

# Effect of Project Team Management Practices on Project Performance: A Case of the National Union of Disabilities' Organizations of Rwanda Project Implemented in Rubavu District, Rwanda by University of Rwanda - College of Agriculture, Animal Sciences and Veterinary Medicine

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## ABSTRACT

*The main objective of this study was to assess the influence of team acquisition, training & development and motivation on project performance, encompassing scope management, cost control, timeliness, quality of deliverables, and stakeholder satisfaction. Effective management of project teams is pivotal in determining project success. This research endeavors to examine the correlation between project team management practices and project performance within the framework of the National Union of Disabilities' Organizations of Rwanda (NUDOR) project implemented by University of Rwanda - College of Agriculture, Animal Sciences and Veterinary Medicine (UR-CAVM) in Rubavu District from 2020 to 2022. By employing a mixed-methods approach, the research incorporated quantitative data derived from questionnaires and qualitative. The anticipated findings seek to illuminate the efficacy of team acquisition processes, underscore the importance of team training and development in enhancing project performance, and elucidate the role of team motivation in attaining project objectives. Furthermore, the research aims to uncover how these team management practices influence effective project scope management, strategies for cost control, adherence to project timelines, delivery quality, and stakeholder satisfaction. Strong positive correlations are observed between various team management factors and project performance. Specifically, the findings reveal that team acquisition, team training and development, and team motivation exhibit significant coefficients of  $\beta_1: 0.302$  ( $p: 0.000$ ),  $\beta_2: 0.123$  ( $p: 0.046$ ), and  $\beta_3: 0.546$  ( $p: 0.000$ ) respectively. All these coefficients are statistically significant, as indicated by their associated Sig. values below 0.05. NUDOR project team should keep enhancing recruitment and selection process, invest in training and development, foster motivation strategies and conduct regular performance evaluation to ensure that individuals with the right skills, experience, and cultural fit are brought on board and their performance sustained.*

**Key words:** Project Team Management, Team Acquisition, Team Motivation, Team Training, Project Performance

## I. INTRODUCTION

Projects are initiated to address pressing issues, fulfill specific needs, or seize opportunities, with the achievement of success being imperative for realizing anticipated benefits and ensuring a positive return on investment. Successful projects are valuable investments, while poor project performance can result in substantial financial losses (Project Management Institute [PMI], 2020).

PMI (2020) data reveals a modest improvement in project success rates between 2018 and 2020, with 64% of projects meeting their original objectives and business intent in 2020, compared to 62% in 2018. However, these success rates remain far from optimal, with a significant number of projects falling short of their intended goals. The Standish Group's 2018 study underscores this issue, indicating that merely 29% of projects can be classified as successful, while 52% face challenges and do not fully meet expectations, and 19% experience outright failure. The global cost of failed or challenged projects is estimated at a staggering \$1.2 trillion annually (PMI, 2020).

Scholars and researchers have identified various best practices and success factors for managing project teams effectively (Gido & Clements, 2014). These include clear goal setting, role clarity, effective communication, and fostering a culture of collaboration and innovation. Additionally, understanding the impact of external factors, such as the project's external environment and stakeholder dynamics, is crucial in comprehending project team performance (Belout, 1998).

As projects grow in complexity and scale, the role of project team management becomes even more critical (Turner & Müller, 2005). Organizations must invest in developing leadership skills, team-building activities, and continuous learning opportunities to enhance the team's performance and adaptability.

Rwanda, too, contends with these challenges. The creation of the Single Project Implementation Unit (SPIU) was aimed at establishing a robust institutional framework for overseeing project design and execution (Ministry of

Local Government, 2023). Yet, a recent report from the auditor general in 2022 raises concerns, revealing that only 52% of allocated project funds were utilized. This low rate of fund absorption signifies the presence of obstacles or challenges that hinder project progress (Office of the Auditor General, 2022). The persistent issue of poor project performance has led to an examination of the influence of project team management practices as a potential contributing factor.

While the connection between project team management practices and performance may appear intuitive, comprehensive research allows for a more profound understanding of the intricate dynamics at play. Such research not only identifies the most effective strategies for managing project teams but also sheds light on how these practices impact project outcomes. Therefore, further exploration in this area holds value for both academic knowledge and practical applications. The primary aim of this study is to explore the impacts of project team management practices on project performance within the context of the NUDOR project implemented by UR-CAVM in Rubavu District from 2020 to 2022.

### 1.1 Objectives

The general objective of the study aims to evaluate the effect of project team management practices on the project performance. Specifically, the study sought to:

- i. To find out the effect of team acquisition on the performance of the NUDOR project in Rubavu district
- ii. To examine the effect of team training and development on the performance of the NUDOR project in Rubavu district
- iii. To find out the effect of team motivation on the performance of the NUDOR project in Rubavu district

### 1.2 Study Hypotheses

Ho1: There is no significant positive effect of team acquisition on the performance of the NUDOR project in Rubavu district;

Ho2: There is no significant positive effect of team training and development on the performance of the NUDOR project in Rubavu district

Ho3: There is no significant effect of team motivation on the performance of the NUDOR project in Rubavu district

## II. LITERATURE REVIEW

Theresia and Antonio (2022) conducted a study in Asia to assess the effectiveness of team building implemented by manufacturing companies. While this study focused on manufacturing, the principles it elucidates are highly transferable to project teams. Their findings demonstrated that successful team building leads to a more united workforce, improved communication among teams, and better collaboration across management levels, which are key aspects of effective project team management. Additionally, it fosters a cohesive team with reduced conflicts and more efficient task completion. The research concluded that effective team building also promotes trust and dependability between employees and management, which can be particularly beneficial in the context of project teams striving for high performance.

Alusa and Kariuki (2015) conducted a study on Human Resource practices in high-performance companies, revealing that the process of attracting and selecting the appropriate project team members has a significant impact on team productivity, organizational performance, and employee retention. Their findings emphasize the importance of aligning HR practices with project team management strategies. Specifically, an effective hiring process plays a crucial role in ensuring that project teams consist of individuals with the right qualifications, leading to the development of high-quality products and, consequently, an improvement in economic performance. This approach guarantees that individuals possessing the desired characteristics and knowledge are strategically placed within the project environment, enabling them to align with the project's culture and atmosphere more effectively.

Fapohunda (2013) conducted a study on effective team building in the workplace, emphasizing its role in addressing interpersonal issues within groups. Her study argued that team building is a valuable strategy that helps employees develop practical problem-solving skills and acquire essential competencies. This aligns with the needs of project teams, where effective problem-solving and competency development are essential for project success. Effective project team management practices often include team-building activities that enhance collaboration and communication among team members, thus leading to enhanced productivity within the team and better project performance.

Njue and Rugendo (2019) conducted an investigation into the impact of team management practices, encompassing team formation, motivation, communication, and dispute resolution, on the performance of community-

based projects in Embu County, Kenya. Their research findings offer valuable insights directly applicable to our thesis, which explores the effect of project team management practices on project performance. This study not only provides statistical evidence, indicating a strong positive correlation between team management practices and community-based project performance but also offers a clear correlation coefficient ( $R=0.653$ ) and coefficient of determination ( $R^2=0.426$ ). These statistical measures help substantiate the significance of our research area and demonstrate the potential to quantify the impact of project team management practices. To enhance alignment with our thesis, we should delve deeper into the specific team management practices investigated by Njue and Rugendo, elucidating how these practices can be applied and adapted within the context of project teams to achieve improved project performance.

### III. METHODOLOGY

#### 3.1 Research Design

This research employed a combined research approach, encompassing both descriptive and correlational study designs, thereby incorporating mixed methods. The descriptive study design was employed to illuminate and analyze the characteristics of the variables under scrutiny. Simultaneously, the correlational study design was utilized to explore relationships and associations between these variables. The inclusion of both quantitative and qualitative methods facilitated a comprehensive exploration of the research topic, allowing for the integration of numerical data with rich insights obtained from study participants

#### 3.2 Study Population

The study's target population comprises project team members, personnel engaged in project administration, and project beneficiaries within the Rubavu District, where project initiatives are executed. A census-based methodology was chosen due to the manageable population size.

**Table 1**

*Population Size*

Category of Respondents	Sample size
Project team members (PI & Members)	12
CAVM management	3
NUDOR staff	3
Project beneficiaries	92
<b>Total</b>	<b>110</b>

#### 3.3 Data collection methods and tools

This study framed its investigations through specific research questions. Multiple data collection methods were employed to triangulate and enrich the research findings. The tools utilized for data collection encompassed questionnaires and the retrieval of relevant documentation for secondary data analysis.

To gather a comprehensive dataset encompassing both qualitative and quantitative dimensions, a Likert-scale questionnaire was administered (Bazeley, 2018). This instrument facilitated the collection of nuanced responses from participants, thereby contributing to a more holistic understanding of the research theme.

#### 3.4 Reliability of research instruments

The questionnaire's reliability statistically measured by measuring the internal consistency using Cronbach's alpha. Cronbach alpha, which is a measure of internal consistency, was used to test the internal reliability of the measurement instrument (Denzin & Lincoln, 2018).

**Table 2***Reliability*

	<b>N of Items</b>	<b>Cronbach's Alpha</b>
Team acquisition	10	.804
Team training and development	10	.853
Team motivation	12	.829
Project performance	10	.820

This table provides insights into the reliability of the measurements for various variables. Each variable is composed number of items, and the corresponding Cronbach's alpha values demonstrate the level of internal consistency within those items. Higher alpha values indicate that the items within a variable are closely related and collectively measure the intended concept reliably as Cronbach's Alpha was greater than 0.7 for all variables.

**3.5 Data Analysis**

Quantitative data were subjected to a multi-faceted analysis. Descriptive statistics were employed to succinctly summarize key variables, while inferential statistics, including correlational analysis, were used to scrutinize the relationships between project team management practices and project performance metrics. Furthermore, multiple regression analysis was conducted to assess the predictive impact of various team management aspects on project outcomes. Additionally, Pearson's correlation coefficient was calculated to gauge the magnitude and direction of the linear correlation between the variables.

**IV. RESULTS & DISCUSSIONS**

This chapter delves into the outcomes and discourse surrounding the data gathered from individuals who completed the questionnaires. For this study, inferential statistics play an important role in the study of hypothesis testing by enabling researchers to draw conclusions on a sample of data. Hypotheses testing were a fundamental process in this research that involves making decisions about factors using sample data.

This study utilized a sample of 110 respondents from representative of project team members from UR-CAVM and beneficiaries of the project in the District of Rubavu. Out of 110 survey questionnaires distributed, 105 (95.45%) were returned and complete and 5 (4.55%) questionnaires was not returned, subsequently a response rate of 95.45 percent, was viewed as adequate.

**Table 3***Descriptive Statistics on Team Acquisition and Performance of the NUDOR Project in Rubavu District*

Statement	Mean	Std. Dev.
Team acquisition processes were well-structured and transparent	4.30	.88
The team members were selected based on their relevant experience and qualifications.	4.07	1.08
Team acquisition align with the stakeholders' expectations and requirements for the NUDOR project	4.07	.88
Team acquisition positively affected stakeholder satisfaction in the NUDOR project	3.73	1.15
The diversity of skills among team members positively impacted the project's outcomes.	4.27	.95
Team acquisition process contributed to the successful completion of the NUDOR project in terms of scope.	3.94	1.11
Team acquisition influenced the cost management of the NUDOR project in Rubavu district	4.27	.91
Team acquisition impact the timeliness of project milestones in the NUDOR project?	4.14	.99
The team acquisition process complied with the Stakeholders requirements	3.92	1.04
Rate the contribution of team acquisition to the quality of deliverables in the NUDOR project	4.11	.91
<b>Overall</b>	<b>4.08</b>	<b>.99</b>

N=105

The results obtained from Table 3 indicate that the participants in the study expressed agreement with the assertion that team acquisition has an impact on the performance of the NUDOR project in Rubavu district.

Firstly, it is evident that the team acquisition processes were perceived as exceptionally well-structured and transparent (a very high mean score of 4.30 and  $\delta=0.88$ ). This indicates a strong positive agreement among the respondents regarding the effectiveness and clarity of the project's acquisition processes. Moreover, respondents generally believe that team members were selected based on their relevant experience and qualifications (a high mean



score of 4.07 and  $\delta=1.08$ ). This indicates a significant positive agreement on alignment between the team's composition and the skills required for the project among respondents with heterogeneous response. Similarly, the data shows a high level of agreement with heterogeneous response among respondents (Mean=4.07, which is high, and  $\delta=0.88$ ) regarding the alignment of team acquisition with stakeholders' expectations and requirements for the NUDOR project. However, some heterogeneity emerges in respondents' perceptions when it comes to the statement, Team acquisition positively affected stakeholder satisfaction in the NUDOR project, (a high mean score of 3.73 and  $\delta=1.15$ ). While still affirming a degree of positive influence. Furthermore, the data indicates a strong positive agreement with heterogeneous response among respondents that the diversity of skills among team members had a positive impact on the project's outcomes (a very high mean score of 4.27 and  $\delta=0.95$ ).

The statement Team acquisition process contributed to the successful completion of the NUDOR project in terms of scope (received a high mean score of 3.94 and  $\delta=1.11$ ), indicating a generally positive but heterogeneous perception among respondents. Nevertheless, the statement Team acquisition influenced the cost management of the NUDOR project in Rubavu district (received a very high mean score of 4.27 and  $\delta=0.91$ ), highlighting the strong positive agreement with heterogeneous response among respondents. Respondents also heterogeneously perceive that team acquisition positively influenced the timeliness of project milestones (a high mean score of 4.14 and  $\delta=0.99$ ). However, there appears to be a high positive level of agreement with heterogeneous response regarding the statement The team acquisition process complied with the Stakeholders requirements,(a high mean score of 3.92 and  $\delta=1.04$ ). Finally, respondents rated the contribution of team acquisition to the quality of deliverables highly (with a high mean score of 4.11 and  $\delta=0.91$ ). This indicates the positive but heterogeneous perception that team acquisition significantly enhanced the quality of the project's deliverables.

This is evident from the relatively high overall mean and standard deviation values of 4.085 which is high and 0.99, respectively. This indicating a general positive agreement among respondents with heterogeneous response.

**Table 4**

*Descriptive Statistics on Team Training, Development and Performance of the NUDOR Project in Rubavu District*

Statement	Mean	Std. Dev.
The project team received appropriate training to enhance their technical skills for the project	4.20	.91
The team members were provided with opportunities for personal and professional growth	3.99	1.03
Training and development programs improved the team's overall performance.	4.17	.87
The impact of team training on project performance was noticeable in various project tasks	4.13	1.06
Team members effectively applied the skills gained from training in their project roles.	3.85	1.18
Please rate the extent to which team training and development contributed to the successful completion of the NUDOR project in terms of scope.	4.02	1.01
Team training and development influenced the cost management in the NUDOR project in Rubavu district	4.15	.94
To what degree did team training and development impact the timeliness of project milestones in the NUDOR project	3.82	1.21
Team training and development contribute to the quality of deliverables in the NUDOR project.	4.19	1.04
Team training and development positively affected stakeholder satisfaction in the NUDOR project	4.26	.78
<b>Overall</b>	<b>4.19</b>	<b>1.00</b>

N=105

The results obtained from Table 4 indicate that the participants in the study expressed agreement with the assertion that team training and development has an impact on the performance of the NUDOR project in Rubavu district. It is evident that the project team received appropriate training to enhance their technical skills for the project (a high mean score of 4.20 and  $\delta=0.91$ ). This indicates a strong positive agreement with heterogeneous response among the respondents regarding the effectiveness of the technical training received by the project team. Also, respondents generally believe that team members were provided with opportunities for personal and professional growth (a high mean score of 3.99 and  $\delta=1.03$ ). This indicates a significant positive agreement that the project team had opportunities for personal and professional development, with some heterogeneity in responses. The data also shows a high level of positive agreement with heterogeneous responses among respondents (Mean=4.17, which is high, and  $\delta=0.87$ ) regarding the impact of training and development programs on the team's overall performance.

Similarly, the data indicates a strong positive agreement with heterogeneous responses among respondents regarding the noticeable impact of team training on project performance in various project tasks (a high mean score of 4.13 and  $\delta=1.06$ ). The statement, Team members effectively applied the skills gained from training in their project

roles (a high mean score of 3.85 and  $\delta=1.18$ ). This indicates a positive agreement with heterogeneous response among respondents.

On the contribution of team training and development to the successful completion of the NUDOR project in terms of scope, respondents positively agreed with the statement and shows a heterogeneous response (a high mean score of 4.02 and  $\delta=1.01$ ). The statement “How much do you think team training and development influenced cost management in the NUDOR project in Rubavu district?” respondents shows a relatively high level of positive agreement with heterogeneous responses (a high mean score of 4.15 and  $\delta=0.94$ ). To what degree team training and development impacted the timeliness of project milestones (a high mean score of 3.82 and  $\delta=1.21$ ). Indicating a positive agreement with heterogeneous response among respondents. Respondents generally rated the contribution of team training and development to the quality of deliverables highly (with a high mean score of 4.19 and  $\delta=1.04$ ). This indicates the positive but heterogeneous perception that team training and development significantly enhanced the quality of the project's deliverables. Lastly, respondents perceived that team training and development positively affected stakeholder satisfaction in the NUDOR project (a very high mean score of 4.26 and  $\delta=0.78$ ). This indicates strong positive agreement with heterogeneous response among respondents regarding the impact of training and development on stakeholder satisfaction.

This is evident from the significant high overall mean and standard deviation values of 4.198 which is high and 1.003, respectively. This indicating a general positive agreement among respondents with heterogeneous response.

**Table 5**

*Descriptive Statistics on Team Motivation and Performance of the NUDOR Project in Rubavu district*

Statement	Mean	Std. Dev.
The project team was motivated and committed to achieving project objectives.	4.00	.91
Team members felt a sense of ownership and pride in their project contributions.	3.88	1.13
Adequate recognition and rewards positively influenced team motivation	3.97	1.06
The level of team motivation significantly impacted the project's success	3.85	1.13
Team motivation was consistently high throughout the project duration	4.03	1.10
Team members felt valued and appreciated for their contributions.	4.39	.78
Government Policies and Regulations impacted the team motivation practices within the project team	3.91	1.127
Team motivation contributed to the successful completion of the NUDOR project in terms of scope	3.81	1.24
Team motivation influenced cost management in the NUDOR project	4.21	1.04
Team motivation positively impact the timeliness of project milestones in the NUDOR project	3.78	1.16
Team motivation contribute positively to the quality of deliverables in the NUDOR project	4.18	.88
Team motivation positively affected stakeholder satisfaction in the NUDOR project	4.16	.91
<b>Overall</b>	<b>4.08</b>	<b>0.941</b>

**N=105**

The results obtained from Table 5 indicate that the participants in the study expressed agreement with the assertion that team motivation has an impact on the performance of the NUDOR project in Rubavu district.

The project team was motivated and committed to achieving project objectives (Mean=4.00, which is high, and Std. Deviation=0.91). This indicates a strong positive agreement with heterogeneous response among respondents. Team members felt a sense of ownership and pride in their project contributions (a high Mean=3.88, Std. Deviation=1.13). It indicates a positive but slightly heterogeneous perception among respondents regarding team members' sense of ownership and pride in their contributions. Adequate recognition and rewards positively influenced team motivation (Mean=3.97, which is high, and Std. Deviation=1.06). This finding indicates the importance of acknowledging and rewarding team members for their efforts as a means to enhance motivation levels with positive agreement but heterogeneous response among respondents. The level of team motivation significantly impacted the project's success (Mean=3.85, which is high, and Std. Deviation=1.13). While the high mean score indicates a positive agreement, there appears to be some heterogeneity in responses among respondents. Team motivation was consistently high throughout the project duration (a high Mean=4.03, Std. Deviation=1.10). The relatively high mean score indicates a significant positive agreement with heterogeneous perspective that team motivation remained consistently high throughout the project's duration. Team members felt valued and appreciated for their contributions (a very high Mean=4.39, Std. Deviation=0.78). With a very high mean score and standard deviation, it is evident, with heterogeneous response among respondents, that team members overwhelmingly felt valued and appreciated for their

contributions. Such a positive and appreciative environment can significantly bolster motivation levels within the team.

Government Policies and Regulations impacted the team motivation practices within the project team (a high Mean=3.91, Std. Deviation=1.127). Respondents acknowledge the influence of government policies and regulations on team motivation practices with heterogeneous response, as indicated by the high mean score and standard deviation. Team motivation contributed to the successful completion of the NUDOR project in terms of scope (a high Mean=3.81, Std. Deviation=1.24). The mean score and standard deviation indicate that respondents positively, with heterogeneous perception, agree that team motivation contribute to the successful completion of the project in terms of scope. Team motivation influenced cost management in the NUDOR project (a very high Mean=4.21, Std. Deviation=1.04). The very high mean score and standard deviation indicates a positive agreement with heterogeneous response among respondents that team motivation has a favorable impact on cost management within the NUDOR project. Team motivation positively impact the timeliness of project milestones in the NUDOR project (a high Mean=3.78, Std. Deviation=1.16). While the high mean score indicates a positive perception that team motivation contributes to the timeliness of project milestones, there is a degree of heterogeneity in opinions from the standard deviation. Team motivation contribute positively to the quality of deliverables in the NUDOR project (the high Mean=4.18, Std. Deviation=0.88). The high mean score and standard deviation indicates the positive agreement with heterogeneous response among respondents. Team motivation positively affected stakeholder satisfaction in the NUDOR project (Mean=4.16, which is high, and Std. Deviation=0.91). With a high mean score and standard deviation, it is evident that team motivation is perceived as having a positive impact on stakeholder satisfaction within the NUDOR project.

This is evident from the significant high overall mean and standard deviation values of 4.08 which is high and 0.9471, respectively. This indicating a general positive agreement among respondents with heterogeneous response.

**Table 6**

*Descriptive Statistics on NUDOR project performance in Rubavu district*

Statement	Mean	Std. Dev.
The project team management practices contributed to a better understanding of project goals and objectives among team members	4.15	.89
The project team management practices played a role in managing and controlling project costs effectively	4.05	.92
The project team's management practices impacted cost efficiency and resource allocation	4.12	.97
The project team management practices influenced the ability to meet project deadlines and milestones	4.13	.89
The project team management practices lead to fewer defects or errors in project deliverables	4.15	.86
Stakeholders are satisfied with project communication and engagement due to project team management practices	4.11	.81
The implementation of the projects is as per provisions of the budget	4.05	.92
The implementation of the projects is as per quality standards intended	4.12	.97
The implementation of projects is as per timelines set; resources' timely delivery.	3.99	1.06
Project team management practices contribute to a successful project deliverable	4.25	.88
<b>Overall</b>	<b>4.11</b>	<b>.901</b>

N=105

The results obtained from Table 6 indicate that the participants in the study expressed agreement with the assertion on the performance of the NUDOR project in Rubavu district.

The project team management practices contributed to a better understanding of project goals and objectives among team members (Mean=4.15, which is high, and Std. Deviation=0.89). This suggests that respondents generally agree with heterogeneous response that these practices enhance clarity regarding project goals and objectives among team members. The project team management practices played a role in managing and controlling project costs effectively (a high Mean=4.05, Std. Deviation=0.92). Respondents heterogeneously perceive that these practices positively influence cost management within the project. The project team's management practices impacted cost efficiency and resource allocation (a high Mean=4.12, Std. Deviation=0.97). This statement indicates that respondents positively believe these practices play a role in efficient resource allocation and cost-effectiveness with heterogeneous response. The project team management practices influenced the ability to meet project deadlines and milestones (Mean=4.13, which is high, and Std. Deviation=0.89). This indicates that respondents positively agree with heterogeneous response that these practices contribute to meeting project timelines and milestones effectively. The

project team management practices lead to fewer defects or errors in project deliverables (a high Mean=4.15, Std. Deviation=0.86). Respondents positively perceive that these practices result in higher quality project deliverables with fewer defects, but with heterogeneous response.

Stakeholders are satisfied with project communication and engagement due to project team management practices (Mean=4.11, which is high, and Std. Deviation=0.81). This statement indicates that stakeholders generally have a positive agreement with heterogeneous perception of project communication and engagement resulting from these practices. The implementation of the projects is as per provisions of the budget (Mean=4.05, which is high, and Std. Deviation=0.92). Respondents positively believe that project implementation adheres to the budget provisions due to these practices, but with heterogeneous response. The implementation of the projects is as per quality standards intended (a high Mean=4.12, Std. Deviation=0.97). This indicates that respondents heterogeneously perceive, with a significant positive agreement, that these practices lead to project implementation in line with intended quality standards. The implementation of projects is as per timelines set; resources' timely delivery (Mean=3.99, which is high, and Std. Deviation=1.06). This indicates that while there's positive agreement that these practices influence project timelines and resource delivery, opinions are heterogeneous. Project team management practices contribute to successful project deliverables (Mean=4.25, which is very high, and Std. Deviation=0.88). Respondents highly agree that these practices play a significant role in achieving successful project deliverables, with heterogeneous response.

This is evident from the significant high overall mean and standard deviation values of 4.112 which is high and 0.9018, respectively. This indicating a general positive agreement among respondents with heterogeneous response.

#### 4.1 Summarized Report Data on Performance of NUDOR project

As reported by the project, the baseline data reveals significant insights. Initially, 40.7% of the beneficiaries were found to contribute to their household income, enabling them to meet essential needs such as healthcare expenses, nutrition, and educational fees. Additionally, 30.4% accessed loans from Village Saving Loan Groups (VSLG) or other microfinance institutions. Notably, the report highlights a concerning aspect: 70% of people living with disabilities reported a lack of collateral for loan access.

Furthermore, the baseline data indicated that only 6.6% of beneficiaries had received training in sustainable agriculture, with 6.7% participating in other income-generating initiatives. A mere 2.2% had the capability to invest in production facilities at that stage. However, the NUDOR project has marked substantial progress. Currently, 60% of beneficiaries have undergone training in sustainable agriculture or other income-generating activities, and 30% of members have made investments in production facilities.

The impact of the NUDOR project has been remarkable. The report underscores significant achievements, with 80% of beneficiaries now actively contributing to their household income and effectively covering their basic requirements. Additionally, 80% of beneficiaries have gained access to loans, whether through VSLGs or other microfinance providers, signifying a substantial improvement in their economic circumstances."

#### 4.2 Correlation Analysis

In Table 7, strong positive correlations are evident between various team management factors and Project performance. Team acquisition exhibits a strong positive correlation of 0.769, highlighting that well-structured Team acquisition is closely linked to better project performance. Similarly, Team training and development shows a strong positive correlation of 0.739, indicating that effective Team training and development contributes significantly to improved project performance. Team motivation demonstrates a positive correlation of 0.869, emphasizing the key role of Team motivation in project success. These correlations, all statistically significant at the 0.01 level, collectively indicate that enhancements in team acquisition, team training and development, and team motivation are connected with improved overall project performance.





**Table 7**  
*Correlations*

		Team acquisition	Team training and development	Team motivation	Project performance
Team acquisition	Pearson Correlation	1	.603**	.685**	.769**
	Sig. (2-tailed)		.000	.000	.000
Team training and development	Pearson Correlation	.603**	1	.754**	.739**
	Sig. (2-tailed)	.000		.000	.000
Team motivation	Pearson Correlation	.685**	.754**	1	.869**
	Sig. (2-tailed)	.000	.000		.000
Project performance	Pearson Correlation	.769**	.739**	.869**	1
	Sig. (2-tailed)	.000	.000	.000	

N=105

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

### 4.3 Regression Analysis

Table 8 presents the model summary for a regression analysis. . The model includes predictors such as team motivation, team acquisition, team training and development. The R value of 0.905 indicates a strong relationship between the predictors and the outcome variable (project performance). The R Square value of 0.820 indicates that approximately 82.0% of the variance in the dependent variable is explicable by the predictors in the model. The Adjusted R Square value of 0.815 accounts for the number of predictors and provides a slightly more conservative estimate of the model's goodness of fit. Overall, this model summary indicates a significant relationship between the team management factors and the project performance, with a good alignment to the data.

**Table 8**  
*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 <sup>a</sup>	.820	.815	.27278

a. Predictors: (Constant), team motivation, team acquisition, team training and development

The F-statistic in Table 9, with a value of 11.401, indicates the results of an Analysis of Variance (ANOVA) for the regression model. The associated significance level (Sig.), denoted as .000, is less than the typical significance threshold of 0.05. This implies that the overall model, which includes predictors like team motivation, team acquisition, team training and development, is statistically significant. In simpler terms, there is strong evidence to assume that at least one of the predictors in the model has a significant effect on the dependent variable, Project performance. This indicates the significance of these team management factors in influencing project performance outcomes.

**Table 9**  
*ANOVA*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.204	3	11.401	154.068	.000 <sup>b</sup>
	Residual	7.515	101	.074		
	Total	41.720	104			

a. Dependent Variable: project performance

b. Predictors: (Constant), team motivation, team acquisition, team training and development

In Table 6, the constant term, representing the estimated intercept of the regression model, has an unstandardized coefficient of 0.214 with a standard error of 0.158. The unstandardized coefficients for the predictor variables reveal their individual effect on Project performance. Specifically, Team acquisition has a coefficient of 0.302, Team training and development has a coefficient of 0.123, and Team motivation has a coefficient of 0.546. All these coefficients are statistically significant, as indicated by their associated Sig. values below 0.05.

**Table 10**  
*Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.214	.158		1.354	.180
	Team acquisition	.302	.058	.305	5.207	.000
	Team training and development	.123	.061	.132	2.016	.046
	Team motivation	.546	.070	.561	7.800	.000

a. Dependent Variable: project performance

The results from the hypothesis testing presented in Table 11 indicate appreciated insights into how project team management affects the performance of the NUDOR project in Rubavu district.

**Table 11**  
*Hypothesis Results*

Null hypotheses	p value	Observation
Ho1. There is no significant positive effect of team acquisition on the performance of the NUDOR project in Rubavu district;	.000	Rejected
Ho2. There is no significant positive effect of team training and development on the performance of the NUDOR project in Rubavu district	.046	Rejected
Ho3. There is no significant effect of team motivation on the performance of the NUDOR project in Rubavu district	.000	Rejected

Each null hypothesis (Ho) has been rejected ( $p < 0.05$ ), indicating compelling evidence against the notion that these team management practices lack a significant effect on project performance. Specifically, team acquisition, team training and development, and team motivation all exhibit a significant influence on the performance of the NUDOR project in Rubavu district. These findings emphasize the crucial importance of adopting a comprehensive approach to project team management on performance within the NUDOR project.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5. Conclusions

This study sought to determine how project team management affected the performance of the NUDOR project in the Rubavu district. The specific objectives that guided the study included examine the effect of team acquisition on the performance of the NUDOR project in Rubavu district, examine the effect of team training and development on the performance of the NUDOR project in Rubavu district and find out the effect of team motivation on the performance of the NUDOR project in Rubavu district. The findings from the inferential statistics analysis indicate a strong positive association between project team management and the performance of the NUDOR project in Rubavu district. Each null hypothesis (Ho) has been rejected ( $p < 0.05$ ), indicating strong evidence against the idea that these team management practices have no significant effect on project performance. Specifically, team acquisition, team training and development, and team motivation all demonstrate a significant influence of project team management on the NUDOR project performance in Rubavu district. These findings emphasize the critical role of comprehensive project team management in achieving project success in NUDOR project.

### 6. Recommendations

The NUDOR project team should conduct a thorough evaluation of the recruitment and selection procedures for team members, ensuring that individuals possessing the requisite skills, experience, and cultural alignment are enlisted. Furthermore, Rubavu District is advised to institute a structured training and development regime for NUDOR project team members, aimed at augmenting their competencies, knowledge, and capacities. Conversely, NUDOR management should promote a motivational work environment that acknowledges and rewards the contributions and accomplishments of team members.

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