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 distributes97 questionnaires to employee of Rwanda Electricity Sector Strengthening Project while the interview tool was used to collect information from 2top leader of RESS project including 1 project manager and 1quality 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. 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 asproject 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 B_o = constant

$\{\beta_1, \beta_2, \beta_3 \text{and} \beta_4,\}$ = coefficients of independent variables and μ = 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 H0 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-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-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

	Unstandardized Coefficients		Standardized Coefficients		
Model	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 ($Y = \beta 0+\beta_1 X_1+\beta_2 X_2+\beta_3 X_3+ \beta_4 X_4 + \varepsilon$) becomes:

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

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 thatteam development practices had insignificant positive effect on performance of RESSP project as indicated by β_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 table5, revealed that team motivation practices has significance positive effect on performance of RESSP project as indicated by β_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 significance positive effect on performance of RESSP project as indicated by β_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 significance positive effect on performance of RESSP project as indicated by β_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.

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