



Relationship between project management soft skills and project success in Rwanda.

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ABSTRACT

The study focused on examining the relationship between project management soft skills and project success. Case of advancing citizens' engagement project prepared and funded by spark microgrants. (2015-2018). Data was collected from 30 participants and the census sampling method was used. Among them there were country coordinator, program manager, district coordinator, directors. In order to analyze the relationship correlation techniques were used as the real technique which display the numerical answer regarding the link amid soft skills and project success which indicated the positive colleration of soft skills on project success. The study used a cross-section survey design and the study focused on Spark microgrant, an international NGO. The study used both qualitative and quantitative research approaches for Data collection like questionnaire, interview, documentary, observation as well as SPSS for descriptive statistics

Keywords: soft skills, hard skills, conflict management skills, leadership skills, communication skills, Project success.

INTRODUCTION

The ambition of all associations is not lonely to maintain other Tanta to keep continuously in human-based performance. In order to meet the needs of a competitive market, organizations such as NGOs (NGO) must constantly increase productivity (ARSLAN & STAUB, 2013). To achieve this, many companies have found that project creation is the best way to use. According to PMBOK, 5, the project is defined as a temporary increase in creating unique products, services, or results.

A major business consisting of projects is considered to control the costs and goals of the project management project project. Therefore, in order to achieve this by the study of Peter & Randolph (2009), the project manager plays an important role in improving the possibility of success in the project and does not take the soft miniature and technology to study smooth technology. science. Robust technology consists of tools, processes, and technologies. Smooth technology is managed, and it is a customer's depositer and provides a small and quality products and services that offer a customer that offers quality products and services.

Nowadays, the generation of smooth technology is important for the success of the project.

Communication, risk management, troubleshooting, decision-making, time management, trust building and leadership are one of the main soft skills for all project management. , communication technology will help you keep accurate and efficient communication. Lowering decisions is related to the adoption of the correct solution in the behavior, and to confirm the analysis and choose a better leader to help you to achieve your research goals of your project.

Soft skills are considered the foundation of professional success and multiple studies support this idea. Ayer (2005) states, "There are many claims in the industry that interpersonal skills can be developed in a few hours of training. life. . The way out is terrible, but for those who really need to do well in their careers, they have no choice." In the present scenario, such skills are very important not only for employment but also for retention. Soft skills, also known as job skills or job skills, are highly sought after in today's job market.

Rwanda, like any other country, has many organizations that create and survive projects, some of which are private organizations, non-governmental organizations (NGOs) and public organizations. Below are examples of such organizations in Rwanda. Public organizations include schools and hospitals. CETRAF Ltd and URWIBUTSO Enterprise are examples of private companies. Non-governmental organizations include SPARK Microgrants, Worldvision, UNDP, and Care International Rwanda. Spark MicroGrants is a non-profit organization based in Kampala, Uganda that helps beneficiaries in my research organize and implement developments based in East Africa. Founded in 2010. The beneficiaries of Spark are the people who make decisions in every process. Key decision makers at each stage of the process. This helps the beneficiary have a vision and achieve their goals.

Many project managers began to dispose of venture control of smooth technology(soft skills) to help his success on national or global scale. Some of these indulgents are leadership skills, communication skills and conflict management, which have a high positive impact on project victory.

To obtain a complete understanding of the technology of the indulgence technology required for project management, it is important to consume a school task that considers all the time of the subject. This includes additional common operating elements for leadership and power. Leaders, human quality, emotional smart technologies and the impact on the success of the project will increase the greater knowledge.

LITERATURE REVIEW

Societal Skills as a Vital Pillar of Managerial Success

There have been many important changes in leadership recently. The growth of production and the achievement of a state in which supply begins to exceed demand will depend on the development of the market on a global scale. The impact of globalization on the world economy is growing rapidly. To compete in today's fast-paced business environment, companies must not only monitor and mitigate their external environment, but also unlock the full potential of their internal environment. To be a successful long-term manager, you must seize every opportunity for both hard and soft factors. In this complex process, managers' social skills can play an important role. Numerous experimental studies have shown that the literature shows that, on average, managers spend 70% of their time communicating and building relationships with other employees. Worker management can be ineffective without communication, enjoyment, confidence, motivation, listening, and other social skills. Managers attract assistants, colleagues, representatives of other groups, spirit of innovation and public and other organizations. In today's literature, the term "social skills" refers to another term. There may be terms such as social ability, interaction ability, social ability, transferable relationship ability, etc. Social abilities associated with different terms over time are called emotional or social intelligence, for example in Ahmetoglu research. Leutner, Chamorro Free Music, 2011; Farh, C. C., Seo, Tesluk, 2012; Goleman, 2011). These are names that go beyond writing skills and give them a decent dimension. A person of great skill is tested by the fact that he cannot even rule an area as long as he has communication skills.

The purpose of our study is to show that qualifications and expertise are one of the prerequisites for management success, and other important factors are having social skills in management and direction. In some studies submitted by their definitions, a selected questionnaire for topics based on theoretical backgrounds and other researchers. According to various authors. In addition, empirical studies on the relationship between attitudes to social skills and management are displayed for a while. In 2014, the survey was a questionnaire that was confirmed at different levels of management of 50 selected agricultural administrators and this method was rejected by Riggio and Carney (2007).

RESEARCH METHODOLOGY

Sample and Data Collection

This study was carried out using a questionnaire and interview. Sekaran (2005) defined questionnaire as a set of questions which are asked to obtain information from a respondent. The technique was of utmost importance for us, it helped to gather all the necessary information about this research. For the purpose of this study, the questionnaires were distributed to respondents selected from organization management of spark microgrants in order to provide the necessary information related to relationship between project management soft skills and the success of project particularly in spark microgrants.

The questionnaires were distributed through face to face intervention and visiting organization. A total of 30 questionnaires were distributed. According to Bailey (1978), interview this is where the interviewer obtains information from interviewee face to face. In this research the use of this instrument, selected respondent for the interest of this study interviewed. All over this investigation both structured interviews and unstructured interviews were used.

Data was collected using a non-probabilistic sampling (convenient sampling) technique. Data provided was collected from primary sources. Cover letter was also attached with questionnaire to insure that there is no risk to participate in this research and also assure you that participation will be confidential.

The survey was divided into 5 sections. First section was about demographic information which contains items including: age, name, sex, marital status, experience, qualification and so on. The second section was about leadership skills. Third was Communication skills, Fourth were about conflict management skills. Last section was about project success. Out of 30 questionnaires, all questionnaires were received and used. From section B to section E, each section was composed of 10 questions (variables).

Scale Used

Data for leadership skills, communication skills, conflict management skills and project success was evaluated on 5 point likert scale (1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree). English is mandatory for all the educations in Rwanda and some of the organizations use it. Thus, some of the questionnaires were translated to the participants into native language which is Kinyarwanda.

RESULTS AND DISCUSSIONS

Descriptive Statistics and Correlation

Descriptive statistics of leadership skills, communication skills, conflict management skills, project success and correlation were presented.

The findings from table indicated that the majority of respondents strongly agreed that the explained variables have the relationship with project succession in Rwanda. The results from eight variables indicated that the respondents strongly agreed that leadership skills has the relationship with the project success at very high mean ranging between ($\mu=4.0000$ - $\mu=4.4667$). And their standards deviation ranging between (STD= 1.08278- STD= .50742). It also shows that there is heterogeneous of responses because among 8 variables, each and every variable has standard deviation which is greater than 0.5. The results also showed that remaining two variables the respondents accepted at high mean.

Most of the interviewees confirmed that “the application of leadership skills has greatly impacted the success of spark microgrants towards the attainment of its objectives as well as Training for managers is necessary for effective management in an organization. Moreover, other interviewees disagreed to uphold that those Different experiences are criteria of the capability to be hired, they said that experience is not criteria rather job can be given for those who deserve and who are able.

The results from the table showed that for all the ten variables respondents have strongly agreed that the channels of communication have led to the success of spark microgrants. These variables with their means ranging between (4.2333 -4.7000) were answered at very high mean with their standard deviations ranging between (1.13512-.46609).

The above table also shows that there are two variables with standard deviations which are below 0.5, it means there are homogeneity of responses among the respondents while the rest 8 variables have the standard deviations which are greater than 0.5, it means there are heterogeneity of responses among the respondents. Overall, conclusion from data collected from the field indicated that respondents confirmed channels of communication used by spark affect its success at very high mean.

Finding from interview showed that the majority of beneficiaries indicated that the oral, text message, and written communication are the best way to be used while communicating between project stakeholders where the beneficiaries belong. A tool which is likely to be used for communication between the stakeholders of project and the other members are cell phones for calling, text messages and the laptop machines for sending emails between themselves, and other virtual meetings. These tools are essential because they eased communication between the instead of using messengers to meet the recipient face to face.

The results from table 10 showed that 9 variables respondents have strongly agreed that the application of conflict management skills have led to the success of spark. These variables with their means ranging between (4.1667 - 4.6667) with their respective standard deviation which are 1.08543 and .71116 were answered at very high mean.

The above table also indicated that all the above nine variables are with the standard deviations which are greater than 0.5, this means that there is heterogeneity of responses from the respondents. This also shows that there is 1 variable with standard deviation which is below 0.5, it means that there is homogeneity of responses.

The result also showed that 1 variable respondent has agreed that the use of conflict management skills has led to the success of spark also with mean which is equal to 3.9333 and its standard deviation which is equal to 1.22990. Overall, conclusion from data collected from the field indicated that respondent's confirmed that conflict management skills affect its success at very high mean.

Results from that collected from interview. The Findings from interview showed that the majority of beneficiaries (communities) indicated that the use of negotiation, collaboration and mediation as techniques are the best way to be used while managing and resolving the conflicts among the stakeholders of project where the beneficiaries belong. This had greatly impacted positively to the success of project and it led to the reduction of conflict among the stakeholders

The results from table also showed that 8 variables respondents have strongly agreed that the the PESTEL aspects has led to the triumph of spark. These variables with their means ranging between (4.6667-4.1333) with their standard deviation which are .92227 and .93710 respectively were answered at very high mean. It also shows that all the 10 variables are with standard deviations which are greater than 0.5, this means there are heterogeneity of responses from the respondents. The result also showed that 2 variables respondents has agreed that the PESTEL aspects has led to the triumph of spark with mean ranging between (3.9667-3.9333) and their standard deviation which are equal to .88992 and 1.08066 respectively. Overall, conclusion from information got from the field indicated that respondents confirmed that PESTEL aspect triumph of spark's funded project at very high mean.

Results from that collected from interview. The Outcomes from interview showed that the majority of beneficiaries indicated that the usage of technology aspect, upholding laws regarding the instituting of NGO in Rwanda, collaboration with local government, , are the best way to be used while ensuring that the project is succeeding through the use of extraneous variables as explained in conceptual framework.

The results from table showed that all 10 variables respondents have strongly agreed during the last three years the level of project success has increased. These variables with their means ranging between (4.5667- 4.0333) with their standard deviation which are .62606 and .88992 respectively were answered at very high mean and there is heterogenous of responses because standard deviation is above 0.5 (SD > 0.5). Overall, results in table 12 indicated that all the respondents confirmed that the success level of the project has increase at very high mean.

CORRELATION

Table: Multiple correlation analysis.

Correlations		LS	CM	CMS	PESTEL	PS
LS	Pearson Correlation	1	.947**	.991**	.958**	.933**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	20	20	20	20	20
CS	Pearson Correlation	.947**	1	.961**	.951**	.849**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	20	20	20	20	20
CMS	Pearson Correlation	.991**	.961**	1	.941**	.918**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	20	20	20	20	20
PESTEL	Pearson Correlation	.958**	.951**	.941**	1	.906**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	20	20	20	20	20
PS	Pearson Correlation	.933**	.849**	.918**	.906**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	20	20	20	20	20

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

LS: Leadership Skills.

CS: Communication Skills.

CMS: Conflict Management Skills.

PESTEL: Political, Economic, Social, Technology, Environmental, Legal.

PS: Project Success.

From the correlation Table, the results show that there is very positive strong correlation between leadership skills and project triumph as Pearson correlation is .933^{**}. The p-value is 0.000, which is below than both standard significance levels of 0.05 and 0.01. From the correlation Table, the outcomes display that there is strong positive correlation between communication skills and project success as Pearson correlation is .849^{**}. The p-value is 0.000, which is below than both standard significance levels of 0.05 and 0.01.

Table reveals that questionnaire were answered by 20 respondents, p-value is 0.000, which is below standard significance levels of 0.05. In this research, researcher confirmed a relationship between conflict management skills and triumph of project. Since the Pearson Correlation value was .918^{**} and it is significant, the researcher proved that there very positive strong correlation between conflict management skills and success of advancing citizens engagement project prepared and financed by spark microgrants.

From the correlation Table, the outcomes show that there is very strong correlation between Inventory PESTEL aspects and success of advancing citizens engagement project prepared and financed by spark microgrants as Pearson correlation is .906^{**}. The p-value is 0.000, which is below both standard significance levels of 0.05 and 0.01.

DISCUSSION

Findings of the current study are in line with the previous literature made by Ahmed Riaz, Msood Muhammad Tahir and Azminoor, (2013) indicated that leadership skills are vital for project managers while managing projects effectively and efficiently. Their literature reveals that project managers must possess essential qualities and competencies of leadership in addition to management skills for effective accomplishment of business and project results. Finding from many research manifests that leadership skills have great impacts on project success at greater percentage. As conclusion, leadership skills have significance relationship with leaners project success as explained by many researchers and the results from field. R. Prabavathi and P.C. Nagasubramani (2018) indicated that People communicate using different methods such as sending an email, talking on the phone and placing print advertisements in specific places. In real life, most of us spend their times in communication with other at an average of 70% and every institution must communicate its products and services. Iksan et al. (2012) displayed that communication skills are skills that help to share the information among the people in an institution and it can be done through written and verbally. Prabavathi & Nagasubramani (2018). Communication skills is very vital aspect required in scientific world, (Khan & Rahman, 2017), job guidance, and business (Mahajan, 2015). ...

According to John Allen, (2021) in his research concluded that there is significance relationship between communication skills and project triumph. The importance of communication to venture managing must not be overlooked. Active communication is integral to the successful expansion of a project as and its delivery. Project management is a collaborative effort, meaning clear and active communication is crucial at every stage. By focusing on the way communication is delivered and received, project management teams will see their projects run smoothly and more efficiently. These findings are similar to the analysis made by Mekelburg, Diana (2000), Project managers are the key players in the continuous transition from conflict to collaboration. By following the steps required for collaboration and by using extra aids where needed, project managers can ensure better working relationships between project stakeholders and the project succeed as well, not only in the current project, but also in future projects. The other findings are

also probable to be similar to the analysis related to A Study of NGO Relations with Government and Communities made by Emilie Jelinek, (2006) his Research found that a favourable impression of NGOs generally depended on the commitment and long-term presence of an NGO in an area, and the level to which the NGO had managed to establish an effective relationship with both the community and the government so that their project prosper and succeed.

CONCLUSION

Finally, Project can be successful when all the stakeholders work together to achieve its success. This implies that government, non-governmental organization and other stakeholders must have both lenientabilities and hard skills and work together in creating conducive environment that can lead to the triumph of such project. Lenientabilities are among the skills that helped project managers and organization itself to enhance the triumph of the project which he/she is managing and hard skills as well.

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