

Findings on whether Nyamata Hostel Construction Project faces two main factors are scheduling and budget, the research indicated that 56.7% agreed, 16.7% strongly agree, 20% uncertain while 6.6% disagreed. The majority of the respondents agreed Nyamata Hostel Construction Project faces two main factors are scheduling and budget. This implied that Nyamata Hostel Construction Project faces two main factors are scheduling and budget. Findings on whether Nyamata Hostel Construction Project will be finished within the required time schedule, showed that majority of the respondents disagreed represented by 66.7%, 33% uncertain, 26.7% agree, while 3.3% strongly agreed. This meant that Nyamata Hostel Construction Project would be finished within the required time schedule in Nyamata Housing Project. Findings on whether Nyamata Hostel Construction Project are Project cost is well estimated, research showed that the majority represented by 56.7% strongly agreed with the statement Nyamata Hostel Construction Project are Project cost is well estimated. Therefore, this meant that Nyamata Hostel Construction Project are Project cost is well estimated. The research found that the majority strongly agreed (60 percent), 33.3 agreed, and 3.3 percent were uncertain on whether the budget for the project is properly determined the estimated costs of individual activities or work packages to establish an authorized cost baseline. As a result, the project budget in Nyamata Housing Project is properly determined the estimated costs of individual activities or work packages to establish an authorized cost baseline.

Findings on whether Nyamata Hostel Construction output/delivered product met the specifications in the planning stage the research showed that 43.3% agree and these represented the majority, 20% of the respondents strongly agreed, 33.3% were uncertain and 3.3% disagreed. The majority of respondents agreed that Nyamata Hostel Construction output/delivered product met specifications in the planning stage, which meant that Nyamata Hostel Construction output/delivered product met specifications in the planning stage. Findings on the Accurate consumption of external and internal financial resources is obligatory, for the construction project research indicated that 40% of the respondents strongly agreed, 43.3% agree while 16.7% disagree. Since those who agree represent the majority, that is 43.3% of the respondents, meant that accurate consumption of external and internal financial resources is obligatory, for the construction project.

Inferential Statistic

Table 4.7 shows the summary of project resource management (project team incentives, financial resource planning and material planning) on Performance of construction projects with specific reference to Bakat Co Ltd with Nyamata hostel construction Project.

Table 11: Regression Analysis Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 ^a	.7105	.671	.78600

a. Predictors: (Constant), project team incentives, Financial resource planning and material planning
Source: primary data (2021)

The findings in Table 4.7 revealed that project resource management (project team incentives, Financial resource planning, and material planning) affect the Performance of construction projects; thus, a regression analysis (R²) of 0.7105 indicates that the findings are strong linear, positive, statistically significant, and good for the Performance of construction projects because the regression analysis is greater than 0.005. The study further reveals that project team incentives, financial resource planning and material planning contribute 71.05% Performance of construction projects 28.95% is contributed by other factor.

Table 12:: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.837	4	1.709	102.767	.002 ^b
Residual	58.073	66	.618		
Total	64.909	70			

a. Dependent Variable: Performance of construction projects

b. Predictors: (Constant), Project team incentives, Financial resource planning and material planning.

Source: Primary Data (2021)

The researcher also conducted the analysis of variance to determine the significance of the model. Table 4.8 shows the overall significance of the predictors in explaining Performance of construction projects. The model predictors are significant in explaining changes in Performance of construction projects with a 0.000 level of significance. The researcher was interested in establishing the amount of variance accounted for in model. The model between project resource Management and Performance of construction projects shows that model was significant since the p-value was less than 0.05 without the interaction term, $F(4, 66) = 102.767, p < .002$.

Regression Analysis Results

Multiple regression analysis was utilized to determine the nature of the relationship between the study's independent and dependent variables, as well as the statistical significance of the hypothesized associations. This was done with field data and tested at a level of significance of 5%. Table 4.12 summarizes the results of the multiple regression analyses.

Table 13: Regression of Dependent variable and independent Variables

Model	Coefficients ^a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
	(Constant)	8.991	2.031		4.428	.000
1	Project team incentives	.227	.068	.346	3.322	.001
	Financial resource planning	.652	.077	-.086	-.844	.001
	Material planning	.576	.084	-.083	-.784	.004

Source: Primary data (2021)

$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_1$ Became Performance of construction projects = $8.991 + 0.227 \text{Project team incentives} + 0.652 \text{Financial resource planning} + 0.576 \text{Material planning} + \text{error}$. The interpretation of this is that When Project team incentives, financial resource planning and material planning are held constant Performance of construction projects is 8.991. Unit in Project team incentives will lead increase of Performance of construction projects with 0.227; unit of financial resource planning will lead increase 0.652 while unit of 576Material planning will lead increase of Performance of construction projects with 0.576.

The outcomes of a study conducted by Armstrong and Murlis (2014) on the influence of project team incentives on organizational performance. The study discovered that reward systems are an important and positive component of building project performance. The findings, however, contradicted Bratton and Gold's (2007) study on the impact of human resource planning techniques on organizational performance. According to the findings, project team incentives do not have a major impact on performance, but a good reward system can lead to an increase in staff productivity.

Furthermore, the findings show that improving financial resource planning will greatly improve project performance. This study backs up Antvik and Sjöholm's (2013) findings on the impact of financial planning on project performance. According to the findings of the study, cost estimation should be based on the scope of the project, and financial planning has a significant and positive impact on project performance. This study's findings back up the findings of the PMBOK (2014) study on the impact of cost planning on project performance. According to the findings, project cost planning procedures such as cost budgeting and cost estimation improve project performance. Table 4.12 shows that increasing material usage planning leads to better project performance. The findings of Plenert and Best (2012) on the impact of material level on project performance are consistent with those of this study. According to the findings of the study, material consumption planning improves project performance by significantly lowering the cost of carrying and maintaining inventory. The findings are consistent with those of Kress (2014), who discovered that proper material use improves project performance in his study on the impact of material planning on project performance.

Hypotheses Testing

The first null hypothesis was to H_{01} Project team incentives has no significant effect on project performance of Nyamata Housing Project. According to Table 4.9, the results show that Project team incentives had $p = 0.001 > 0.05$, so we fail to reject the null hypothesis and conclude that Project team incentives have no significant effect on the project performance of the Nyamata Housing Project. The Second null hypothesis was to H_{02} There's no significant relationship between financial resource planning and project performance of Nyamata Housing

Project. According to Table 4.11 the results shows that financial resource planning had $p = 0.001 > 0.05$ hence we fail to reject null hypothesis and conclude that findings reveal that there's no significant relationship between Financial resource planning and project performance of Nyamata Housing. The third null hypothesis was H_{03} Material resource planning has no significant effect on project performance of Nyamata Housing Project. According to Table 4.11, the results show that Material resource planning had $p = 0.004 > 0.05$, as a result, we are unable to reject the null hypothesis and conclude that there is no significant relationship between Material resource planning and Nyamata Housing project performance.

ix. Discussion of Findings

To examine the effect of project team incentives on project performance of Nyamata Housing Project

Finding on whether All resources allocated (qualified personnel and infrastructure) facilitate the change project performance In Nyamata Hostel Construction the research showed that the majority of the respondents agreed represented by 40%, 30% strongly agree, 20% Of the respondents were uncertain while 10% disagreed, and none strongly disagreed that there isn't resources allocated (qualified personnel and infrastructure) facilitate the change project performance In Nyamata Hostel Construction.

Findings on whether the project team incentives such bonus changed project performance In Nyamata Hostel Construction research indicated that over 50% of the respondents, which is 66.7% agreed that organization has fixed pay and 33.3% disagreed and this meant that project team incentives such bonus changed project performance In Nyamata Hostel Construction. Findings on the statement that there is execution to different financial incentives of Nyamata Hostel Construction Team, research showed that more than 50% of the respondents that is 70% strongly disagree which represented the majority, only 20% of the respondents disagreed while 10% were uncertain.

The majority of the respondents strongly disagreed with statement. This according there is execution to different financial incentives of Nyamata Hostel Construction Team. Findings on the project team incentives enable workers with opportunities to reflect their own work experiences and attitudes, research indicated that 40% of the respondents strongly agreed, 43.3% agree while 16.7% disagree. Because those who agree constitute the majority (43.3 percent of respondents), project team incentives provide workers with opportunities to reflect on their own work experiences and attitudes.

Findings on whether Project team incentives are flexibility official yearly is generally similarly all project, ventures and timeframes from the above table indicated that more than 50% that is 66.6% strongly disagreed and these constituted the majority. 16.7% of the respondents disagreed, 13.3% agreed while 3.3% of the respondents were uncertain. The majority disagreed with statement because motivation is not Project team incentives are flexibility official yearly is generally similarly all project, ventures and timeframes. Project. According to table 4.11, the results show that Project team incentives had $p = 0.001 > 0.05$, so we fail to reject the null hypothesis and conclude that Project team incentives have no significant effect on the project performance of the Nyamata Housing Project.

To assess the effect of financial resource planning on project performance of Nyamata Housing Project

Findings on whether Project completion was done without struggle, the research indicated that 56.7% agreed, 16.7% strongly agree, 20% uncertain while 6.6% disagreed. The majority of the respondents agreed Project completion was done without struggle. This implied that Project completion was done without struggle in Nyamata Housing Project. According to the findings on whether the project budget is properly determined estimated costs of individual activities or work packages to establish an authorized cost baseline, 66.7% of respondents disagreed, 33% were uncertain, 26.7% agreed, and 3.3% strongly agreed. This meant that the Nyamata Housing Project's project budget was properly determined estimated costs of individual activities or work packages to establish an authorized cost baseline.

Findings on whether the project manager is able to forecast expenses, research showed that the majority represented by 56.7% strongly agreed with the statement because recognize work performed by employee's motivation indicators. Therefore, this meant that Nyamata Housing Project manager is able to forecast expenses. The research found that the majority strongly agreed (60%), 33.3% agreed, and 3.3% were uncertain on whether the budget for the project is properly determined the estimated costs of individual activities or work packages to establish an authorized cost baseline.

As a result, the project budget in Nyamata Housing Project is properly determined the estimated costs of individual activities or work packages to establish an authorized cost baseline. Findings on whether Accurate consumption of external and internal financial resources is obligatory, for the construction project the research showed that 43.3% agree and these represented the majority, 20% of the respondents strongly agreed, 33.3% were uncertain and 3.3% disagreed. Majority of the respondents agreed because accurate consumption of external and

internal financial resources is obligatory, for the construction project. This meant that accurate consumption of external and internal financial resources is obligatory, for the construction project has a positive impact on performance in Nyamata Housing Project. Findings on the insufficient cash flow consequence in a project is frequently associated with delays and large extra costs research indicated that 40% of the respondents strongly agreed, 43.3% agree while 16.7% disagree. Because those who agree constitute the majority, 43.3 percent of those polled, it follows that a lack of cash flow in a project is frequently associated with delays and large extra costs. According to Table 4.11, the results show that financial resource planning had $p = 0.001 > 0.05$, so we fail to reject the null hypothesis and conclude that there is no significant relationship between financial resource planning and Nyamata Housing project performance.

To examine the effect of Material resource planning on project performance of Nyamata Housing Project.

Findings on whether characteristics of the construction material influence inventory management both for the supplier as well as for the construction contractor, research indicated that 17% strongly agree, 57% agreed, 20% uncertain while 7% disagreed. The majority of respondents agreed that the characteristics of the construction material have an impact on inventory management for both the supplier and the construction contractor. This meant that the characteristics of the construction material affected inventory management for both the supplier and the construction contractor in the Nyamata Housing Project.

Findings on whether Efficiency of materials management improves performance of construction projects, research showed that majority of the respondents disagreed represented by 67%, 33% uncertain, 27% agree, while 3% strongly agreed. The majority from the findings disagreed because improved merit pay every year. This meant whether Efficiency of materials management improves performance of construction projects in Nyamata Housing Project. Findings on whether Project material and organization was well communicated during planning phase, research showed that the majority represented by 57% strongly agreed, 33% agreed with the statement, 10% uncertain. This indicates that the project material and organization were well communicated during the planning phase of the Nyamata Housing Project. Findings on whether materials management is a well-known issue in many projects that has a significant impact on project success, the research indicated that the majority strongly agreed represented by 60%, 33% agreed while 3% were uncertain.

This means that materials management is a well-known issue in many projects, and it has a significant impact on project success in the Nyamata Housing Project. According to table 4.11, the results show that Material resource planning had $p = 0.004 > 0.05$, so we fail to reject the null hypothesis and conclude that the findings show that there is no significant relationship between Material resource planning and Nyamata Housing project performance.

x. Conclusions

The study aimed examining the effect of project resource management on project performance in Rwanda. Based on the findings, the study came to the following conclusion: all respondents indicated that different resource practices should be established to facilitate construction project performance; research revealed that more use of resource management makes project performance easier and faster; and the third objective revealed a strong positive correlation between resource management and construction project performance; therefore, any organization should use resource management to facilitate construction project performance. The first research objective assessed effect of project team incentives on project performance at Nyamata Housing Project. A quantitative analysis was done using coefficient correlation test at 95% indicates that project team incentives has no project performance at Nyamata Housing Project. The most important resource for an organization is the human resources who are the employees.

They make sufficient contribution to project performance; attention should therefore be paid to them. Therefore it can be concluded that motivation has a great impact on performance of organization in form of improving profitability, return on investment, cash flow and productivity of organization performance, increasing efficiency and effectiveness in the organization. Efficiency in form of quality of services and products, reduction of cost in the organization and timely delivery of services. Effectiveness in form of promoting organizational goals and objectives. This was justified by the study conducted in Nyamata Housing Project, which gave the relationship between motivation and performance. This means that there is a significant relationship between motivation and performance of the Nyamata Housing Project. As conclusion, motivation has a positive impact on performance of the projects in Rwanda.

The second research objective was to assess the effect of financial resource planning on project performance of Nyamata Housing Project. Estimation cost on performance of construction project at Nyamata Housing Project. The researcher argued that in most of cases, contractor's effort in managing costs were relied on managing resources. A quantitative analysis was done using coefficient correlation test at 95% indicates that Financial resource planning

has no significant effect on project performance of Nyamata Housing Project. Furthermore, cost reports, cost estimation and budgeting, and resource management were important elements used by contractors to copy with cost on construction projects. The study concludes that the project's budget was properly calculated and that the funds budgeted were adequate to complete the project. The third research goal was to look into the effect of material resource planning on the Nyamata Housing Project's performance. The findings revealed the existence of a positive relationship between material resource planning and construction project performance. This meant that through Material resource planning, a company can attain the profit of adequate utilization of employees, affording system flexibility, enhancing production, reducing lead time, reducing wastes, reducing production expense, enhancing product quality were attained. Scores from the study indicated that Material resource planning contribute more to the success of construction project, and like companies should know that Material resource planning will be strongly accepted in material management actions related to the attaining of higher level of success for construction project. Findings indicated that coefficient correlation between Material resource planning and performance of construction project Material resource planning has influence on project performance. It was clear that material usage planning was effective, as evidenced by the quality of the materials used, the correct materials used, and the indication that all materials required for the projects were available.

xi. Recommendations

According to the study, Nyamata Hostel Project Management should pay a close attention to the supply of construction materials in order to ensure the project's productivity and financial performance. According to the study, the project budget is an important component of the overall budget and has a significant impact on both the planning and execution phases of a project. Create total and individual costs of the project's various work packages should be kept on track to ensure efficient resource utilization. The study suggested that time schedules using the previously generated WBS. Similarly, the study suggests that proper activity sequencing be used to create realistic and attainable timetables. Identifying dependencies and logical links between project tasks is part of the activity sequencing process. Because a time schedule without control is useless to the project team, the project team should conduct continuous checks and controls to detect deviations as soon as possible. The project team will be able to take required actions if deviations are detected early.

According to the study, material usage planning should be a priority for successful construction project planning. This is because accurate material scheduling improves productivity by decreasing the necessary lead-time, giving the construction project owners a higher quality of production and service. Firms should adopt this, as it will give them a competitive advantage. Construction projects are plagued by a slew of issues and complexities, including cost, duration, quality, and safety. Because the construction industry is so diversified, with subcontractors, contractors, consultants, architects, and other stakeholders, Nyamata Hostel Project Management must identify and analyze resource management challenges in building projects.

xii. REFERENCES

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