



GSJ: Volume 10, Issue 11, November 2022, Online: ISSN 2320-9186

www.globalscientificjournal.com

**PROJECT TEAM MANAGEMENT AND PERFORMANCE OF RWANDA
ELECTRICITY SECTOR STRENGTHENING PROJECT (RESSP) IN NYARUGENGE
DISTRICT, RWANDA**

UWIMANA Esperance
Email: cloeespe@gmail.com
Reg. Number: MSCPM/2020/09/6448

**Postgraduate Studies in Partial Fulfilment of the Requirements for the Award of Master of
Science in Project Management (MSC in PM) of University of Kigali**

ABSTRACT

The aim of this study is to assess the effect of project team Management on the performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District while this study was guided by four specific objectives which include to examine the effect of project team development on Performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District; to determine the effect of team performance management on Performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District; to find out the effect of project team communication management on Performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District and to assess the effect of team conflict management practices on Performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District. The study used survey research design such as descriptive survey research and analytical research design by using both quantitative and qualitative approach. The study covers by 97 stakeholders of RESS project including 80 employees of RESSP project, 12 local government authorities include 10 sectors social affairs and 2 District social affairs of Nyarugenge District and 5 top managers of Energy Utility Corporation Limited (EUCL) as sample size. The study used census method as sampling techniques to select entire element of population. Questionnaire, interview guide, documentary review and observation were used to collect data and finally the study used descriptive statistics and inferential statistics as method of data analysis. The findings revealed that team motivation practices; project team communication management; team conflict management had significant positive effect on performance of RESSP project as indicated by ($\beta_2= 0.477$, $p\text{-value}=0.000<0.05$); ($\beta_3= 0.316$, $p\text{-value}=0.000<0.05$); ($\beta_4= 0.188$, $p\text{-value}=0.000<0.05$) while team development practices had insignificant positive effect on performance of RESSP project as indicated by ($\beta_1= 0.048$, $p\text{-value}=0.194>0.05$) which implies that an increase of one unit in team development practices; team motivation practices; project team communication management; team conflict management would lead to an increase of 0.048; 0.477; 0.316 and 0.188 units in performance of RESSP project. Based on the study

findings, the study concluded that team management practices such as team development practices, team motivation, team communication management and team conflict management explains (60.8%) of the performance of RESSP project at 95% confidence of internal.

Key words: Project team Management; performance of Project and Rwanda

1. INTRODUCTION

In this world of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the output of individuals through collaboration. Employees who are working in teams become the standard for the organization (Alie, Beam & Carey, 2018). It is the mean of improving man-power utilization and potentially raising performance of individual. With a support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Fung & Cheng, 2018).

Managing a project team acquiring the project team is often complicated by the fact that the project management team will not usually have direct control over everyone they would like to have involved in the project. They may need to negotiate with others who are in a position to provide the right number of individuals with the appropriate level of knowledge skills and experience (Wu, & Chen, 2014).



Employee team development in United States organizations is often viewed as a series of stages. Although all the attributes and skills needed for an ideal working relationship are important at every stage, some become more crucial as the team develops and staff members increase their level of involvement (Aydin & Ceylan, 2009). At a minimum, it's important for individual staff members to realize the benefits of teamwork in organizations and to have a commitment toward working together. With a positive attitude toward team efforts, and with increased opportunity and time to practice teamwork skills, staff members can develop as an effective working team, and consequently have greater impact upon clientele problems (Nguyen, 2003).

According to Iranian Construction Company, project team management is critical in the attainment of project objectives in that the responsibility of implementing various activities rests with project team members (Omid and Mehdi 2016). By encouraging project team management in projects, managers place team members in their right positions. As a result, team members feel valued hence, helps the team member feel more ingrained in the assignment (Aydin&Ceylan, 2009).

According to Chan, et al., (2011) in their study carried out in Hong Kong, they found that there is a positive relationship between project team management, members' job satisfaction and project performance. Gido and Clements (2011) in their study, concluded that there are important characteristics of effective teams, which include; unity, sharing, cooperation, trust, timely effective communication and good ethical behavior. These characteristics are important factors in project team management that eventually contributes to project success (Yang, *et al.*, (2013)

In South Africa, project team management is becoming lucrative business idea, and most organizations have work on team based approach responsibilities, whereas in Ethiopia 60 percent of construction projects have adopted team-based structure that has proved to be effective. Team members support each other, besides deciding on a common approach to accomplish their task, resolve conflicts and make decisions (Chen & Lin, 2014).

A study carried out in Uganda hospitals showed that project team management plays a multitude of roles, in managing modern organizations. It emphasized that team members need to work closely, dedicate them to work and be willing to act accordingly. To resolve challenges that may arise, the team needs to be accorded support and resources to deal with them in a constructive manner (Tukahebwa 2010).

Many organizations in Rwanda have embraced project team management in their operations, it has become part of management initiatives designed to improve employee productivity. Project team management empowers people and helps them develop autonomy, which is a source of good performance by employees. Project team management also support employee exchange of ideas; sharing of work experiences; networking; information dissemination and sharing; partnership among employees; closeness between employees and managers; working on joint tasks and sharing of ideas are positive impacts in project team management performance. A team is no longer a group of people working in the same area, using the same equipment, dealing with the same clients within the same location. Nowadays, a team is comprised of people from different organizations, located around the globe with a high degree of interdependence geared toward the accomplishment of mutual goals.

2 Statement of the Problem

Despite the role of Project team management practices in order to achieve the performance of government projects in Rwanda but some government institutions like WASAC and REG still facing the problem of poor project team management practices which results to poor performance (RGB, 2020). Number of development projects is failing due to lack of team work

whereby each staff consider other staff as competitors leading to negative competition (RGB, 2020).

For example in Rwandan energy sector has faced a number of challenges such as poor energy supply and demand analysis, poor coordination of project team, insufficient fund for monitor, absence of proper curricula in energy studies at many instructions of higher learning and inadequate human resources and institutional capacity (NISR, 2018) resulting to poor performance of some project implemented by Rwanda Energy Group such as 52.7% of projects were not able to complete on time and over cost, and 31.1% not fulfilled the scope.

Number of studies have been conducted to gain insight into effect of project team management on performance of projects like regional studies done by Njue and Rugendo(2019), studied on the influence of team management practices on Performance of Community-Based Projects in Embu County, Kenya and other hand study conducted in Rwanda done by Munyaburanga(2017), studied on the teamwork and project implementation in Rwanda with empirical evidence of Ibyiringiro Project. From the above-mentioned studies no study has focused on the effect of project team management on performance of energy projects specifically Rwanda Energy sector strengthening project. A gap this study seeks to fill. Moreover, due to the sectorial and contextual and economic status is differences among stakeholders of Rwanda Energy sector strengthening project would not be assumed to be similar to other studies, unless empirical findings reveal so. It is on this premise the study, therefore, it is very important that this study is undertaken to investigate the effect of project team management on the performance of Rwanda Electricity Sector Strengthening Project.

3. Objectives of the Study

This study was guided by the following specific objectives:

1. To examine the effect of project team development on performance of RESSP project in Nyarugenge District
2. To determine the effect of project team motivation on performance of RESSP project in Nyarugenge District
3. To find out the effect of project team communication management on performance of RESSP project in Nyarugenge District
4. To assess the effect of team conflict management practices on performance of RESSP project in Nyarugenge District

4.0. LITERATURE REVIEW

This chapter discusses literature which is associated with the study. The chapter reveals theoretical and conceptual framework

4.1. Theoretical Review

This study was anchored on two theories, namely: trait theory of team management, Theory of Team Development and System Theory

Trait Theory of Management

Trait Theory of Management was developed by Thomas Carlyle in 1900s stated that the existence of Management personality are born and not made it implies that Management is largely innate, rather than being developed through learning). Hence, the management traits could be isolated and that people with such traits could then be recruited, selected, and installed into management positions.

According to Bateman and Zeithaml (2019), management traits could be isolated and that people with such traits could then be recruited, selected, and installed into management positions. DSouza (2009) identified the clusters of traits as character, technical and professional expertise, problem solving and analytical ability, innovation, self-development, focus on results, setting goals, taking personal responsibility for outcomes, effective communication, inspiring and motivating others, trust and interpersonal effectiveness, concern for others, development, ability to champion change and ability to relate well to outside stakeholders and resulting better performance of project. This study is underpinned on this theory because once the project manager possess the management traits such as effective communication, inspiring and motivating and ability to relate well to outside stakeholders would resulting better performance of project

Theory of team development

This study is anchored on the theory of Team Development. Originating from sociological studies, Tuckman theory of team development is the most widely known model for effective team development. In this theory there are four main development stages namely forming, norming, storming, and performing (Tuckman, 1965).

While team forming entails testing and dependence, storming involves intragroup conflicts, norming includes the development of group cohesion, and performing involves developing functional role-relatedness for constructive action(Whetten& Cameron, 2005). Project team must be managed in an atmosphere that prompts creativity, information sharing and the necessary support for team and the project in general to accomplish its goals. Therefore, the theory was therefore adopted in the study to bring out a clearer context on the first objective of the study which was to find out relationship between team development practices and performance of Rwanda Electricity Sector Strengthening Project.

System Theory

Projects are social systems that complexes organizational behavior, team building and leadership, communication, and even human resource management (Bredille, 2008). Just like open systems, social system is composed of three constantly interacting elements namely: activities, interactions and sentiments (Ahrne, 2014). While the activities are the usual tasks performed by teams, interactions are the behaviors between team members and performing of tasks and the sentiments are the attitudes emanating between individual team members. However, there exists a strong and mutual dependency between the three elements which drives change (Dobre, 2013). Thus, managing project teams facilitates healthy and mutual dependency between the elements for productive changes that boosts performance.

Therefore, system theory of organization was used to describe the utility of the interaction between socioeconomic factors and the relationship between project team management practices such as conflict management and project performance. Therefore, the theory was therefore adopted in the study to bring out a clearer context on the fourth objective and the third objective of the study which was to find out how team communication and team conflict management practices affecting performance of Rwanda Electricity Sector Strengthening Project.

4.2. Empirical review

Kapi and Kester (2020), studied on the impact of effective project team management on project team productivity: a case study of Ghana Broadcasting Corporation Education Project. To achieve the study objectives a descriptive survey has been used as research method. A descriptive survey is a process of gathering information which is going to be described and interpreted when a research is conducted. The study deduced that the team selection was a very important process which assesses the people's ability and determines if the people selected are competent enough for the job and also impact on the people selected productivity and we have

noticed that past experience is an important criterion for the recruiter and for the people selected as well. The other aspect of team communication was the conduction of meetings in order to communicate the progress of the work to each member of the team. The leadership style applied to them was a mix of different leadership styles.

Njue and Rugendo (2019), studied on the influence of team management practices on Performance of Community-Based Projects in Embu County, Kenya. The purpose of the study was to examine the influence of team management practices (team formation, team motivation, team communication and team dispute resolution) on the performance of community-based projects in Embu, Kenya. The results suggest that at $F(1,156) = 4.934$, $P=0.000 < 0.05$ implying that at 95% the relationship was statistically significant. The correlation coefficient ($R=0.653$) showed that there exists strong positive correlation between team management practices and performance community-based projects. The coefficient of determination ($R^2=0.426$) implied that team management practices explained 42.6% of performance of community-based projects. The findings have immense contribution to both knowledge and practice in the areas of team management practices and performance of community-based projects.

Waweru (2018), conducted the study on the influence of teamwork approach on project performance: a case of road construction in Kericho County, Kenya. The purpose of the study was to establish the effect of team work approach on performance of road construction projects in Kenya. The findings showed that teamwork has been encouraged in road construction projects; however, effort is still required to improve the initiative and ensure that teamwork is fully implemented in construction projects. It was found that findings showed that team trust, team leadership, team spirit, recognition and reward had positive significant relationship with project performance. The finding showed R square value as 0.588; indicating that team trust, team leadership, team spirit, recognition/reward accounts for 58.8% of performance of road construction projects.

Team development practices and performance of project

Habibalia and Mwikya (2018), conducted the study on the effect of team development on organizational performance: a case study of tile and carpet centre in Kenya. The researcher conducted simple regression analysis in order to find out the relationship between teamwork development and organizational performance of T&C. The inferential results on effect of teamwork development on organization performance show $R=0.623$ indicating a strong positive correlation and $R^2=0.389$ and there was a significant effect between teamwork development and

organization performance ($t=7.522$, $p<0.05$). The study established and provided evidence that organizational success depends upon the interdependence recognized within teams and how vital it is for team members to understand their roles and work to achieve corporate goals thus having a positive influence on organizational performance.

Project team motivation practices and performance of project

Karanam (2018), did the study on the impact of motivation on project teams' performance in information technology. The study is dictated towards the evaluation of the main factors that influence the level of motivation portrayed by team members of information technology project teams. Through a comprehensive literature review, the research was able to uncover insightful trends in motivation patterns among project team members that might be useful to project managers. The findings of this research conclude that a project team manager can improve the motivation of his or her subordinates through proper supervision, provision of training, and through setting proper expectations. A survey conducted also indicated that 66.67% of employees feel motivated by being recognized and rewarded for their good efforts. Additionally, 28.57% of employees feel motivated by salary increments.

Team communication practices and performance of project

Kasimu *et al.*, (2017), conducted the study on the project Communication a Dimension for Improved Project Performance: The Case of Selected Public University Projects. The purpose of the study was to examine the relationship between project communication and project performance in Public Universities in Uganda. A cross sectional survey design was used in this study to provide an in-depth investigation of the relationship between the variables. In order to achieve the objectives, a correlation design was adopted to determine relationships between different variables and the questionnaires were formed on that basis. Quantitative data was collected and analyzed and study results revealed a positive significant relationship between project communication and project performance ($r = 0.577^{**}$, $p<0.01$) which implies that when communication increases project performance is enhanced.

Mwajabuand Shukla (2018), studied effect of project team communication on performance of Poverty Reduction Projects in Rwanda: A Case Study of Rural Sector Support Project. The study concluded that communication channels have an effect on performance of Rural Sector Support Project. The team communication practices influence performance of Rural Sector Support Project at the level of 62.3% hence a significant relationship between team communication practices and performance of Rural Sector Support Project. Communication planning is influencing the performance of Rural Sector support project at the level of 68.8%. Therefore there is a significant relationship between communication planning and performance of Rural Sector support project.

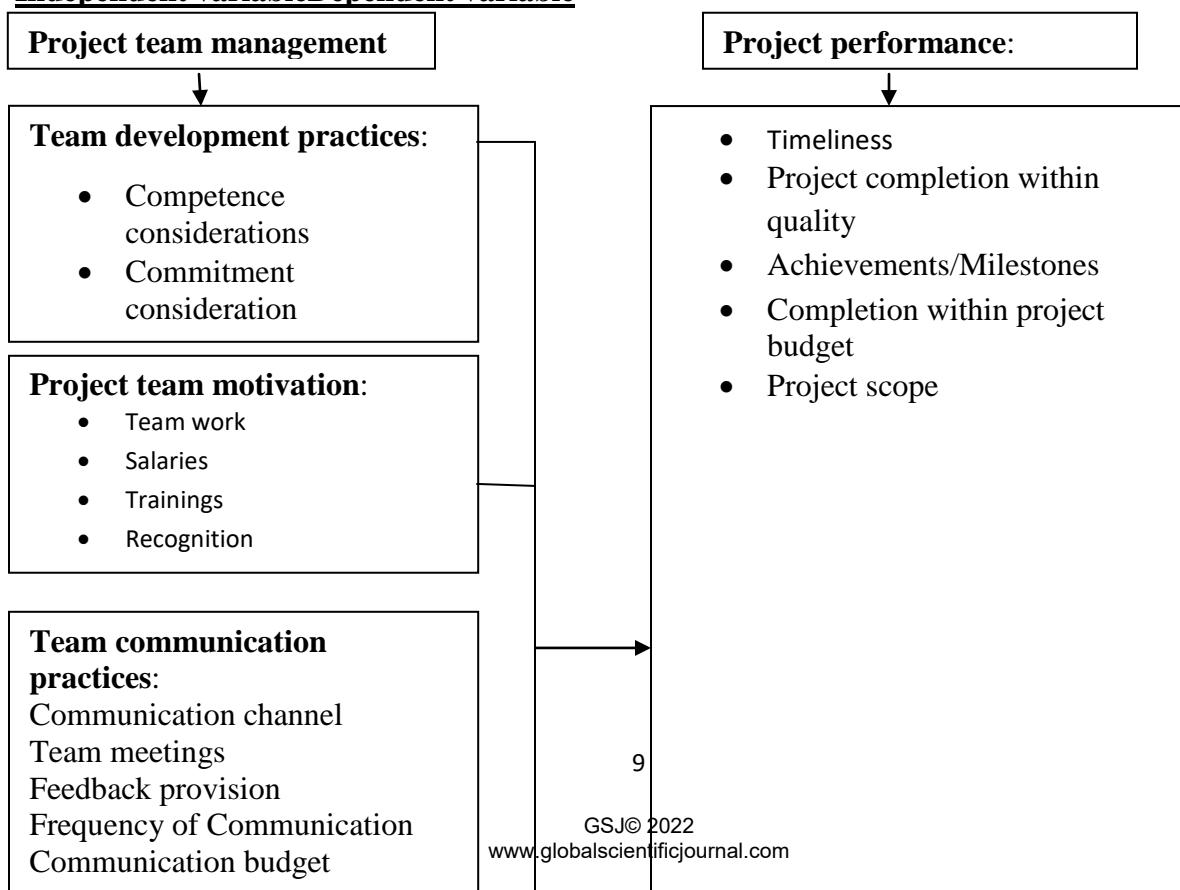
Team conflict management practices and performance of project

Ngali(2015), did the study on influence of conflict resolution strategies on project implementation a case of titanium base limited Kwale County Kenya. The objective of this study was to identify the influence of conflict resolution strategies on a project's implementation. The study adopted descriptive survey design with a target population of one hundred and eleven employees of Titanium Base Limited in Kwale County out of which a sample of thirty one respondents were identified. The study found out that conflict resolution strategies influenced the implementation of a project. Joint problem solving was found to be the most preferred strategy of conflict resolution that enables a project to realize its goals. Therefore project managers have the onus of steering their projects to success by ensuring they choose the best strategies that suit the type of project and ensuring that there are clear policies on how conflict ought to be handled. Only through this would projects be properly implemented. However, study findings could not be generalized to all types of projects due to limitations in methodology.

4.3. Conceptual Framework

The independent variable is project team management which is expected to influence the dependent variable which is project performance of RESS project. These variables are presented in figure 2.1

Independent variable **Dependent variable**



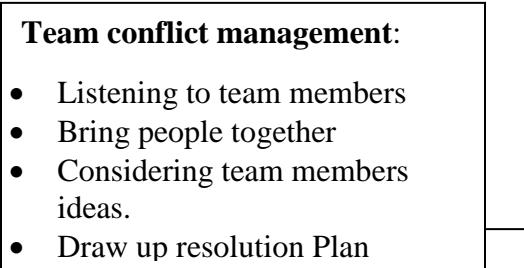


Figure 2.1: Conceptual framework

4.4. Research gap

From the foregoing review of relevant literature, it is evident that research in the area of Project team management practices has been done but not in a comprehensive approach. All the literature reviewed indicates that previous researchers only concentrated on a few variables of Project team management practices while this study covers additional important variables that were omitted by previous studies like. Although different authors have tried to tackle the importance of project personnel in project management, less has been done to critically analyse the contribution of teamwork in successful project implementation. This makes the study more comprehensive. From survey of relevant literature, it has been found that there are few studies specific to Rwanda on the link of Project team management practices and performance of Rwanda Electricity Sector Strengthening Project. This study therefore intends to fill these pertinent gaps in literature by studying the effects of Project team management practices on Performance of Rwanda Electricity Sector Strengthening Project for the period of 2018-2022.

5. RESEARCH METHODOLOGY

The research methodology in this study deals with the research design, the population of the study, the sampling design, data collection measurement of variables, reliability and validity of the measurement instruments, data processing and presentation, data analysis, limitations of the study and ethical considerations.

5.1. Research Design

This study used survey research design such as descriptive survey research and analytical research design by using both quantitative and qualitative approaches. In this regards, a descriptive research was adopted to explain project team management practices and performance of Rwanda Electricity Sector Strengthening Project by using both quantitative and qualitative research approach. Analytical research design was used to find out the effect of each predictors on outcome which means that analytical research design was used to find out the relationship between project team management practices such as project team development; Project team motivation, project team communication management; and team conflict management practices as independent variable on performance of Rwanda Electricity Sector Strengthening Project as dependent variable.



5.2. Population of the study

Based on the nature of this study, the total population composed by 97 stakeholders of RESS project including 80 employees of RESSP project, 12 local government authorities include 10 sectors social affairs and 2 District social affairs of Nyarugenge District and 5 top managers of Energy Utility Corporation Limited (EUCL). Since, study population is too small (less than 300). Hence , the sample size is equal to population size. This study used census sampling technique to select all element of people size

3.3. Data collection instruments/tools

Primary data was collected from respondents by the use of questionnaires and interview guide as the main instruments of data collection, while documentation technique was used to collect secondary data.

A structured questionnaire was used to gather primary data. It was made of four sections; one section was concerned with socio-demographic characteristics of respondents. Other one gives information concerning specific objectives. The third one is related to the second objectives and

fourth with the third specific objectives. The measurement took into consideration Likert scale where 1=Strongly Agree, 2=Agree, 3=Not Sure, 4=Disagree, 5=Strongly Disagree. In this study the researcher distributes 97 questionnaires to employee of Rwanda Electricity Sector Strengthening Project while the interview tool was used to collect information from 2 top leader of RESS project including 1 project manager and 1 quality improvement coordinator of RESS project in Nyarugenge District

3.5. Validity and Reliability of the study

In order to make sure that quality and relevant data was collected, the research instruments were tested for validity and reliability as follows; Hence, in this study the research will made pre-tested of 8 employees of RESSP project in Gasabo District which was asked to fill them and later give comments on their accuracy and clarity in order to establish the reliability and validity of the questionnaires.

To ensure validity the researcher consulted the supervisors at UoK who helped in constructing data collection instrument and made sure that each item has a link to the objectives of the study and ensure all items cover full range of issues being measured. The instruments was discussed with the supervisors and later pre-tested using a sample of 8 employee from improving access to reliable on RESSP project in Gasabo District which was asked to fill them and later give comments on their accuracy and clarity, and after pre-testing ambiguous questions was reconstructed. According to Sekaran (2006) content validity index should not be less than 0.7.

$$CVI = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items}} = \frac{46}{48} = 0.958. \text{ This implies that research}$$

instruments has internal validity because CVI computed is great than 0.7.

To test reliability of instruments the researcher administered, pre-test for consistency and logic flow of questionnaires prior actual data collection all data collection tools. Therefore, this reliability of the questionnaire expressed by the most popular reliability statistics of Cronbach's alpha. A value of 0.7-0.8 is an acceptable value for Cronbach's Alpha; values substantially lower indicate an unreliable scale. This approach is done to find out if the questionnaire interpretive by respondent and to check on its consistency from one respondent to another variables being studied. So to test the reliability of questionnaire that was used in the study, to calculate the alpha, the researcher used SPSS software and the results are presented in a table:

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.852	46

Source: Primary data, 2022

The computed Cronbach's Alpha for each questionnaire is equal to 0.852 which is great than 00.7 and it indicates that there is greater internal consistency of the items in the scale, and that the research instrument used was very reliable.

5.5. Data analysis

Based on the nature of this study, the researcher used descriptive statistics and inferential statistics such as correlation analysis and multiple regression model A multiple regression model was used to test the significance of the effect of each predictor such as project team development, project team motivation; project team communication management; team conflict management practices as independent variables on performance of Rwanda Electricity Sector Strengthening Project as dependent variable. The present study adopted the following model:

The equation ($Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$)

Where β_0 = constant

{ β_1 , β_2 , β_3 and β_4 , } = coefficients of independent variables and e = error term

Y = Performance of Rwanda Electricity Sector Strengthening Project

X_1 = Project team development.

X_2 = Project team motivation

X_3 = Project team communication management;

X_4 = Team conflict management practices

The result of a statistical test, denoted p , shall be interpreted as follows, the null hypothesis H_0 is rejected if $p < 0.05$ level of significant. The regression was conducted using a multistage analysis which involving first running the R^2 and F-test without the moderator while the second stage involved running the tests with the moderator included. The purpose was to compare the changes in R^2 value and F-value to determine the effect of the moderator in the relationship between independent variables and the dependent variable. Presence of a significant difference would indicate significant effect of the moderator. Hypotheses in the study was tested using beta, t and p values. The test was done at 95% confidence level, 1 tailed test. This implies that the

significance value was set at 0.05. The values less than 0.05 was deemed as significant while those greater than the significance value was deemed to be insignificant (Yin, 2011).

6. FINDINGS

This section helps to respond the objectives of this study which was to investigate the effect of project team management practices such as team development practices ; team motivation practices, team communication practices and team conflict management practices on performance of RESSP project by using both correlation analysis and multiple regression analysis to test the influence among the variables.

Table 2: Correlation analysis

		X ₁	X ₂	X ₃	X ₄	Y
X1= Project team development.	Pearson Correlation	1				
X2= Project team motivation	Pearson Correlation	.241*	1			
X3= Project team communication management	Pearson Correlation	.185	.298**	1		
X4= Team conflict management practices	Pearson Correlation	.247*	.728**	.074	1	
Performance of RESSP project	Pearson Correlation	.136	.706**	.504**	.524**	1
	Sig. (2-tailed)	.183	.000	.000	.000	

*. Correlation is significant at the 0.05 level (2-tailed).

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

The findings from the table 2, shows that there is no significant weak positive correlation between project team development and performance of RESSP project at $r = 0.136$; $p\text{-value} = .183 > 0.01$. This means that there is no sufficient evidence that an improve of project team development would lead to an increase of performance of RESSP project. The findings are in disagreement with the study done by Kara and Kester (2015) that team formation approaches have significant impact on team performance.

The results from the table 2, revealed that there is high positive significant linear relationship between team motivation practices and performance of RESSP project at $r = 0.706^{**}$; $p\text{-value} = 0.000 < 0.01$. This means that team motivation practices had a positive impact on performance of RESSP project. These results are further supported by the work of Islam and Ismail (2008) which reveals that the lack of employee motivation within an institution results in the under utilisation of the potential and skills of these employees since they feel their efforts are not being rewarded in a fair fashion

The results from the table 2, indicated that there is moderate positive significant linear relationship between team communication practices and performance of RESSP project at $r = 0.504^{**}$; p-value = $0.000 < 0.01$. This means that team communication practices had a positive impact on performance of RESSP project . These findings are in the line with Kamikazi and Shukla (2017), found that there is significant positive correlation between communication planning and performance of Rural Sector Support Project was at the rate of 0.688 meaning that communication planning is influencing the performance of Rural Sector support project at the level of 68.8%.

The results from the table 2, indicated that there is moderate positive significant linear relationship between team conflict management and performance of RESSP project at $r = 0.524^{**}$; p-value = $0.000 < 0.01$. This means that team conflict management had a positive impact on performance of RESSP project. This result are consistent with Kapi and Kester(2020), found out that conflict resolution strategies influenced the implementation of a project. Joint problem solving was found to be the most preferred strategy of conflict resolution that enables a project realizes its goals.

Multiple linear regression model

The study also used a multiple regression model to analyse the causal relationships between the variables, i.e., to determine the change in performance as a result of a unit change in various indicators of project team management practices. To ascertain this, and to know the extent to which the predictors affects performance of RESSP project , regression test was carried out; the predictors in this case include; team development practices ; team motivation practices, team communication practices and team conflict management practices, while dependent variable is performance of RESSP project .

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.608	.590	.17986

a. Predictors: (Constant), X4= Team conflict management practices , X3= Project team communication management; , X1= Project team development., X2= Project team motivation The R-Squared is the variations proportion in the project performance that can be explained by the all the project constraints: the larger the R-squared the larger the effect of the independent variable on the dependent variable. The R Square can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line. From the study findings, it is

notable is notable that there exists a strong positive relationship between the project team management and performance of RESSP project as shown by R value (0.608). The study results imply that project team management practices such as team conflict management practices, project team communication management; project team development., project team motivation jointly accounted for 0.6089(60.8%) of the performance of RESSP project as represented by the R^2 . This therefore means that other factors not studied in this research contribute 39.2% to the performance of RESSP project. This implies that these variables are very significant and need to be factored to improve performance of RESSP project

Table 4:ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.607	4	1.152	35.602	.000 ^b
	Residual	2.976	92	.032		
	Total	7.583	96			

a. Dependent Variable: Performance of RESSP project

b. Predictors: (Constant), X4= Team conflict management practices , X3= Project team communication management; , X1= Project team development., X2= Project team motivation

The findings in Table 4, indicates that the F value was significant ($Sig = 0.000$) which is less than 0.05 to imply that in the multiple regression model that was estimated the influence on performance of all motivation variables as a group was significantly significant. The F calculated value of 35.602 was also compared to the F ($v_1=4, v_2=92$) critical value of 2.46 from the F distribution tables. Since the F calculated (35.602) was greater than the F critical (2.46), it was similarly concluded that the multiple regression coefficients were jointly statistically significant, i.e., different from zero. The study rejected null hypothesis stated that project team Management has no significant effect on the performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District because F calculated (35.602) was greater than the F critical (2.46). Hence, the study concluded that project team Management had significant effect on performance of Rwanda Electricity Sector Strengthening Project in Nyarugenge District

Table 5:Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.795	.338		2.352	.021
X1= Project team development	.048	.037	.090	1.308	.194

X2= Project team motivation	.477	.094	.517	5.070	.000
X3= Project team communication management;	.316	.063	.356	5.023	.000
X4= Team conflict management practices	.188	.061	.143	3.082	.000

a. Dependent Variable: Performance of RESSP project

Source: Primary data, 2022

The equation ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$) becomes:

$$\text{Performance of RESSP project} = 0.795 + 0.048X_1 + 0.477X_2 + 0.316X_3 + 0.188X_4$$

The regression equation above has established that taking all factors into account (team development practices; team motivation practices, team communication practices and team conflict management practices) constant at zero. Performance of RESSP project will be 0.795

The regression results from the table 5, revealed that team development practices had insignificant positive effect on performance of RESSP project as indicated by $\beta_1 = 0.048$, p-value=0.194>0.05, t=1.308. The implication is that an increase of one unit in team development practices would lead to an increase in performance of RESSP project by 0.048 units but not significant.

The regression results from the table 5, revealed that team motivation practices has significant positive effect on performance of RESSP project as indicated by $\beta_2 = 0.477$, p-value=0.000<0.05, t=5.070. The implication is that an increase of one unit in team motivation practices would lead to an increase in performance of RESSP project by 0.477 units.

The regression results revealed that project team communication management has significant positive effect on performance of RESSP project as indicated by $\beta_3 = 0.316$, p-value=0.000<0.05, t=5.023. The implication is that an increase one unit in project team communication management would lead to an increase in performance of RESSP project by 0.316 units. The findings concurred with Waweru (2018) who found that ineffective stakeholder communication hinders commitment and decision making process leading to project failure.

The regression results revealed that team conflict management has significant positive effect on performance of RESSP project as indicated by $\beta_4 = 0.188$, p-value=0.000<0.05, t=3.082. The implication is that an increase one unit in team conflict management would lead to an increase in performance of RESSP project by 0.188 units. It was also found out that the conflict resolution

strategy most preferred was joint problem solving and negotiation. This finding also finds support from other studies in the area (Maley, 2012).

7. CONCLUSION AND RECOMMENDATIONS

This section presented conclusions, and recommendations of the research. The chapter also contains suggestions of related studies that are carried out in the future.

7.1. Conclusion

Based on the study findings, the study concluded that team management practices such as team development practices , team motivation, team communication management and team conflict management explains (60.8%) of the performance of RESSP project at 95% confidence of interval.

7.2. Recommendations

Based on the findings of this study, the following recommendations were made:

The study recommends that project management should promote team building; this would influence success of project performance and provide quality service to the customers and meet their expectations.

There is need for project managers to diversity and integrate both intrinsic and extrinsic motivation approaches for holistic satisfaction of the team members because would build morale to individual team members and creating a favorable team environment for optimum production. The researcher recommends the project managers and superiors to strengthen and facilitate the communication channels within and out of the organization to make the communication effective.

For the success of the project, the team should handle all its conflicts constructively and respectfully. Team members should treat and support each other honestly, sincerely and with respect.

REFERENCES

- Chen, S. & Lin, L., (2014).Modelling team member characteristics for the formation of a multifunctional team in concurrent engineering.*Engineering Management, IEEE Transactions on*, 51(2),111–124.
- Cohen, S.G., & Bailey, D.E. (2019). What makes teams work: group effectiveness research from the shop floor to the executive suite.*Journal of Management*, 23(3)

Fung, H.P.& Cheng, S. (2018).*The Influence of Team Building & Participation on Team Trust, Team Cohesion and Project Performance among Project Managers in Malaysia.* Asia e University Postgraduate Research Conference 2015 (AeU-PRC 2015)

Habibalia, M.R. Mwikya, R. J. (2018). The effect of teamwork development on organizational performance: a case study of tile and carpet centre in Kenya. *GSJ*,7(9),542-558.

Kamikazi, M.&Shukla, J. (2017). Effect of Project Team Communication on Performance of Poverty Reduction Projects in Rwanda: A Case Study of Rural Sector Support Project. *International Journal of Science and Research (IJSR)*,6(11), 469-474.

Kapi ,N.K&Kester,Q.A.(2020).The impact of effective project team management on project team productivity: a case study of Ghana Broadcasting Corporation Education Project.*International Journal of Productivity and Performance Management*, 53(4), 317-333.

Kara, N. K., &Kester, Q., (2015). The Impact of Effective Team Management on Team Productivity: A Case Study of Ghana Broadcasting Corporation Education Project. *International Journal of Social Sciences*,4(7),59-72.

Karanja, E. W., Muraguri, C., &Kinyua, G. (2018).Effects of Teamwork on Performance of the Water Service Regulatory Board.*The Strategic Journal of Business & Change Management*, 5(3), 1-6.

Karanam, R.(2018).Impact of motivation on project teams' performance in information technology. *African journal of business management*, 5(14), 5627.

Kasimu S. Y., Kateregga, N., Abubakali S. A.&Masaba, K. (2017). Project Communication a Dimension for Improved Project Performance: The Case of Selected Public University Projects. *Journal of Resources Development and Management*, 14(3), 63-73

Lindsjorn, Y., Sjoberg, D. I.K., Dingsoyr, T., Bergersen, G. R. &Dybaa, T., (2016). Teamwork quality and project success in software development: A survey of agile development teams; *The Journal of Systems and Software*,12(7),103-118

M'mbwanga M.M.& Were, E. (2021).Conflict management strategies and organizational performance (A survey of microfinance institutions in Nairobi). *IOSR Journal of Business and Management (IOSR-JBM)*, 23(06), 14-29.

Mumbi, E. N.(2018).Influence of employees motivation on organizational performance in government ministries in Kenya: A case of Ministry of Agriculture, Livestock And Fisheries. *Strategic Business and change Journal of Mnagement*,2(86),1120-163

Munyaburanga, E.(2017).Teamwork and project implementation in nonprofit projects in Rwanda: A case study of Ibyiringiro Project. *Project team management practices Journal*,39 (1),158-172.

Mwajabu, K. &Shukla, J.(2018). Effect of Project Team Communication on Performance of Poverty Reduction Projects in Rwanda: A Case Study of Rural Sector Support Project. International Journal of Science and Research (IJSR) , 6(2),56-86.

Ong'ondo, C. B.(2016).Communication Management Practice for Better Project Controls in the Construction Industry of Kenya: Industry Players' Perspective. International Journal of Innovative Technology and Exploring Engineering (IJITEE),5(10),22-26

Ooko, P., &Ondundo, P. (2015).Impact of teamwork on the achievement of targets in organisations in Kenya.A case of SOS children,,s villages ELDORET.*European Journal of Business and Management*, 7(5), 69-77.

Project team management practices Institute (2013). *A Guide to the Project team management practices Body Of Knowledge (PMBOK guide) – 5th Edition*. Newtown Square, PA: Project team management practices Institute, Inc

Ramabadron, R., Dean, J.W. Jr. & Evans, J. R. (2017). Benchmarking and project management: a review and organizational model. *Benchmarking for Quality Management & Technology*, 4(70),58-80

Ruzibiza,J., Shukla, J.&Kibachia,J.(2017).Effect of Project Team Competences on Performance of Development Projects in Rwanda: A Case of World Vision's Village Savings Loan Association Project in Gasabo District. *Developing Country Studies* ,7(9),48-59

Sadeh, A, Dvir, D, &Shenhar, A (2000) The role of contract type in the success of R & D defence projects under increasing uncertainty. *Project team management practices Journal*, 31(3)

Simons, T. & Peterson, R. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology*, 85(7), 102–111.

Waweru , Z.W.(2018).Influence of teamwork approach on project performance: a case of road construction in Kericho County, Kenya. *Journal of Construction Research*, 6(1),15-46.

Wu, M.C. & Chen, Y.H. (2014).A factor analysis on teamwork performance – an empirical study of inter-instituted collaboration.*Eurasian Journal of Educational Research*,5(5),76-90.