage. The strategy is not simply about competing for today it is related to competing for tomorrow. This dynamic term of strategy includes beginning objectives for the future and assessing how they were attained. Future objectives associate to the overall aim of the organization, (mission), what it seeks to become (vision) and specific performance targets according to (Robert, 2014).

2.1.2 Project performance

Over the past few decades, open administration writing has centered exceptionally intensely on project execution. Ingraham (2015) famous in a discourse at the national conference for the American Society for Open project that “performance, at its heart is around governance and accountability”. Measuring execution makes a difference open supervisors oversee more efficiently and give open administrations more effectively. Performance measures are “periodic estimation in arrange to allow following of problems, progress, and trends” (Hatry et al. 2017). An open organization, these measures ought to be derived from the expressed missions, objectives, and destinations of the organization (Poister, 2013). Performance estimation is characterized by Poister as the method of characterizing watching and using such measures” (2013). The framework that combines gathering information for execution measures and monitoring advance is called execution administration (VanDooren et al., 2010).

The subject of execution in open organizations is a continuous investigate theme for numerous public sector researchers. This proceeded intrigued within the subject of execution is to a great extent due to recent efforts within the open segment to redo public sector organizations more within the picture of private sector firms. Re-examination endeavors just like the Unused Open Administration have created a strongly center upon measuring execution. Bouckaert wrote a

point by point history of execution measure utilization in the open division in 1990 (moreover see Williams, 2013). This article focuses to an awfully long history of using measures within the open sector, beginning within the early 1900s since of the want for a more efficient government. From the 1940s until the 1970s, open organizations were particularly interested in execution measures to assist keep costs down. Within the 1970s, fetched control efforts were supplanted with the call to be proficient with citizen dollars. In the 1980s and 1990s, the developments were toward reevaluating government to guarantee most extreme productivity and effectiveness.

2.1.3 Strategic management practices

Strategic Management Practices It has been noted that strategic management is an effective tool for strengthening performance in an organization as it acts as a guide to effective decision making (Mitchell, 2000). The rapid nature of change in the environment requires a set of perspectives different from what is needed during stable times. Organizations thus need to adapt strategic management practices to enable them develop and revise future strategies in order to achieve its objectives. This should be in consideration of its capabilities, constraints and the environment in which it operates. Strategic management practices involve the critical dimensions of strategic intent, formulation, implementation, control of strategy (Andrews, 2010). It is a collection of managerial decisions and actions that have a bearing on the long term performance of a corporation. According to Coulter (2005), strategic management practices are a process of steps applied to holistically so as to facilitate creation and realization of competitive advantage. These practices ensure the enterprise as a whole is able to define its character and direction. It involves a pattern of decisions that defines what business a firm is in and defines thus, its image. Furthermore, Andrews avers that while some aspects of such a pattern of decisions in an established corporation may not change over long periods of time, others must continually evolve with the changes the business environmental.

2.1.4 Strategic implementation

Strategy Implementation and Performance Njagi and Kombo (2014) established that strategy implementation had significant impact on the degree of project performance. Several changes tend to occur in organizations during strategy implementation with major implications on its success (Pearce II & Robison 1991). Kuye (2013) argues that the upsurge in globalization of markets and dynamic technological advancement has exerted immense pressure on organizations to improve their profits by devoting resources to corporate innovations. Similarly, Mbaka & Mugambi (2014) found that to a larger extent strategy execution ought to be embraced through commitment of sufficient resources and technical support in order for a

firm to improve its performance. Mbithi (2016) observed that strategy implementation as a practice for improving performance is an imperative to firm's performance since its contribution in strategic management practices is vital.

Njagi and Kombo (2014) established that strategy implementation had significant impact on the degree of performance of Commercial Banks operating in Kenya. Several changes tend to occur in organizations during strategy implementation with major implications on its success (Pearce II & Robison 1991). Kuye (2013) argues that the upsurge in globalization of markets and dynamic technological advancement has exerted immense pressure on organizations to improve their profits by devoting resources to corporate innovations. Similarly, Mbaka and Mugambi (2014) found that to a larger extent strategy execution ought to be embraced through commitment of sufficient resources and technical support in order for a firm to improve its performance.

2.1.5 Strategy Formulation

This helps firms to build and sustain performance, therefore it bolsters organizations ability to hold their ground in a dynamic and complex environment particularly in the short run (Zajac & Shortell, 1989; Amburgey et al., 1990). According to Taiwo and Idunnu (2010), managers play an important role in strategy formulation of driving functional strategies, which have short-term horizons but are an imperative for achieving corporate strategies. Strategies are carefully crafted by organizations to aid in the achievement of more favorable positions in the marketplace (Porter, 1985; Buzel & Bradley 1987; Waruhiu (2004). Bassa (2015) investigated the link between strategic planning practice and strategy implementation in public universities in Ethiopia.

2.1.6 Strategic analysis

Babafemi (2015) underscores the importance of having strategy analysis in mind when crafting organizational strategies. Indeed, strategy control practices are used to evaluate the degree of alignment between business activities, strategies and environmental factors. Moreover, analysis of strategy ensures integration of activities in the separate business units (Gummer et al., 1992).

2.1.7 Strategic evaluation

Nyariki (2013) proposed that strategy evaluation should be embraced by management of SMEs as an approach for improving corporate performance and to support coping with the changes and challenges of turbulent business environment and the global economy. Strategy evaluation and control essential for measuring actual achievement against the intended and ultimately

providing the requisite feedback for making adjustment during the implementation phase (Vollert, 2012).

2.2 Theoretical Review

Theoretical review involves the review of theories underlying the study topic. Theories covered in this study include Theory of Rational Planning, Conflicting Theories and Criticism Theories.

2.2.1 The Theory of Rational Planning

As a normative-prescriptive theory (Bell et al., 2018; Mintzberg & Lampel, 2013) rational planning is employed as the primary theory to be tested in this research because of the rationale laid out in the previous section. It is suggested that any planning activity, by all means, is a rational one (Alexander, 2014). Accordingly, planning has been interpreted as acting rationally (Faludi, 2013). About its foundations, planning is seen at times as synonymous with decision-making (Mintzberg, 2014). The theory makes claims about comprehensive rationality (Dror, 2018; Faludi, 2013). It is premised on the existence of complete information about alternatives and consequences; complete baseline data; and completely sufficient time, capability, and other resources (Bell et al., 2018; Forester, 2014; Lindblom, 2014; Steiss, 2013).

Rationality is associated with a scientific approach to analysis and problem solving in the decision-making and planning context (Alexander, 1992). Rational planning comprises the basis for conventional strategic management in which formal strategic planning is central and decision-making is analytical (Andersen, 2014). The assumption of rationality dominates the strategic management literature (Dean & Sharfman, 2013). Rational, or classical (Joyce, 2015), planning theory considers strategy as: “a rational process of deliberate calculation and analysis, designed to maximize long-term advantage” (Whittington, 2014). Similarly, rational planning is described in its relation to strategy as follows: “It is characterized as a sequence of analytical, logical and rational procedures, followed precisely to formulate an intended strategy.” (Collier et al., 2014, p. 18) According to the theory, strategy is formal, intended, and deliberate and the planning process is unambiguous and rigorous (Boyne and Gould-Williams, 2013). It is at the same time highly analytical, mechanistic, and linear. Formal strategic planning typically involves the employment of quantitative methods. It stipulates the centralization of systems and demands for high co-ordination and integration. It is a cyclical process, where the stages are reiterated once a plan is implemented, and its period is completed. With similar premises to rational planning theory, a typical formal strategic planning process involves the following steps (Bryson, 2014; Poister et al., 2013). Awareness of current or candidate rivals (Bryson and

Roering, 2017). Organizations carry out formal strategic planning in order to synchronize their activities and to act rationally (Mintzberg, 2014). The proponents of formal planning argue that it helps with clarification of goals and objectives; facilitates communication of mission and goals throughout the organization and provides bottom-up staff support (Boyne, 2014; Poister & Streib, 2014).

2.3 Empirical Review

2.3.1 The influence of strategic analysis on performance of the project

According to Gibson (2013) , in his studies, he stated that Strategic planning requires back from administration, inside communication, and understanding of an organization's history and future in any case of the organization's sort. Be that as it may, analysts were speedy to point out that these early strategies ought to consider the contrasts between private and open organizations, (Eadie & Steinbacher, 2015; Ring & Perry, 2015; Nutt & Backoff 2012). These contrasts incorporate three distinctive sorts of factors: environmental, value-based, and organizational forms, (Nutt & Backoff, 2012). Environmental variables incorporate what guides choice making, limitations or commands, and the political impact found in open organizations. The coerciveness or choice of citizen customer to devour administrations, wide societal affect, open examination, and an expansive assortment of stakeholders are considered value-based variables. Organizational variables incorporate equivocal objectives, authority limits, dubious but tall execution desires, and a diverse set of motivations to work (Nutt & Backoff, 2012). Ring and Perry (1985) exhorted early receiving open organizations that when receiving private sector hones, such as key arranging, they ought to keep up adaptability to account for the issues that might emerge due to sectorial contrasts. With the current level of consideration given to strategic arranging within the open segment, open organizations can construct off models of strategic planning built for the public domain and not exclusively depend upon private segment practices. In early investigate, strategic planning was frequently differentiated with conventional arranging within the public sector, comprehensive or long extend arranging, (Bryson & Einsweiler, 2017; Bryson & Roering, 2017).

The major developments of key arranging were consideration to activities that would offer assistance organizations reach their recorded objectives, more consideration to all conceivable partners, and natural examinations. Be that as it may, the foremost imperative qualification between the conventional arranging and key arranging is that conventional arranging was based upon certain, contract capacities in civil government, like transportation or instruction, or upon arrive utilize arranging (Bryson & Einsweiler, 2017). Vital arranging, on the other hand, is

regularly done at the organizational level, paying more consideration to the complexity of the entire organization and planning individuals at different levels (Denhardt 2015).

2.3.2 The influence of strategic evaluation on performance of the project

Procedure assessment can be characterized as the evaluation prepare giving directors and the top leaderships with essential execution data around ventures, program, and activities designed to assist in accomplishing trade objectives and goals. Thiongo (2018) surveyed on the influence of technique assessment approaches on execution of drain preparing firms in Kiambu County. The study utilized an exploratory inquire about plan and clear insights for analysis. The discoveries uncovered that key assessment approaches utilized by drain processing firms are; Benchmarking, result based and handle- situated assessment, Trade Process Redesign and Adjusted Scorecard approach. The study prescribed that firms ought to come up with the clear assessment of procedures and ought to include all workers from the earliest stage of technique assessment as this reduces the employees' resistance within the firm. Mukui (2018) conducted an examination on methodology assessment hones received. The think about recognized that technique evaluation enlightens the supervisors around the thought processes that quality to the letdown to meet a specific objective, execution standard and/or any other execution show. Methodology formulation describes the method of choosing the foremost fitting courses of activity to realize the organizationally characterized objectives.

The method is key to an organization's victory. It gives a framework for the activities driving to the expected comes about. Njiru (2014) evaluated strategy formulation handle and execution of open auxiliary schools in Embu District. A descriptive cross-sectional study inquire about plan was received and graphic insights utilized in analysis. The think about demonstrated that the technique detailing handle is confronted with several challenges. Most of such challenges relates to the need accounts and need specialists and aptitudes. The study suggested for the auxiliary schools to recognize all the existing challenges confronting their operations, sometime recently defining noteworthy plans to address them. Typically proposed to be able to improves the execution of the schools. Habwe (2018) in a think about on impact of key arranging prepare on monetary execution of protections companies in Kenya looked for to explore the impacts of procedure detailing on money related performance. The study recognized that procedure definition could be a basic choice for survival of a firm. The study utilized an exploratory investigate plan and expressive measurements for investigation. The discoveries appeared that undoubtedly methodology detailing has impact on the execution of protections firms in Kenya. The consider prescribed for arrangement creators in various

insurance firms which has not received the technique to receive methodology definition hones because it improves on monetary execution of protections firms.

2.3.3 The influence of strategic formulation on performance of the project

Procedure definition depicts the method of selecting the leading course of activity to attain the organizationally characterized objectives. The method is key to the victory of an organization as it generates a system for carrying out the desired activities, driving to the expected results. Njiru (2014) surveyed procedure detailing prepare and execution of open auxiliary schools in Embu District. A clear cross-sectional overview investigate plan was received and descriptive measurements utilized in examination. The consider demonstrated that the procedure detailing prepare is faced with a few challenges. Most of such challenges relates to the need funds and lack experts and aptitudes. These challenges lead to destitute execution of open auxiliary schools in Embu District. The study prescribed for the auxiliary schools to recognize all the existing challenges confronting their operations, sometime recently defining significant plans to address them. This is suggested to be able to progresses the execution of the schools. Habwe (2018) in a ponder on impact of key arranging handle on money related execution of insurance companies in Kenya looked for to explore the impacts of technique definition on financial execution.

The study recognized that technique detailing could be a basic choice for survival of a firm. The study utilized an exploratory investigate plan and clear statistics for examination. The discoveries appeared that without a doubt procedure definition has impact on the performance of protections firms in Kenya. The study suggested for approach producers in various insurance firms which has not received the procedure to embrace technique detailing hones as it enhances on budgetary execution of protections firms Nwachukwu, Chladkova & Fadeyi (2018) carried out a ponder on methodology definition process and development execution nexus in Nigeria. The study which utilized an exploratory plan and descriptive measurements for investigation shown that the method of procedure definition a significant positive affect on advancement execution in an organization. It moreover emphatically impacts on product development execution as well as the showcasing development execution. The recommendation of the study was that a orderly technique definition prepare be received by the firms which have not received it. The judicious for the suggestions was that strategic formulation is imperative for organizations in accomplishing and supporting its handle product innovation execution, development execution, and promoting advancement performance.

2.3.4 The influence of strategic implementation on performance of the project

The stage of strategic implementation refers to oriented- operations phase that managers are obliged to make things happen. It is argued that it is the crucial time for section of strategic management in the organization. It has been found that it requires designing a strategic plan that set the objectives per year, introduces effective organization structure, fixing budget, developing variable information system an effective strategy a working plan for task implementation. It combines motivation practices to employees, creating the culture of support in the organization, efficient allocation of financial resources and putting together work compensation to the organization (Thompson, 2012).

According to Kim and Loch (2014) communication is considered more frequent than any other element stimulating the performance in strategic implementation. The content of the communication includes explanations of the responsibilities, tasks to be executed by workers concerned. It has the reasons for the change in professional actions and generally, why new strategic decision is adopted. It has been found that firms where workers had easy accessibility to coordinate through an open and supporting communication environment towards to the outperforming those in more restrictive communication conditions (Stevenson, 2012). According to Azhar, *et al.*,2013) communication is considered more frequent than any other element encouraging the performance of implementation of a strategy. The content of the communication includes explanations of new responsibilities, tasks and to be success by workers concerned. I have the reasons for the change in professional actions and why new strategic decisions was made first (Wheelen & Hunger, 2012).

The execution of strategies necessitates administrative and managerial talent and competent to foresee challenges that many occur during execution. According to most authors strategy implementation may be impacted by many internal and external factors. Among them, organizational structure, leadership style, uncertainty, organizational culture, human resources, and communication are major factors that affect strategic implementation.

Despite, most of scholars accept that these factors impact strategic implementation, each element effect is at a diverse degree and assesses a diverse force strategic implementation were discovered to have a positive correlation with the degree of organizational success in many sectors of economy. According to Heizer and Render (2011) better success by indicators to firm that are in a position to execute strategies better in comparison with those who give reports to challenges. According to Slack and Lewis (2011) communication in a firm contributes to the

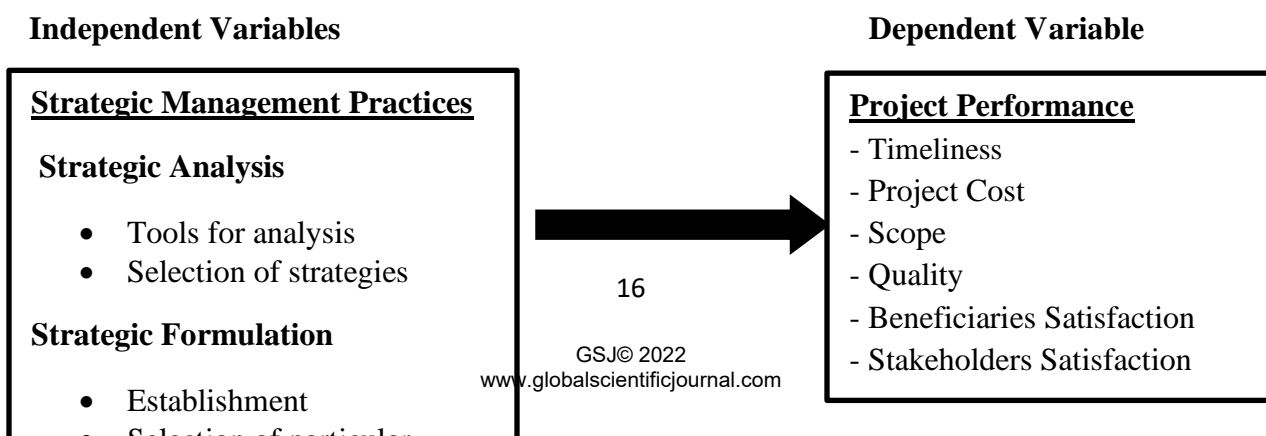
success of any company. It describes how various stakeholders contribute to the delivering of firm objectives. Communication manages various departments and sections to meet their expectations for general organizational approach. Relying on communication, companies manage different assets towards a given strategy implementation this reduce the chance of any change in the predetermined outcomes (Ongore & Kusa, 2013). Therefore, where few people in the firm are responsible to assume this, strategy implementation includes all staff. Via their day-to-day operations includes all staff members to achieve expected goals (Dunlop & Lurie, 2013).

2.4 Conceptual Framework

A conceptual framework is a diagrammatical research tool intended to assist the researcher to develop awareness and understanding of the situation under influence of strategic management practices in project management on organizational performance from this study. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. It can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation.

The interconnection of these blocks completes the framework for certain expected outcomes. An independent variable is one that is presumed to affect or determine a dependent variable. It can be changed as required, and its values do not represent a problem requiring explanation in an analysis but are taken simply as given. The independent variables in the study were strategic management practices which were strategic analysis determined by tool for analysis, selection of strategies, next was strategic formulation, under this we had establishment, selection of particular strategies, strategic formulation, next was strategic implementation composed of resource and structure and finally strategic evaluation composed of measuring and fixing benchmark of performance. A dependent variable was what is measured in the experiment and what is affected during the experiment, it responds to the independent variable. The dependent variable in the dissertation organizational performance.

Figure 2. 1: Relationship between strategic management practices and project performance



Source: Researcher, 2022

3.1 Research design

This thesis was relied on the method of the case study in order to understand the influence of strategic management practices in project performance. Descriptive and correlation design was used to describe characteristics of a phenomenon to be studied (Duttolph, 2011). A correlation design was utilized in order to interpret data. Therefore, both quantitative (questionnaire) and qualitative (interview) research techniques were used by researcher to collect data (information) related to the objectives of the study and for data analysis.

3.2 Population of the study

The ideal practice in research would be to gather information from the entire population; this was ensured the maximum coverage of the population concern in the research. But due to limited time and funds the entire population of the research cannot be covered, and the sample defined as a sub set of population was used. Duttolph (2011) argued that if the sample is selected properly, the information collected about the sample may be used to make statements about the whole population. The entire target population of the study who was provided the information and data related to the objectives of the research study was included employees of Busoro Wet Peat Mining Dredging Project. The total number of the target population was 80 persons including the key informants. Thus, this total of population was used to extract the sample size of the research.

Table 3. 1: Target population and their duties

Unit	Number
-------------	---------------

Finance & Accounting	5
Technicians	5
Human resource	4
Operation	11
Partners	36
Marketing	2
Risk management	5
Global Markets	5
Top Management	2
Drivers	5
Total	80

(Source: Researcher, October 2022)

3.3 Sample Size

Due to the sample size less than 100, the researcher decided to use all population as simple size thus sample size was 80 respondents.

3.3.1 Sampling techniques

This study used census inquiry method. The Census method is also called as a complete enumeration survey method wherein each item in the universe was selected for the data collection (Bryman, A., 2012).

3.4 Data Collection Methods

Data source refers to any material was consulted or used in the due course of the study. Both the primary and secondary data was used in the study.

3.4.1. Primary data sources

As put forward by (Hagood, 2012) «if a person or agency that has published data was earlier collected or supervised the collection of data, the publication was called a primary source»; (Audrey, 2011), adds that «primary sources come straight from people or workers you are researching and therefore the most direct kind of information that the researcher can collect». That is the reason why primary data are firstly gathered by the researcher as a result of the researcher's investigation. In this research, the primary data was composed by information from questions (both qualitative and quantitative) of relevant staffs were participate in the study and

analyzing the influence of strategic management practices in project management on organizational performance related with Busoro Wet Peat Mining Dredging Project.

3.4.2. Secondary data sources

Secondary data was usually extracted from the original data and is often the examination of the study someone else was carried out on a subject or an evaluation of commentary, or summary of primary material (Audrey, 2011). And, Roth further states that these are one step removed from the original and are often an examination of a study someone else was made on a subject or an evaluation of commentary, or summary of primary materials, journal articles, critical reviews are the most common secondary sources. The secondary sources of data for this study were included by different views of strategic management practices in project performance in Rwanda relevant documents that can be accessed by the researcher. Therefore, the secondary data was used toward documentation technique when the researcher collected the data related to the influence of strategic management practices in project performance with reference to Busoro Wet Peat Mining Dredging Project in NYANZA

3.5. Techniques of data collection

The research was relied on questionnaire technique and key documents from the projects.

3.5.1. Questionnaire technique

For the purpose of this study, the researcher was used questionnaires. Questionnaires were consisted of close ended questions since they allow for intensity and richness of individual perception in responding the asked questions and the questions were formulated according to the objectives of the study (Paige, 2012). In this research, the researcher used questionnaires to collect the information related to research topic. The questionnaires were questions structured in a Likert scale with Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. To collect data, the researcher emailed questionnaires to all the respondents who were expected to fill the questionnaire and email it back to the researcher within a week. The closed ended questions require simple answers from the respondents “YES” or “NO”, while open ended questions require respondents to give fully their opinions and views regarding questions being asked in the study.

3.5.2. Interview technique

According to Krlinger (2017), interview is a conversation from which the researchers try to get information to the interviewees. Qualitative questions were asked in relation with the research objectives, and this helps the researchers to get direct information from respondents; therefore, this technique allowed the researcher to collect information related to the influence of strategic

management practices in project performance through oral communication with selected staff of Busoro Wet Peat Mining Dredging Project and the researcher approach respondents in order to see the development technique to be used.

3.5.3. Documentation technique

According to Paige (2012) documentation is a system which formally acknowledges the sources consulted for the research. According to Robert (2014) said that one of the basic advantages of document studies is to explore the sources more fully in order to obtain additional information on an aspect of the subject. This is the extensive study and review of published documents, reports, magazines, journals and policy reports related to the topic. This is important because it reviews the literature and tries to locate global perspectives in order to make a comparative framework for analysis and evaluation for readers; therefore, the researcher uses this documentary technique in order to conduct and get secondary data.

3.5.3. Observation

Action of looking attentively at phenomena, events, beings in order to study them, monitors those, draw conclusions, Patton (2015). Observation research is a qualitative research technique where researchers observe participants' ongoing behaviour in a natural situation. Depending on the type of observation research and the goal of the study in Busoro Wet Peat Mining Dredging Project, researcher had varying levels of participation in the study.

3.6. Piloting

A pilot checks whether the study can be undertaken and provide accurate data (Cargan, 2007). Pilot studies protest the research instrument such as the questionnaire (2014). A pilot study intends to get rid of in advance for expectation to be faced for the ultimate study (Cooper, 2006). Korb (2012) asserts that split test is the important reliability of evidence for questionnaires. The pilot was conducted in HAKAN and was done at 15% equivalent of 12 respondents. The pilot study was carried in split method test whereby questionnaire was divided into two halves of even and odd question numbers. Data from each half was separately analysed and the two results were correlated for the instrument consistently measuring the variables. A correlation coefficient ≥ 0.7 shows that the instrument is reliable.

3.7 Data processing and analysis methods

Under this sub section the researcher shows how the collected data was processed and analysed as follows:

3.7.1. Data processing methods

The data that was collected from respondents were in a row form, which was easy to interpret and analyse for conclusions. Data processing was used to transform the respondent's views into meaningful information. Therefore, enough was done to process it before proper analysis could be made. On this note, editing, coding, and tabulating of data was done in order to be able to handle it easily.

3.7.1.1. Editing

Mbaagah (2009), defines editing as the process whereby errors in completed data collected, schedule and the questions were identified whenever possible. For some unclear responses, the researcher should go back to the respondents so as to make them clarify their responses.

3.7.1.2. Coding

According to Kakooza (2006), coding refers to the «assigning of symbol or a number to a response for identification purpose». This process was used to summarize data by classifying different responses, which was made into categories for easy interpretation and analysis.

3.7.1.3. Tabulation

Mbaagah (2009) said that the process of placing classified data into tabular form is known as tabulation. A table is symmetric arrangement of statistical data in rows and columns. Rows are horizontal arrangements whereas columns are vertical arrangements. Therefore, the researcher uses the tabulation as method of data processing in order to put the collected information into the tables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the detailed findings of the objectives which the researcher sought to achieve. Data was collected from the field using questionnaires and interviews. These data were later analysed using the Statistical Package for Social Sciences (SPSS) version 20. In SPSS, the indicators of influence of strategic management practices on project performance were measured on a nominal scale and the mean and standard deviation of the responses was derived to this analysis. The frequencies and percentages of the responses on a 5-point Likert scale from 5=strongly agree to 1=strongly disagree were also derived from this analysis for the different indicators of influence of strategic management practices on project performance in Rwanda for Busoro Wet Peat Mining Dredging Project in Nyanza District, Rwanda. The analysis led to the findings of the background of the various budget management or respondents

from project implemented as Busoro Wet Peat Mining Dredging Project in Nyanza District, Rwanda. The Pearson correlation was also used to establish a relationship between the independent variable, influence of strategic management practices on project performance at 0.01 significance level, 2-tailed test.

4.1 Profile of Respondents

Under this section the profile of respond of questionnaire is presented. Researcher describes mainly the Gender, Ages, education Level, Experience of respondents from project implemented in Busoro Wet Peat Mining Dredging Project in Nyanza District, Rwanda. Frequencies and percentages have been used to show the responses from the respondents in Busoro Wet Peat Mining Dredging Project in Nyanza District, Rwanda.



4.1.1 Gender of the Respondents

This sub section concerns the evaluation of the gender of the respondents that participated in this study.

Table 4. 1: Gender of the Respondents

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	<i>Male</i>	47	58.9	58.9	58.9
	<i>Female</i>	33	41.1	41.1	100.0
	<i>Total</i>	80	100.0	100.0	

Source: Primary Data (2022)

The findings in table 4.1 shows that 47 representing 58.9% of respondents are males and 33 representing 41.1% of the respondents are female. This shows that male and female are represented in this study and that the strategic management practices and project performance

Were implemented to both male and female families. It implies that in Busoro Wet Peat Mining Dredging Project in Nyanza District, Rwanda male dominates the project more than the female in respective families.

4.1.2 Marital Status

This sub section aims at showing the marital status of the respondents in three categories, single and married

Table 4. 2: Marital Status of the Respondents

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	<i>Married</i>	17	20.5	20.5	20.5
	<i>Single</i>	63	79.5	79.5	100.0
	<i>Total</i>	80	100.0	100.0	

Source: Primary Data (2022)

The findings from table 4.2 indicated that 17 respondents representing 20.5% of the respondents are married are aware of strategic management practices at Busoro Wet Peat Mining Dredging Project in Nyanza District, 63 respondents representing 79.5% of the respondents are singles. Regarding the marital status, it is clearly seen that in this majority of respondents are married.

4.1.3 Age of the Respondents

This sub section shows the age group of the respondents. They are categorized into five categories namely, from 25-30 years old, 31-40 years old, 41-50years old, above 51years old.

4.1.4 Educational Qualification of the Respondents

This sub section shows the findings of the educational qualification of the respondents in terms of five categories, namely, bachelors' degree, Masters and others.

Table 4. 3: Educational Level of the Respondents

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	<i>Primary Education</i>	31	39.1	39.1	39.1
	<i>High School</i>	13	16.6	16.6	55.6
	<i>Undergraduate</i>	29	36.4	36.4	92.1
	<i>Postgraduate</i>	5	5.3	5.3	97.4
	<i>Others</i>	2	2.6	2.6	100.0

<i>Total</i>	80	100.0	100.0
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Source: Primary Data (2022)

The results in table 4.3 showed that 31 representing 39.1% of the respondents have done primary school, 13 representing 16.6% of the respondents have done high school, 29 representing 36.4% of the respondents have done bachelors' degree, 5 representing 5.3% of the respondents hold master's qualification and 2 representing 2.6% of the respondents has other qualifications. These findings indicated that the respondents come from different categories of educational background from Primary school, high school, Bachelors' degree to master's degree and also from other categories. This indicated that the strategic management practices are perceived by different categories of the respondents with diverse groups of educational background.



4.1.5: Occupation of Respondents

This shows the findings of occupation of respondents in terms of different categories.

Table 4. 4: Shows Occupation of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
<i>Valid</i>	<i>Employees</i>	19	23.8	23.8	23.8
	<i>Distributor</i>	9	10.6	10.6	34.4
	<i>Finance Officer</i>	25	31.8	31.8	66.2
	<i>Producer</i>	27	33.8	33.8	100.0
	<i>Total</i>	80	100.0	100.0	

Source: Primary Data (2022)

The results in table 4.4 shows that 19 respondents with 23.8% are employees, 9 respondents with 10.6 % are distributors, 25 respondents with 31.8 % are Finance officer and 27 respondents with 33.8% are producers. This implies that majority of respondents are Finance Officer means that they are always participating in strategic management practices.

4.1.6: For how long have you been in this occupation?

Table below show the period have been working and dealing with occupation

Table 4. 5: Shows how long have you been in this occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	33	41.1	41.1	41.1
	Between 4 and 6 years	21	26.5	26.5	67.5
	7 years and above	26	32.5	32.5	100.0
Total		151	100.0	100.0	

Source: Primary Data (2022)

The results in table 4.5 shows that 33 respondents with 41.1% have been in this occupation less than 3 years, 21 respondents with 26.5% have been in this occupation between 4 and 6 years and 26 respondents with 32.5% have been in this occupation 7 years and above. This implies that majority of respondents have less experience where 41.1% have been in this occupation less than 3 years.

4.1.7 Join Busoro Wet Peat Mining Dredging Project through competitions

The joining is the act or an instance of joining one thing to another especially it is used also by Busoro Wet Peat Mining Dredging Project to get new staffs.

Table 4. 6: Do you join Busoro Wet Peat Mining Dredging Project through competitions?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	70.2	70.2	70.2
	No	23	29.8	29.8	100.0
Total		80	100.0	100.0	

Source: *Primary Data (2022)*

The results in table 4.6 showed that 80 respondents representing 70.2% are saying yes to confirm that they join Busoro Wet Peat Mining Dredging Project through competitions and 23 respondents with 29.8% are not to confirm that they do not Busoro Wet Peat Mining Dredging Project through competitions. This implies that Busoro Wet Peat Mining Dredging Project is known and joined by many beneficiaries of the project.

4.2 Descriptive statistics

This section showed the basic features of a dataset found in a given study basing on the research objectives and research questions: The general objective of this study was assessing the influence of strategic management practices on project performance with a case of Busoro Wet Peat Mining Dredging Project in Nyanza District, Rwanda. Specifically, this research achieved the following objectives to examine the influence of strategic formulation on performance of Busoro Wet Peat Mining Dredging Project; to analyse the influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project; to assess the influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project and to determine the influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project.

4.2.1 Perceptions of the Respondents on strategic analysis of Busoro Wet Peat Mining Dredging Project

The second objective of this study was to analyse the influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project this section provides respondents’ views on the various related statements. The table below presents people’s influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project.

4.2.1 Perceptions of the Respondents on influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project

Table 4. 7: Perceptions of respondents on influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project

Statements	N	Mean	Std. Deviation

Strategic analysis emphasizes a clear vision, the ability to communicate the vision to team members	80	3.85	.9530
Strategic analysis emphasizes the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders	80	4.15	1.4354
Strategic analysis emphasizes strategic purpose at Busoro Wet Peat Mining Dredging Project	80	4.3	.6986
Average		4.1	1.029

(Source: Primary data, October 2022)

The findings in table 4.7 indicated that for the first statement that stated that “Strategic analysis emphasize a clear vision, the ability to communicate the vision to team members” On average the respondents strongly agreed with a mean of 3.85 and standard deviation of .9530 with the statement. This indicated that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “Strategic analysis emphasize the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders” where the respondents agreed with a mean of 4.15 and standard deviation of 1.4354 This indicated that the respondents agreed with the statement as indicated by the very strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “Strategic analysis emphasizes strategic purpose at Busoro Wet Peat Mining Dredging Project”. This was measured by a mean of 4.3 and standard deviation of .6986 This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On the average the respondents agreed with a mean of 4.1 with the strategic analysis is one of factors which contribute to the performance of Busoro Wet Peat Mining Dredging Project. This indicates that the respondents have no money to pay cards because its cost highly.

Table 4. 8: The influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project

SD = strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree.

Statement		SA	A	N	D	SD	Total
Strategic analysis emphasizes a clear vision, the ability to communicate the vision to team members	(n)	37	43	-	-	-	80
	(%)	46.4%	53.6%	-	-	-	100%
Strategic analysis emphasizes the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders	(n)	27	31	11	6	5	80
	(%)	33.1%	39.7%	13.2%	7.2	6.6	100%
Strategic analysis emphasizes strategic purpose at Busoro Wet Peat Mining Dredging Project	(n)	37	43	-	-	-	80
	(%)	46.4	53.6	-	-	-	100%

(Source: Primary data, October 2022)

From the table, the findings indicated that 37 of respondents with 46.4% are strongly agree that strategic analysis emphasize a clear vision, the ability to communicate the vision to team members while 43 of respondents with 53.6% are agree that strategic analysis emphasize a clear vision, the ability to communicate the vision to team members. 27 of respondents with 33.1% are strongly agree that strategic analysis emphasize the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders, 31 of respondents with 39.7% are agree that strategic analysis emphasize the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders, 11 of respondents with 13.2% are neutral with the statement, 6 of respondents with 7.2% are disagree that there are not strategic analysis emphasize the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders while 5 of respondents with 6.6% are strongly disagree that there are not strategic analysis emphasize the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders.

4.2.2 Perceptions of the Respondents on influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project

Table 4. 9: Perceptions of respondents on influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project

Statements	N	Mean	Std. Deviation
Busoro Wet Peat Mining Dredging Project has clear reason for being in the business activities	80	4.124	.1.3672
Strategic implementation is planning the work, planning the tasks and subtasks at Busoro Wet Peat Mining Dredging Project	80	4.245	.7724
Strategic implementation is planning the time, and planning the people and resources at Busoro Wet Peat Mining Dredging Project	80	4.100	.9563
Average		4.16	1.032

Source: Primary data, October, 2022

The findings in table 4.9 indicated that for the first statement that stated that “Busoro Wet Peat Mining Dredging Project has clear reason for being in the business activities” On average the respondents agreed with a mean of 4.124 and standard deviation of 1.3672 with the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “Strategic implementation is planning the work, planning the tasks and subtasks at Busoro Wet Peat Mining Dredging Project” where the respondents agreed with a mean of 4.245 and standard deviation of .7724. This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “Strategic implementation is planning the time and planning the people and resources at Busoro Wet Peat Mining Dredging Project” this was measured by a mean of 4.100 and standard deviation of .9563. This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

On average the respondents agreed with a mean of 4.16 and standard deviation of 1.032 with the strategic implementation. This indicates that the project has their strategic implementation which is one of factors of performance used at Busoro Wet Peat Mining Dredging Project.

Table 4. 10: The influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project

SD = strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree.

Statement		SA	A	N	D	SD	Total
Busoro Wet Peat Mining Dredging Project has clear reason for being in the business activities	(n)	34	37	9	-	-	80
	(%)	43%	46.3%	10.5	-	-	100%
Strategic implementation is planning the work, planning the tasks and subtasks at Busoro Wet Peat Mining Dredging Project	(n)	27	31	15	7	-	80
	(%)	33.1%	39.7%	19.8%	7.2	-	100%
Strategic implementation is planning the time, and planning the people and resources at Busoro Wet Peat Mining Dredging Project	(n)	38	42	-	-	-	80
	(%)	47.1	52.9	-	-	-	100%

(Source: Primary data, October, 2022)

The findings indicate that 34 of respondents with 43% are strongly agree that Busoro Wet Peat Mining Dredging Project has clear reason for being in the business activities, 37 of respondents with 46.3% are agree that Busoro Wet Peat Mining Dredging Project has clear reason for being in the business activities while 9of respondents with 10.5% are neutral with statement.

Other hands 27 of respondents with 33.1% are strongly agree that strategic implementation is planning the work, planning the tasks and subtasks at Busoro Wet Peat Mining Dredging Project, 31 of respondents with 39.7% are agree that strategic implementation is planning the work, planning the tasks and subtasks at Busoro Wet Peat Mining Dredging Project, 15 of respondents with 19.8% are neutral with statement while 7 of respondents with 7.2% are disagree that there is no strategic implementation is planning the work, planning the tasks and subtasks at Busoro Wet Peat Mining Dredging Project.

Another 38 of respondents with 47.1% are strongly agree that strategic implementation is planning the time and planning the people and resources at Busoro Wet Peat Mining Dredging Project while 42 of respondents with 52.9% are agree that strategic implementation is planning the time, and planning the people and resources at Busoro Wet Peat Mining Dredging Project.

4.2.3 Perceptions of the Respondents about strategic formulation

Table 4. 11: Perceptions of respondents on strategic formulation on performance of Busoro Wet Peat Mining Dredging Project

Statements	N	Mean	Std. Deviation
Busoro Wet Peat Mining Dredging Project is creating a product through strategic formulation for services that perceived as unique “throughout the industry	80	4.35	1.039
Busoro Wet Peat Mining Dredging Project is concentrating on strategic formulation on a limited part of the market and a focus on cost	80	2.30	1.454
Strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project	80	4.15	1.136
Average		3.6	1.207

(Source: Primary data, October, 2022)

The findings in table 4.11 first statement indicated the respondents agreed that there was Busoro Wet Peat Mining Dredging Project is creating a product through strategic formulation for services that perceived as unique “throughout the industry”. The respondents agreed with a mean of 4.35 and standard deviation of 1.039 with the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “Busoro Wet Peat Mining Dredging Project is concentrating on strategic formulation on a limited part of the market and a focus on cost” where the respondents strongly agreed with a mean of 2.30 and standard deviation of 1.454. This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. Strategy formulation is essential for achieving and measuring the attainability of goals. After creating strategies, Busoro Wet Peat Mining Dredging Project typically educates its employees, so they know the organization's purpose, workplace objectives and goals.

The third statement was “Strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project”. This was measured by a mean of 4.15 and standard deviation of 1.136. This indicated that the respondents disagreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On the average the respondents agreed with a mean of 3.6 and standard deviation of 1.207 with the Busoro Wet Peat Mining Dredging Project. This indicates that most respondents appreciate strategic formulation done by Busoro Wet Peat Mining Dredging Project.



Table 4. 12: Influence of strategic formulation on performance of Busoro Wet Peat Mining Dredging Project

SD = strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree.

Statement		SA	A	N	D	SD	Total
Busoro Wet Peat Mining Dredging Project is creating a product or services that perceived as unique “throughout the industry	(N)	34	37	9	-	-	80
	(%)	43	46.3	10.5	-	-	100%
Busoro Wet Peat Mining Dredging Project is concentrating on a limited part of the market and a focus on cost	(N)	34	46	-	-	-	80
	(%)	43.1	56.9	-	-	-	100%
	(N)	26	37	9	8	-	80

Strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project	(%)	33.1	46.3	10.5	9.9	-	100%
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(Source: Primary data, October, 2022)

The findings indicated that 34 of respondents with 43% strongly agreed that Busoro Wet Peat Mining Dredging Project is creating a product or services that perceived as unique “throughout the industry, 43 of respondents with 46.3% are agree that Busoro Wet Peat Mining Dredging Project is creating a product or services that perceived as unique “throughout the industry while 9 of respondents with 10.5% are neutral about statement. In addition, the findings indicate that 34 of respondents with 43.1% are strongly agree that Busoro Wet Peat Mining Dredging Project is concentrating on a limited part of the market and a focus on cost while 46 of respondents with 56.9% are agree that Busoro Wet Peat Mining Dredging Project is concentrating on a limited part of the market and a focus on cost.

Further, the table indicates that 26 of respondents with 33.1% strongly agreed that strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project, 37 of respondents with 46.3% are agree that strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project, 9 of respondents with 10.5% are neutral about statements while 10 of respondents with 9.9% are disagree that there is no strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project.

4.2.4 Perceptions of the Respondents on influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project

Table 4. 13: Perceptions of respondents on influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project

Statements	N	Mean	Std. Deviation
Strategic evaluation ensures all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project	80	3.85	.988

Strategic evaluation brings values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project	80	3.80	1.196
Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project	80	3.95	1.190
Average		3.86	

(Source: Primary data, October, 2022)

The findings in table 4.13 indicated that for the first statement that stated that “Strategic evaluation ensure all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project” On average the respondents agreed with a mean of 3.85 and standard deviation of .988 with the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “Strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project” where the respondents agreed with a mean of 3.8 and standard deviation of 1.196. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project “with a mean of 3.95 and standard deviation of 1.190. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On average the respondents agreed with a mean of 3.86 with strategic evaluation. This indicates that the respondents have enough information on strategic evaluation.

Table 4. 14: The influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project

SD = strongly disagree, D= disagree, N= Neutral, A= agree, SA= strongly agree.

Statement		SA	A	N	D	SD	Total
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Strategic evaluation ensures all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project	(n)	43	37	-	-	-	80
	(%)	53.6%	42.4%	-	-	-	100%
Strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project	(n)	33	31	16	-	-	80
	(%)	40.3%	39.7%	19.8%	-	-	100%
Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project	(n)	38	42	-	-	-	80
	(%)	47	53	-	-	-	100%

(Source: Primary data, October, 2022)

From the findings above shows that 43 of respondents with 53.6% are strongly agree that strategic evaluation ensure all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project while 37of respondents with 42.4% are agree that strategic evaluation ensure all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project.

Other 33 of respondents with 40.3% are strongly agree that strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project, 31 of respondents with 39.7% are agree that strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project while 16 of respondents with 19.8% are neutral with the statements. Other hands 38 of respondents with 47% are strongly agree that Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project while 42 with 53% of respondents are agree that Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project.

4.3 Inferential statistics

4.3.1 Correlation analysis

Table 4.15: Correlation coefficients between strategic management practices and project performance

		Strategic management practices	Project performance
Strategic management practices	Pearson Correlation	1	.657**
	Sig. (2-tailed)		.000
	N	80	80
Project performance	Pearson Correlation	.657**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Findings in Table no 4.15 illustrate correlation coefficients between strategic management and project performance in Busoro. There is a fantastic and superb strong correlation among strategic management and project performance in Busoro as Pearson correlation confirmed ($r=.657^{**}$ with p-value of $0.000 < 0.01$); however out of taken into consideration different factors have an influence on project performance, strategic management practices in terms of strategic analysis, strategic formulations, strategic implementation and strategic evaluation have a vast and high relationship of 65.7% project performance while 34.3% is caused by unknown factors

4.3.2Regression

This refers to a statistical technique that uses two or more independent variables to predict the outcome of a dependent variable. The technique enables analysts to determine the variation of the model and the relative contribution of each independent variable in the total variance. Based on those variables, the following functions were set:

$Y= f(X)$, therefore, $Y=\beta_0+\beta_1x_1+\beta_2x_2+\beta_3x_3+\beta_4x_4+\epsilon$. Findings in Table 4.8 show model summary

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.587 ^a	.345	.308	1.63028	1.807

a. Predictors: (Constant), *strategic analysis, strategic evaluation, strategic implementation, strategic evaluation*

b. Dependent Variable: project performance

Adjusted R² is a corrected goodness of fit measure for linear models. It identifies the percentage of variance in the target field that is explained by the input or inputs. This attempts to correct for this overestimation. It might decrease if a specific effect does not improve the model. Adjusted R squared is calculated by dividing the residual mean square error by the total mean square error. Findings in Table no 4.8 show model summary of regression analysis on the independent variables and employee performance because the structured variable. The adjusted R-Square is used to compensate for extra variables within the version.

In this case, the adjusted R-square value tells us that our model accounts for 30.8% of variance in the scores of good models. Findings showed the value of R. is 0.587^a that's categorized as excessive courting. The observe also provided R-square is 0.345, which means that the percentage of project performance. This indicates that the model is big, and fine very robust, as the independent variable very incredibly explains the dependent variable.

Table 4.17: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	99.418	4	24.855	9.86	.000^b
Residual	188.704	75	2.52		
Total	288.122	79			

a. Dependent Variable: Project performance

b. Predictors: (Constant), strategic analysis, strategic formulation, strategic implementation, strategic evaluation

The evaluation of variance is a partitioning of the total variance in a fixed of records into some of thing parts, in order that the relative contributions of identifiable sources of variant to the total variation in measured responses may be determined. From this partition, suitable F-tests may be derived to permit differences between sets of method to be assessed. Accordingly, ANOVA is a bio statistical technique for figuring out whether a distinction exists among the way of three or more impartial populations. The one-manner ANOVA parametric look at result in either accepting or rejecting this null hypothesis.

In this situation, from the ANOVA Table 4.17 show mode or F-test is 9.86 which is fantastic with p-value is 0.000^b much less than 0.01, set as widespread significance tiers. However, this study has rejected null hypothesis (Ho) stated that There is no significant and positive relationship between strategic management practices and project performance in Busoro and while alternative hypothesisH1 said that There is significant and positive relationship between strategic management practices and project performance in Busoro.

Table 4.18: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.717	1.543		4.354	.000
Strategic analysis	.010	.046	.029	.212	.003
Strategic formulation	.001	.055	.003	.023	.001
Strategic implementation	.238	.046	.582	5.212	.000
Strategic evaluation	.010	.060	.018	.164	.000

a. Dependent Variable: project performance

Regression coefficients are the estimates of the unknown population parameters and describe the relationship between a predictor variable and the response. In linear regression, coefficients are the values that multiply the predictor values. The results from Table 4.18 indicated that strategic analysis has positive and significant effect on project performance as ($\beta_1=0.029$, $t=0.212$; $p\text{-value}=0.003$ less than significant standard of 1%). Findings show that strategic formulation has positive and significant effect on project performance as ($\beta_2=0.003$, $t=0.023$ and $p\text{-value}=.001$ less than standard significant of 1%).

Strategic implementation has positive and significant effect on project performance where ($\beta_3=.582$, $t=5.212$ and $p\text{-value}=.000$ less than 1%). Findings also show that strategic evaluation has positive and significant effect on project performance as ($\beta_4=.018$, $t=0.164$ and $p\text{-value}=.000$ less than standard significant of 1%).

The regression equation shows that project performance of always relies upon on a constant aspect of 6.717 regardless of the existence of other factors. The alternative variables explain that; every unit change in strategic management, however x_1 , x_2 , x_3 , x_4 equivalent with 0.029; 0.003; 0.582; 0.018; with 1.543 as standard error that affect the project performance of Busoro



CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the final summary of the research findings, the conclusion, the recommendations, and suggestions for future research. Both the summary of findings and recommendations are based on the objectives of the study which is each summary is done regarding the purpose and objectives of this Study. A conclusion is also made according to the findings. Finally, recommendations are made for each finding.

5.1 Summary of Findings

results in table 4.5 shows that 33 respondents with 41.1% have been in this occupation less than 3 years, 21 respondents with 26.5% have been in this occupation between 4 and 6 years and 26 respondents with 32.5% have been in this occupation 7 years and above. This implies

that majority of respondents have less experience where 41.1% have been in this occupation less than 3 years.

The results in table 4.6 showed that 80 respondents representing 70.2% are saying yes to confirm that they join Busoro Wet Peat Mining Dredging Project through competitions and 23 respondents with 29.8% are no to confirm that they do not Busoro Wet Peat Mining Dredging Project through competitions. This implies that Busoro Wet Peat Mining Dredging Project is known and joined by many beneficiaries of the project.

This section showed the basic features of a dataset found in a given study basing on the research objectives and research questions: The general objective of this study was to assess the influence of strategic management practices on project performance with a case of Busoro Wet Peat Mining Dredging Project in Nyanza District, Rwanda. Specifically, this research achieved the following objectives to examine the influence of strategic formulation on performance of Busoro Wet Peat Mining Dredging Project; to analyse the influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project; to assess the influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project and to determine the influence of strategic evaluation on performance of Busoro Wet Peat Mining Dredging Project. The findings in table 4.11 first statement indicated the respondents agreed that there was Busoro Wet Peat Mining Dredging Project is creating a product through strategic formulation for services that perceived as unique “throughout the industry”. The respondents agreed with a mean of 4.35 and standard deviation of 1.039 with the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “Busoro Wet Peat Mining Dredging Project is concentrating on strategic formulation on a limited part of the market and a focus on cost” where the respondents strongly agreed with a mean of 2.30 and standard deviation of 1.454. This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. Strategy formulation is essential for achieving and measuring the attainability of goals. After creating strategies, Busoro Wet Peat Mining Dredging Project typically educates its employees, so they know the organization's purpose, workplace objectives and goals.

The third statement was “Strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project”. This was measured by a mean of 4.15 and standard deviation of 1.136. This indicated that the respondents disagreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On the average the respondents agreed with a mean of 3.6 and standard deviation of 1.207 with the Busoro Wet Peat Mining Dredging Project. This indicates that most respondents appreciate strategic formulation done by Busoro Wet Peat Mining Dredging Project.

findings indicated that 34 of respondents with 43% strongly agreed that Busoro Wet Peat Mining Dredging Project is creating a product or services that perceived as unique “throughout the industry, 43 of respondents with 46.3% are agree that Busoro Wet Peat Mining Dredging Project is creating a product or services that perceived as unique “throughout the industry while 9 of respondents with 10.5% are neutral about statement. In addition, the findings indicate that 34 of respondents with 43.1% are strongly agree that Busoro Wet Peat Mining Dredging Project is concentrating on a limited part of the market and a focus on cost while 46 of respondents with 56.9% are agree that Busoro Wet Peat Mining Dredging Project is concentrating on a limited part of the market and a focus on cost.

Further, the table indicates that 26 of respondents with 33.1% strongly agreed that strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project, 37 of respondents with 46.3% are agree that strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project, 9 of respondents with 10.5% are neutral about statements while 10 of respondents with 9.9% are disagree that there is no strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project.

The findings in table 4.13 indicated that for the first statement that stated that “Strategic evaluation ensure all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project” On average the respondents agreed with a mean of 3.85 and standard deviation of .988 with the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “Strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project” where the respondents agreed with a mean of 3.8 and standard deviation of 1.196. This indicated that

the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

third statement evaluated was “Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project” with a mean of 3.95 and standard deviation of 1.190. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On average the respondents agreed with a mean of 3.86 with strategic evaluation. This indicates that the respondents have enough information on strategic evaluation.

From the findings above shows that 43 of respondents with 53.6% are strongly agree that strategic evaluation ensure all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project while 37 of respondents with 42.4% are agree that strategic evaluation ensure all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project.

Other 33 of respondents with 40.3% are strongly agree that strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project, 31 of respondents with 39.7% are agree that strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project while 16 of respondents with 19.8% are neutral with the statements. Other hands 38 of respondents with 47% are strongly agree that Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project while 42 with 53% of respondents are agree that Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project.

Findings in Table no 4.15 illustrate correlation coefficients between strategic management and project performance in Busoro. There is a fantastic and superb strong correlation among strategic management and project performance in Busoro as Pearson correlation confirmed ($r=.657^{**}$ with p-value of $0.000 < 0.01$); however out of taken into consideration different factors have an influence on project performance, strategic management practices in terms of strategic analysis, strategic formulations, strategic implementation and strategic evaluation have a vast and high relationship of 65.7% project performance while 34.3% is caused by unknown factors

This refers to a statistical technique that uses two or more independent variables to predict the outcome of a dependent variable. The technique enables analysts to determine the variation of the model and the relative contribution of each independent variable in the total variance. Based on those variables, the following functions were set:

Adjusted R^2 is a corrected goodness of fit measure for linear models. It identifies the percentage of variance in the target field that is explained by the input or inputs. This attempts to correct for this overestimation. It might decrease if a specific effect does not improve the model. Adjusted R squared is calculated by dividing the residual mean square error by the total mean square error. Findings in Table no 4.8 show model summary of regression analysis on the independent variables and employee performance because the structured variable. The adjusted R-Square is used to compensate for extra variables within the version.

In this case, the adjusted R-square value tells us that our model accounts for 30.8% of variance in the scores of good models. Findings showed the value of R. is 0.587^a that's categorized as excessive courting. The observe provided also R-square is 0.345, which means that the percentage of project performance. This indicates that the model is big, and fine very robust, as the independent variable very incredibly explains the dependent variable.

The evaluation of variance is a partitioning of the total variance in a fixed of records into some of thing parts, in order that the relative contributions of identifiable sources of variant to the total variation in measured responses may be determined. From this partition, suitable F-tests may be derived to permit differences between sets of method to be assessed. Accordingly, ANOVA is a bio statistical technique for figuring out whether a distinction exists among the way of three or more impartial populations. The one-manner ANOVA parametric look at result in either accepting or rejecting this null hypothesis.

From the ANOVA Table 4.17 show mode or F-test is 9.86 which is fantastic with p-value is 0.000^b much less than 0.01, set as widespread significance tiers. However, this study has rejected null hypothesis (H_0) stated that There is no significant and positive relationship between strategic management practices and project performance in Busoro and while alternative hypothesis H_1 said that There is significant and positive relationship between strategic management practices and project performance in Busoro.

Regression coefficients are the estimates of the unknown population parameters and describe the relationship between a predictor variable and the response. In linear regression, coefficients are the values that multiply the predictor values. The results from Table 4.18 indicated that Job rotation has positive and significant effect on project performance as ($\beta_1=0.029$, $t= 0.212$; p-value= 0.003 less than significant standard of 1%). Findings show that strategic analysis has

positive and significant effect on project performance as ($\beta_2 = 0.003$, $t = 0.023$ and $p\text{-value} = .001$ less than standard significant of 1%). Strategic formulation has positive and significant effect on project performance where ($\beta_3 = .582$, $t = 5.212$ and $p\text{-value} = .000$ less than 1%). Findings also show that strategic implementation has positive and significant effect on project performance as ($\beta_4 = .018$, $t = 0.164$ and $p\text{-value} = .000$ less than standard significant of 1%).

The regression equation shows that project performance of always relies upon on a constant aspect of 6.717 regardless of the existence of other factors. The alternative variables explain that; every unit change in strategic management, however x_1 , x_2 , x_3 , x_4 equivalent with 0.029; 0.003; 0.582; 0.018; with 1.543 as standard error that affect the project performance of Busoro

5.2 Conclusion

Strategic management practices bodies are fundamental instruments for arranging and estimating which position the organization to meet requests and changes which might come up within the course of releasing its administrations. This think about uncovers that, REC Ltd as an open institution contains a clear vital arrange which is verbalized to all of its workers at different levels and divisions inside the area. It uncovers that, the unequivocally understanding of components of different measurements of key administration hones demonstrate the viability and productivity of such arranging embraced by representatives and thus influences its execution of Busoro Damp Peat Mining Digging Extend.

5.2 Recommendations

Based on the analysis discussed, the following recommendations are made so as to help the Busoro Wet Peat Mining Dredging Project to enhance its operations. All factors of various dimensions of strategic plans and performance indicators should be put into the right perspective, to help the general workforce of Busoro Wet Peat Mining Dredging Project to understand the main objectives and the strategic management practices in place to achieve objectives for fiscal years. This will enlighten the employees of Busoro Wet Peat Mining Dredging Project the to gear towards delivering services to enhance the general strategy and to raise its performance.

Moreover, the factor In-depth program evaluation should be conducted as part of the strategic management practices. This includes assessment based on identified benchmarks for quality

and specific outcomes and process whereby objectives are redefined, well communicated to staff and corrected when mistakes are committed. This enables the district to achieve a great measure on its strategic planning policy.

Again, all the factors relative to leadership should be well articulated to management and staff of Busoro Wet Peat Mining Dredging Project. This will help the employees to know and understand the style of leadership adopted for the operations and governance of Busoro Wet Peat Mining Dredging Project and keep them focused in working towards achieving the objectives. It is also recommended that lines of communication between managerial and non-managerial staff should be improved in order to encourage and support the flow of information and feedback mechanisms. In addition to the above, set program goals and budgets should be properly communicated to staff for them to have a knowledge of Busoro Wet Peat Mining Dredging Project goals and resources budgetary allocations. This was linked to the benefits of strategic management practices while maintaining the benefits of project performance available anytime to aid management for better decisions that leads to better results and benefits (Bryson et al,2015).

5.4 Suggestions for Further Research

Since the study aimed at strategic management practices on project performance, further studies would look at the following;

- i. Influence of strategic management practices on organisational performance
- ii. Impact of strategic management practices on project implementation
- iii. Effect of strategic management practices on project performance using case of East Africa.

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RESEARCH QUESTIONNAIRES

Dear Respondent, my name is **MPINGANZIMA Aline Benigne** a student of University of Kigali; I am pursuing Master's Degree of business administration in project management, I am conducting research related on this topic *"The influence of strategic management practices in project performance, a case study of Busoro Wet Peat Mining Dredging Project"*. My objectives are: to determine the influence of strategic evaluation on performance of Busoro

Wet Peat Mining Dredging Project, to analyse the influence of strategic analysis on performance of Busoro Wet Peat Mining Dredging Project, to examine the influence of strategic formulation on performance of Busoro Wet Peat Mining Dredging Project and to assess the influence of strategic implementation on performance of Busoro Wet Peat Mining Dredging Project. This questionnaire is designed for academic purposes only and information given will be treated with confidentiality, and will be an aid in obtaining necessary data for my research topic. Finally, your participation will contribute highly to the Rwandan society.

Please do not hesitate to participate.

Instructions:

- Please put a tick (against an assumption if you agree with it)
- Where the question requires you to explain, please write your answer in the provided space
- If you don't know or you don't have a response to the question, leave the blank and just jump to the following question.

SECTION A: Personal information

1. Gender

Male

Female

2. Marital status

Single

Married

3. Educational level

Primary

High school

Undergraduate

Postgraduate

Others (specify)

.....
.....

4. What is your position at Busoro Wet Peat Mining Dredging Project?

- 1. Employees
- 2. Distributor
- 3. Finance Officer
- 4. Producer

5. For how long have you been in this position?

- Less than 3 years
- 4-6 years
- 7 years and above

6. Do you join Busoro Wet Peat Mining Dredging Project through completions?

- Yes No



SECTION B: QUESTIONNAIRES RELATED WITH STRATEGIC MANAGEMENT PRACTICES

QUESTIONS RESERVED FOR PEOPLE OF BUSORO WET PEAT MINING DREDGING PROJECT.

Use codes where: (1=Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree.)

	Statements	1	2	3	4	5
1	Strategic Formulation					
	Busoro Wet Peat Mining Dredging Project is creating a product through strategic formulation for services that perceived as unique “throughout the industry					
	Busoro Wet Peat Mining Dredging Project is concentrating on strategic formulation on a limited part of the market and a focus on cost					
	Strategic formulation consists in analysis of strategic environment at Busoro Wet Peat Mining Dredging Project					
	Strategic formulation consists in development of mission and vision statements at Busoro Wet Peat Mining Dredging Project					
	Establishment of long-term objectives; and generation of strategic options and selection of particular strategies to implement at Busoro Wet Peat Mining Dredging Project					
2	Strategic Analysis					
	Strategic analysis emphasize a clear vision, the ability to communicate the vision to team members					
	Strategic analysis emphasize the ability to organize in an effective and efficient manner and balancing the conflict of interest of all subordinates and stakeholders					
	Strategic analysis emphasize strategic purpose at Busoro Wet Peat Mining Dredging Project					
	Strategic analysis is used as key goals and action planning at Busoro Wet Peat Mining Dredging Project					
3	Strategic implementation					
	Busoro Wet Peat Mining Dredging Project guides its customer without any time limit.					

	Busoro Wet Peat Mining Dredging Project has clear reason for being in the business activities.					
	Strategic implementation is planning the work, planning the tasks and subtasks at Busoro Wet Peat Mining Dredging Project					
	Strategic implementation is planning the time, and planning the people and resources at Busoro Wet Peat Mining Dredging Project					
4	Strategic Evaluation					
	Strategic evaluation ensure all activities that are being developed within institutions at Busoro Wet Peat Mining Dredging Project					
	Strategic evaluation bring values that guide the organization and its organizational culture at Busoro Wet Peat Mining Dredging Project					
	Strategic evaluation is about measurement of performance at Busoro Wet Peat Mining Dredging Project					
	Strategic evaluation is about analyzing variance at Busoro Wet Peat Mining Dredging Project					

**SECTION C: QUESTIONNAIRES RELATED WITH PROJECT PERFORMANCE
 QUESTIONS RESERVED FOR PEOPLE OF BUSORO WET PEAT MINING
 DREDGING PROJECT**

	Statements	1	2	3	4	5
1	Timeliness					

	The deadlines are respected and considered in performance evaluation at the Busoro Wet Peat Mining Dredging Project					
	Staff are regularly updated on any matter related to their work and life and any matter regarding the employer at Busoro Wet Peat Mining Dredging Project					
2	Stakeholders involvement					
	Responsibilities and impact of stakeholders involvement at Busoro Wet Peat Mining Dredging Project					
	Sponsorship and compliance of Stakeholders involvement at Busoro Wet Peat Mining Dredging Project					
3	Cost					
	Direct Material. It represents the raw material or goods necessary to produce or manufacture a product					
	Indirect Material at Busoro Wet Peat Mining Dredging Project					
4	Scope					
	Project overview and objectives at Busoro Wet Peat Mining Dredging Project					
	Project deliverables at Busoro Wet Peat Mining Dredging Project					

Thank you for your valuable time in answering to these questions.

APPENDIX D: INTERVIEW GUIDE FOR MANAGERS

1. What are the strategic management practices that are implemented by the Busoro Wet Peat Mining Dredging Project for tackling competitors and retaining customers?

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2. What are the challenges facing while implementing strategic management practices at Busoro Wet Peat Mining Dredging Project?

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.....

3. What are the best strategic management practices and fruitful that has been ever implemented at Busoro Wet Peat Mining Dredging Project?

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.....

4. What is your view on the influence of strategic management practices on project performance of Busoro Wet Peat Mining Dredging Project?

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.....

Thank you for your cooperation

MPINGANZIMA Aline Benigne



APPENDIX III: WORK PLAN

ACTIVITIES	April-Aug, 2022	Aug to Sept, 2022	Sept to Oct, 2022
Working on research proposal			

Data correction			
Data analysis, Writing report and submission			

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APPENDIX IV: BUDGET

ACTIVITIES	COST (FRW)
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Internet	100,000 Frw
Buying articles	75,000 Frw
Airtime	50,000 Frw
Transport	225,000 Frw
Up keep (Breakfast, lunch and drinks)	200,000 Frw
Printing and Binding	120,000 Frw
Publishing of article	75,000 Frw
Other expenses	200,000 Frw
Total	1,045,000 Frw

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