EVALUATING THE IMPACT OF PROJECT TEAM PRACTICES ON PERFORMANCE: A CASE STUDY OF ALPHA BROKERS COMPANY LIMITED IN RWANDA

Uwase Belyse & Dr. Martin Kimemia Gathiru, PhD

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 11, Iss.2, pp 1257 – 1287, April 6, 2024. www.strategicjournals.com, © Strategic Journals

EVALUATING THE IMPACT OF PROJECT TEAM PRACTICES ON PERFORMANCE: A CASE STUDY OF ALPHA BROKERS COMPANY LIMITED IN RWANDA

[*1] Uwase Belyse & [2] Dr. Martin Kimemia Gathiru, PhD

[*1] *Post Graduate Student, Master of Business Administration (Project management), Mount Kenya University, Rwanda*

[2] *Vice Chancellor - Mount Kenya University, Rwanda*

Accepted: April 2, 2024

DOI: http://dx.doi.org/10.61426/sjbcm.v11i2.2944

ABSTRACT

A key goal for insurance companies is to execute projects effectively,focusing on team capabilities and processes. This study looked at how project team practices affect performance, focusing on Alpha Brokers Company in Rwanda. We gathered information from 90 employees using surveys and selected our sample through census sampling. We ensured the questions were relevant and reliable by testing them beforehand. We collected primary data through closed-ended questionnaires and analyzed it using SPSS version 21.The analysis showed that participants generally agreed on the effectiveness of project team practices, particularly in planning and resource allocation.However,opinions varied on their impact on cost management and time efficiency. Our findings from correlation and regression analyses indicated positive relationships between project performance and practices like data analysis, risk assessment, decision-making, planning, resource allocation, and team coordination. The regression model suggested that around 22.7% of project performance variability could be explained by the combined impact of analytical and managerial practices. These findings highlight the importance of these practices in achieving successful project outcomes at Alpha Brokers Company Ltd in Rwanda. Based on our analysis, we recommend that Alpha Brokers invest in advanced data analysis tools and training programs to improve decision-making and enhance risk management protocols. These steps aim to enhance project management strategies and optimize team practices for better project performance.

Keywords: *Evaluating, Impact, Project Team Practices, Performance*

CITATION: Uwase, B. & Gathiru, M. K. (2024). Evaluating the impact of project team practices on performance: A case study of Alpha Brokers Company Limited in Rwanda. *The Strategic Journal of Business & Change Management,* 11 (2), 1257 – 1287. http://dx.doi.org/10.61426/sjbcm.v11i2.2944

INTRODUCTION

In project management, teamwork refers to the ability of project members to collaborate effectively within insurance company workforces (Wang et al., 2020). Teamwork embodies principles such as active listening, constructive responses to diverse perspectives, offering assistance, and acknowledging colleagues' accomplishments.

In developed economies, like those in Developed Countries, the adoption of team practices within companies is recognized as a fundamental driver of performance in insurance firms. This framework facilitates the integration of diverse expertise necessary for project success (Mendelsohn, 2018). Project participants in insurance companies often come from various organizations and possess expertise from disparate fields (Mendelsohn, 2018).

Recent years in Pakistan have seen a reevaluation of the traditional project performance model, as advocated by Pinto (2018), who proposed replacing the conventional triple constraint with a quadruple constraint model. This new model introduces client satisfaction as the fourth criterion for project performance, emphasizing that a project's success hinges on satisfying clients. Pinto terms these four criteria as perceived project performance. This study not only examines Pinto's quadruple constraint model but also explores the influence of project performance on organizational performance. Furthermore, the study adopts this specific combination as suggested by Pinto, asserting that these factors are broadly applicable across various organizations and project types. Prior literature lacks a comprehensive investigation into the impact of project teamwork on project performance (Yang et al., 2017).

Research conducted in a developing nation confirms the effectiveness of project teamwork in enhancing project performance, aligning with findings from prior studies in developed countries. Additionally, consistent collaboration among project team members can generate a synergistic effect on project performance factors (Ahlemann, 2019). It is crucial for team members to recognize the significance of their individual contributions to project performance. Diverse skill sets among project team members are essential for optimizing project performance. This study uniquely highlights the role of project teamwork in project performance within a developing country context (Oguoko, 2018).

Furthermore, team practices within insurance companies typically involve executing non-repetitive tasks by leveraging specific skills, knowledge, and expertise to deliver desired outcomes. Achieving a high level of project performance within companies necessitates full integration and focus of team members on project objectives, underscoring the importance of high-level teamwork among insurers (Cheng et al., 2019).

Verma (2018) highlights that project managers in insurance companies navigating the 21st-century landscape encounter challenges within an environment marked by significant uncertainty, cross-cultural teams, and diverse team practices. These teams, comprising members from various corporate functions, often deal with claims, lawsuits, and limited insurer knowledge, necessitating the integration of diverse expertise to attain project goals. Therefore, a thorough understanding of the human aspect in project management and its strategic deployment is imperative to inspire project teams to collaboratively strive towards surpassing project objectives.

In developing nations, team practices within insurance organizations play a pivotal role in project performance. Collaborative teamwork offers significant advantages such as a diverse pool of knowledge, ideas, skills, and resources, fostering camaraderie among team members. Faraj and Sproull's (2018) research demonstrated a strong correlation between expertise management and team performance. However, teams may face challenges hindering their effectiveness, including inadequate communication, ambiguous goals, excessive or insufficient managerial intervention, organizational culture, individual cultural

disparities, and personal egos (Sproull, 2018).

Project teamwork practices represent a critical asset and a significant determinant of organizational success; nevertheless, managing people and enhancing their performance pose considerable challenges. This is particularly evident in the construction project domain, where individuals from diverse organizations collaborate on a temporary basis, relying heavily on each other to fulfill their respective tasks and accomplish shared project goals (Hinnerson, 2018).

In Kenya, a study by Mungeria (2012) suggests that project performance encompasses measurable achievements signifying progress towards project objectives. The effectiveness of project teams is paramount, as emphasized by Anumba et al. (2019). Therefore, achieving robust performance is vital for the successful completion of projects, regardless of their scale. To maintain a high-performing team in construction projects, it is crucial to consider several key factors such as skills, interests, values, collaboration, ethical behavior, effective leadership, and dedication to continuous improvement (Omid and Mehdi, 2016).

Evbuomwan and Anumba (2018) highlight that one contributing factor to the subpar performance of insurance project delivery in many Rwandan companies is the lack of collaborative work among project participants. They further identify various primary causes of poor performance, including a shortage of labor, untrained staff, inexperienced contractors, inadequate management practices, limited technological advancements, adversarial relationships, claims, change orders, competition, corruption, unproductive labor, substandard service delivery, government regulations, resource scarcity, ineffective scheduling and planning, and a dearth of analytical specialists.

According to the Project Implementation Manual of Alpha Brokers Limited in Rwanda (2022), project performance is typically evaluated and quantified through specific measurements such as the allocation of financial resources, duration of completion, attainment of milestones, and the quality of work. Performance measurement serves as the primary method for gathering and reporting information concerning inputs, efficiency, and effectiveness within an insurance project.

Problem Statement

In the global insurance industry, project performance faces significant challenges primarily due to inadequate teamwork practices, especially evident in claims management, as supported by scholarly research. These challenges include deficient production data records (65%), instances of fraud (20%), delayed reporting (10%), excessive workloads on claims officers (5%), deficient managerial strategies, and a lack of effective project analysis methods (Kiana, 2018). The aim of this research project is to investigate how the adoption of effective teamwork practices can mitigate these challenges and drive substantial improvements in project outcomes within the insurance sector.

The Project Implementation Manual (2022) specifies that project performance is assessed through measurements of financial expenditure, completion duration, milestone accomplishments, and work quality. Performance measurement is used to gather and report data on input utilization, operational efficiency, and overall project effectiveness.

Data from the Rwanda Development Board report (2018) and the Alpha Brokers Company report (2022) highlight the significant impact of teamwork practices on project performance. While some projects in Rwanda have succeeded due to effective teamwork, Alpha Company has encountered challenges, particularly in planning (45.3%), resource allocation (65%), and project implementation (45.3%).

Objectives of the study

The general objective of this study was to evaluate the impact of project team practices on project performance: a case study of Alpha Brokers Company Ltd In Rwanda. The study was guided by the following specific objectives;

Specific objectives

- To assess the influence of project analytical team practices on Project performance at Alpha Brokers Company Ltd in Rwanda.
- To examine the impact of project managerial team practices on on Project performance at Alpha Brokers Company Ltd in Rwanda.
- To establish the relationship between project team practices and on Project performance at Alpha Brokers Company Ltd in Rwanda.
- To identify the key factors that mediate the relationship between project team practices and project completion at Alpha Brokers Company Ltd in Rwanda.

LITERATURE REVIEW

Theoritical Literature

In the domain of theoretical literature, the efficacy of any project is closely connected to the methodologies and tactics employed by the project team. This examination examined and dissect the crucial role performed by project team procedures in molding project effectiveness. The integration of adept practices within project teams acts as a cornerstone that can ascertain the eventual triumph or downfall of a project. This theoretical investigation will scrutinize various aspects of project team procedures, elucidating their influence on effectiveness and outlining their wider ramifications for both project administration and organizational success, as proposed by Firasath (2022).

Theoretical literature highlights the essential role of insurance companies in promoting the financial and economic advancement of nations through global risk aggregation, as articulated by Niño (2017). This method diminishes the impact of losses experienced by both major corporations and households, thereby lessening the resources needed to tackle such losses independently and stimulating additional production, investment, innovation, and competition on a worldwide level.

Adeleke (2018) delves into the correlation between project team methodologies and project effectiveness, providing insights into the facets of project team practices, their consequences for project management, and their contribution to achieving organizational triumph. This theoretical framework offers a valuable reference for scholars, professionals, and organizations seeking to improve their project performance.

Jones et al. (2017) underscore the importance of collaboration in shaping project effectiveness, with numerous studies confirming its influence. Collaboration promotes teamwork and a sense of responsibility among project participants, propelling task completion in extensive projects.

Brown et al. (2019) emphasize the efficacy of collaboration in decision-making processes, particularly within the insurance sector. The increasing adoption of collaborative approaches in insurance projects underscores the necessity of establishing efficient team practices to ensure satisfactory project results and enhance overall effectiveness.

Cornick and Mather (2019) highlight the organizational composition of project teams in the insurance sector, where members are chosen based on their technical and financial proficiency. Despite individual professional competencies, collaboration remains essential in attaining collectively-defined goals and encouraging cooperation and task distribution within insurance projects.

Project Analytical Team Practices

The analytical practices of the project team detailed here encompass a methodical approach to enhance performance and efficacy. Beginning with setting clear objectives, assembling a diverse team, and establishing robust processes for data collection and management, these practices prioritize thorough planning, adherence to data security and

compliance, and the use of effective data visualization techniques. Ongoing learning, quality assurance, and meticulous documentation guarantee reliability and transparency throughout the project's lifespan. Seeking feedback, adapting to changes, and providing concise reports aid in informed decision-making. Furthermore, risk management and post-project evaluation further improve project outcomes, ensuring that analytical teams make significant contributions to project performance and success (Muhammad, 2018).

Project Managerial Team Practices

According to the Project Management Institute (PMI), efficient project management is essential for the successful completion of any project. The team responsible for project management, typically led by a project manager, plays a crucial role in planning, executing, and supervising projects. Here are some recommended strategies for project management teams: Start by establishing clear, precise, and achievable project goals to ensure all team members understand the project's objectives (Ahlemann, 2019). Form a competent and diverse team with an appropriate blend of skills and knowledge, while clearly defining roles and responsibilities for each member. Develop a comprehensive project plan covering timelines, milestones, deliverables, and interdependencies, utilizing tools such as Gantt charts or project management software to monitor progress effectively. Establish effective communication channels within the team and with stakeholders, providing regular updates on project status, issues, and changes (Phiri, 2020). Identify potential risks and create risk management plans to mitigate them, continually monitoring and addressing risks throughout the project (Ngatia, 2019).

Allocate resources (personnel, equipment, budget) efficiently to meet project needs, ensuring resources are available when required. Define and manage the project scope to prevent scope creep, documenting and approving any scope changes. Implement quality assurance processes to ensure project deliverables meet predefined quality standards. Engage with project stakeholders, including sponsors, clients, and end-users, understanding their requirements and keeping them informed throughout the project. Maintain accurate and up-to-date project documentation, conducting a post-project review to identify lessons learned and enhance processes for future projects. Be flexible and open to adjustments during the project, monitoring expenses to ensure they align with the allocated budget and reporting any deviations. Foster a positive team environment, motivating team members, and providing opportunities for professional growth and development. Prioritize customer satisfaction by delivering a product or service that meets or exceeds expectations (Pollack, 2018). Close the project properly by obtaining stakeholder approval and conducting a final evaluation to assess project performance and identify areas for improvement. By adhering to these strategies, project management teams can improve their chances of delivering projects on time, within scope, and to stakeholder satisfaction. Adapt these strategies to suit the specific needs and complexity of your projects (Mohammed, 2022).

Characteristics of Project Performance

As indicated by research conducted by Firasath et al. (2022), project effectiveness encompasses various elements influenced by specific project aims and stakeholder viewpoints. Essential measures of project effectiveness comprise attaining project goals, completing tasks within designated deadlines and budgets, delivering high-quality results, ensuring stakeholder contentment, sustaining effective communication, managing risks, demonstrating flexibility, outlining project scope clearly, assimilating lessons from project encounters, and realizing sustainable outcomes. Although diverse stakeholders may prioritize these measures differently, successful project effectiveness is defined by fulfilling or surpassing these standards. Evaluation of project effectiveness should take into account the project's context and objectives, recognizing that some projects may

achieve higher levels of effectiveness than others (Firasath, 2022).

Theoritical Framework

This part included theories used to describe how project team practices may affect its performance.

Social Efficiency Theory

The concept of societal effectiveness in team conduct within insurance companies traces back to the early 20th century, as noted by Kliebard (2018), during a period characterized by a rising interest in educational ideas that transcended traditional boundaries. Frederick Taylor, renowned for his scientific engineering methodology, notably influenced the emergence of societal effectiveness as both an educational principle and societal aspiration, while psychologist Edward Thorndike introduced intelligence assessment into the American education system, mirroring Taylor's impact on industrial and educational realms (Cremin, 2017). Kliebard's observations, as evidenced in his work from 2020, offer valuable insight into the evolution of societal effectiveness ideology in American education, significantly shaping the nation's educational curriculum (Deng et al., 2018). This study adopts John Dewey's philosophical framework to evaluate the potential influence of team conduct within insurance companies on empowering youth. In educational contexts, societal effectiveness entails shaping predetermined and individual social traits through direct instruction of attitudes, skills, and knowledge, contrasting with social efficacy's focus on cultivating vocationally competent and socially responsible individuals, transcending mere learning for enjoyment. The concept of societal effectiveness places lesser emphasis on fulfilling individual needs and more on meeting societal demands (Schiro, 2019).

Human Capital Theory (HCT)

The Human Capital Theory, introduced by Becker in 2021, posits that human capital is the primary driver of wealth creation in developed countries, presenting a comprehensive framework that encompasses various aspects of human endeavors and recommends suitable policies based on specific mindsets (Tan, 2018). According to this theory, investments in job training and education significantly enhance the employment prospects of the workforce, with education being crucial for economic progress. However, it has faced significant criticism from economists, philosophers, and sociologists. Stressing the significance of analytical and managerial teamwork in enhancing a company's performance within the contemporary global economy, the Human Capital Theory suggests that investments in human capital yield substantial economic advantages, though its validity remains subject to debate (Almendarez, 2019). Traditionally, an economy's strength relied mainly on physical assets like machinery and land, with labor playing a secondary role. However, modern economists, inspired by Becker's insights in 2018, argue that investments in healthcare and education are essential for improving human capital, thereby boosting a nation's economic productivity. In this updated interpretation of the Human Capital Theory, individual behavior is heavily influenced by self-interest within competitive markets (Fitzsimons, 2019).

Empirical literature

This part included the past findings from worldwide, Africa and Rwanda.

Analytical team practices and performance of companies

Survey findings from various regions worldwide suggest that a considerable majority of projects adhere to their scheduled timeframe (66.7%), remain within the allocated budget (72.5%), and meet or surpass quality standards (66.7%). This analysis indicates that roughly two-thirds of surveyed projects operate within the constraints of the "iron triangle" and achieve stakeholder satisfaction, a key indicator of effective project management performance (Niño, 2017). Additionally, results reveal that a significant portion of respondents (87.5%) perceive a blend of diverse leadership styles as advantageous, positively impacting productivity, while a minority (12.5%) see

no effect on productivity (Kimutai, 2020). The overall mean score for project team analytical practices, averaging 3.87 with a standard deviation of 0.94, suggests a rating of 4 on the Likert scale adopted, indicating that Unilever's project communication methods are largely adequate for enhancing project performance.

However, the study implies that management's endeavors to enhance project team analytics remain somewhat restricted. These findings resonate with prior research by Pernille, Martin & Claudia (2019), which underscored the favorable impact of stakeholder inclusiveness on organizational processes and project performance. Furthermore, organizational branding strategies were found to boost stakeholder involvement, thereby enhancing project performance and reducing the likelihood of setbacks and discontent (Keziah & Magagan, 2021).

In a distinct study conducted by Bernat et al. (2023), an examination of categorical variables pertaining to individuals' engagement in virtual teams (VTs) revealed compelling insights. Nearly 40% of participants had participated in VT projects for five years or less, with over half holding leadership or managerial positions. Geographically, the Southeast region emerged as the most prevalent location for both personal and team assignments within projects, indicating a concentrated focus in this area. Additionally, almost half of the participants reported collaborating with small teams of 10 or fewer members, regardless of organization size, highlighting the prevalence of smaller team structures in project work. Concerning project budgets, a significant proportion fell within the range of 1 million to 500 million reais, with most of these projects situated in the private sector. Notably, projects predominantly centered on technology, digital media, or telecommunications domains, aligning with prevailing industry trends. These insights shed light on the dynamics of virtual team participation and project characteristics in contemporary organizational settings.

Project managerial team practices and performance of companies

Globally, it's noteworthy that a significant portion of dissatisfied participants, comprising 42.9%, report that their projects adhered to the schedule. Additionally, 71.4% managed to stay within the allocated budget, while 28.6% adhered to the project's contractual terms and conditions. This observation highlights the limitation of solely relying on Atkinson's iron triangle as a comprehensive measure of project performance. Notably, among the discontented participants in our study, none were affiliated with client organizations, whereas half of the survey respondents held contractor roles. Despite the generally favorable perception of stakeholder satisfaction in our findings, this particular observation aligns with existing research in project management (Ahlemann, 2019).

Zwikael and Ahn (2016) emphasized that the crux of effective risk management lies in a thorough understanding of the project's context, taking into account the distinct risk profiles associated with the industry and country in which the project operates. They underscored that even minimal risk management planning can yield significant benefits in mitigating the adverse effects of risk on project outcomes. The shortcomings in identifying risks in complex projects significantly contribute to project setbacks. Based on their research, the prevailing approach in this regard often overlooks identifying events and conditions that impede project performance.

In China, only 47.8% of survey participants express optimism about their project's performance, with a mere 19.6% of practitioners expressing confidence in achieving project success. Respondents believe that ensuring adequate funding until project completion is closely tied to project performance. However, it's important to acknowledge that fluctuations in the global market or industry may have influenced this perception. Nevertheless, it's evident that global shifts can impact the performance of individual projects, underscoring

the interconnectedness between micro and macro perspectives on project success. It's crucial to recognize that a project operates within a broader context and doesn't exist in isolation (Phiri, 2020).

In England, survey results indicate high satisfaction rates among both clients (86.3%) and contractors (89.9%) regarding their projects. However, approximately one-third of project managers encountered challenges in adhering to project constraints, suggesting that stakeholder satisfaction may not directly correlate. This implies that the effectiveness of project management plays a role in shaping perceptions of project performance (Oguoko, 2018).

In Poland, survey findings reveal that a significant portion of projects (78.4%) were in the execution phase at the time of the survey. This raises the question of whether the ultimate project outcome significantly influences stakeholder satisfaction. This observation challenges conventional wisdom from prior studies, which emphasized the importance of effective project management and a successful end product for overall project performance. It suggests that projects that may not meet traditional performance criteria can still fulfill stakeholder expectations (Pollack, 2018).

Across most African regions, it's surprising that 60.9% of respondents confessed to lacking adequate project management training, with only about 20% having affiliations with professional project management organizations. Interestingly, practitioners believe that competence can be attained through the professional certification process. These findings imply that competence may be perceived as attainable by practitioners without the need for formal training and certification processes, contradicting existing literature (Mbona & Bihita, 2020).

In the Eastern Africa region, this research aimed to evaluate how project team strategies in insurance company management impact team efficiency. It aimed to explore the correlation between project performance and various factors such as team composition, motivation, intra-team communication, and the leadership approach employed by the team manager. The study sought to pinpoint aspects of project team administration that contribute to heightened efficiency levels in insurance companies and to underscore elements of effective team governance (Munodani, 2020).

The analysis of gender representation within the insurance company team revealed that females constituted 26.7% of the entire team, while males made up 73.3% of the total team. Based on this data, it's evident that there is a higher proportion of male members involved in this project compared to female members (Mbonabihama, 2019).

The insurance company team demonstrates a diverse age distribution, encompassing various age brackets. Notably, 40% of team members fall within the 41-50 age group, boasting extensive tenure within the organization. This longevity is expected to enhance efficiency, given their established working dynamics and familiarity with organizational procedures and communication channels. Importantly, there are no team members below 20 or above 60 years old (Yaghootkar, 2018).

The results highlight that only 53.3% of team members received rewards, recognition, or encouragement upon reaching their objectives (Ahlemann, 2019). Surprisingly, 46.7% of the team did not receive any form of acknowledgment. It's notable that those who did receive such gestures unanimously reported a positive impact on their efficiency (Shenhar, 2019).

In the insurance company team tasked with project implementation, members were surveyed to assess the leadership styles being employed. Findings indicated that 13.3% of respondents perceived the leadership as autocratic, while an additional 13.3% identified it as laissez-faire. A smaller portion, 6.7%, felt that none of the suggested leadership styles were applicable. The majority of members, comprising 66.7%, acknowledged the implementation of a blend of different leadership

styles throughout the project's duration (Gbahabo, 2017).

Plump and Ketchen (2019), in their examination titled 'Navigating the Potential Legal Pitfalls of Virtual Teams,' highlighted that organizations engaging virtual teams often overlook labor and personnel concerns, as well as intellectual property rights, which can pose risks to project objectives and virtual team effectiveness. They advocate for a thorough review of the legal obligations in the nation from which the organization is hiring, along with comprehensive employee contracts. Such measures not only protect the organization but also provide reassurance to virtual employees, positively influencing their efficiency.

According to the Project Management Institute (2017), more than 40% of projects fail to meet their initial scope and budget. Similarly, research by the Standish Group (VitalityChicago, 2017) revealed a 64% failure rate among examined projects, while Papke & Shields et al. (2018) identified an 86% failure rate in meeting the original scope, budget, or schedule. Additionally, data from the Standish Group demonstrated that only 42% of projects employing the Agile approach succeeded in meeting scope, budget, and schedule requirements, while the Waterfall approach had a success rate of only 26%, respectively.

Furthermore, it was observed that 58% of Agile projects and 74% of Waterfall projects encountered challenges or experienced outright failure due to project planning issues during the analysis phase, with results indicating a positive correlation (Vitality & Chicago, 2017).

A study conducted in Carolina by Thomas (2019) suggests that by establishing clear goals and objectives, breaking down complex processes into manageable tasks, and setting timelines for delivery, project managers can effectively ensure that projects are completed on schedule and within budget. Additionally, implementing quality assurance protocols can help ensure high-quality outcomes, while employing risk mitigation strategies can protect against potential losses or damages arising from unexpected events or circumstances.

The findings unveil a robust and positive relationship between project performance and project risk management (rho=0.773, p-value <0.05). This indicates that as project risk management improves, project performance typically sees improvement. Furthermore, there exists a weaker yet still significant positive relationship between project performance and project communication (rho=0.463, p-value <0.05). This suggests that enhanced communication is associated with improved project performance (Firasath, 2022).

The results demonstrate a significant and positive association between project leadership and project performance (rho=0.618, p-value <0.05). This implies that effective project leadership is linked with heightened project performance (Ngatia, 2019).

The study indicates a robust and significant positive relationship between project stakeholder management and project performance (rho=0.652, p-value <0.05). This suggests that effective management of project stakeholders is associated with enhanced project performance (Ngatia, 2019).

Key factors that mediate the relationship between project team practices and project performance

Globally, research conducted across various regions has underscored the importance of certain factors related to projects. Specifically, 56.3% of respondents highlighted the correlation between well-defined project objectives and the team's access to essential resources. Furthermore, these variables were found to be interconnected, alongside the autonomy of project management within the organization, which constituted 43.7%. This indicates that a higher degree of project management autonomy is associated with improved working conditions.

In the United States, a study by Ahlemann (2019) revealed a robust positive relationship within

project teams between commitment and a sense of responsibility. Moreover, significant and relatively strong correlations were noted among the atmosphere of collaboration within the organization, the autonomy of project management, and the involvement of the project team, accounting for 49.2%. Each connection within this "triangle" of dependence boasted a correlation value no less than 0.48. This suggests that elevated levels of project management autonomy and a positive collaborative atmosphere lead to heightened team engagement in project execution. However, factors pertaining to the project manager and project displayed a very weak relationship with team-related factors, indicating a 45.9% correlation. This implies that team performance is primarily shaped by organizational conditions, which are closely intertwined (Beleiu, 2018).

In most African regions, the multitude of correlations among project success factors poses challenges in determining their individual direct impact on project performance. Nevertheless, comprehending the coexistence of these factors and their collective significance for performance is valuable from an organizational systems perspective (Oguoko, 2018).

In Rwanda, projects such as policy development, enhancements in customer service, and the introduction of new products necessitate collaboration among different departments and stakeholders. Project management serves as an efficient means to coordinate communication among all involved parties, and with clear objectives and effective project governance, teams can collaborate more efficiently to achieve desired results with minimal delays or errors. Additionally, adopting a structured approach to monitor progress helps ensure that projects are completed on schedule and within budget (BNR, 2020).

Conceptual Framework

This figure deals with major variables to assess the major variables on impact of project team practices on performance, thus variables includes independent varaibles , dependent variables and intervening variables.

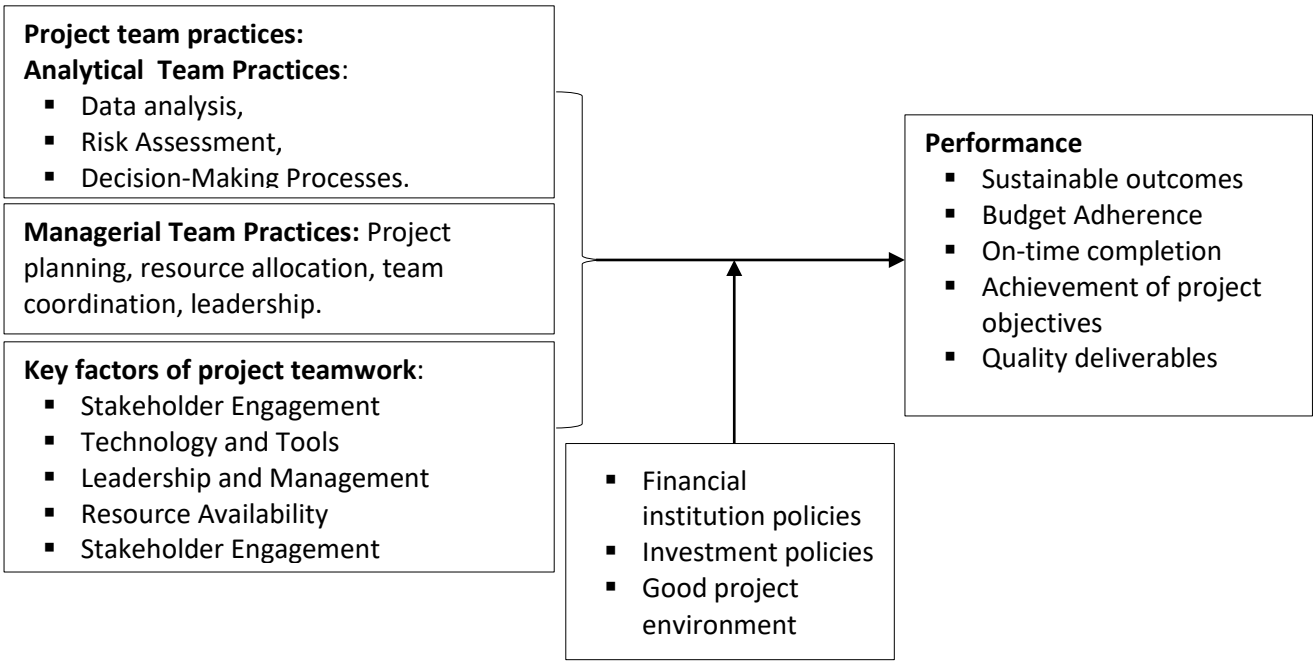

Figure 1: Conceptual Framework

METHODOLOGY

Research Design

The investigator employed an evaluative survey research design, integrating descriptive and analytical methodologies. The principal aim of this study was to systematically evaluate the effect of project team strategies on the performance of Alpha Brokers Company, with the objective of suggesting potential remedies for existing challenges.

The evaluative research design was selected to scrutinize the implementation methods adopted by Alpha Brokers Company and specifically to investigate the collaborative approach in project team strategies within the company. The analytical aspects of variables and scenarios were explored using qualitative and quantitative data collected from both primary and secondary sources. The research concentrated on examining the impact of project team strategies on project performance, with Alpha Brokers Insurance Company in Rwanda as the focal point.

Target Population

Grinnell (2019) characterizes population as the entire collection of individuals or objects under scrutiny in a study, while Ezekiel (2018) expands this notion to encompass all relevant events, entities, and individuals associated with the research. In this investigation, the population of interest consisted of the administrative personnel of Alpha Brokers Company, amounting to 90 individuals (n=90), as documented by the data management office. Hence, the study centered on a population of 90 employees.

Sample design

A sample design serves as a structured blueprint or framework for systematically choosing a subset of individuals, items, or elements from a larger population for examination or analysis. It provides a systematic approach to sample selection, aiming to achieve representativeness and validity in extrapolating findings to the entire population. By outlining a systematic procedure for sample selection, a sample design aids researchers in gathering data that accurately reflects the characteristics of the broader population under investigation.

Sample Size

Grinnell and Williams (2018) underscore the significance of determining the sample size in research, highlighting its implications for both financial resources and the time required for data collection. In this investigation, the target population encompassed 90 respondents, comprising both staff members and accountants from Alpha Brokers Company LTD. Considering the manageable size and accessibility of the population, all participants were included in the study, and a single questionnaire was administered to the head brokers to assess the impact of project team practices on performance at Alpha Brokers Company.

The sample size for this study consisted of 90 respondents, chosen to accommodate cost constraints while ensuring the ability to detect effects of independent variables. This approach was selected to optimize resources and maintain statistical robustness in analyzing the research objectives.

Table 1: Population and Sample Size

Level of Management	Target Population	Sample Size
Staffs And Accounting	75	75
Management staff (n=15).	15	15
Total	90	90

Source: Researcher (2023)

The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). ww.strategicjournals.com

Sampling Techniques

The research employed a census as the sampling technique for Alpha Brokers Company, ensuring the inclusion of every member of the population in the study. Additionally, purposive sampling was utilized to select key informants. This approach enabled the researcher to intentionally choose respondents capable of providing detailed information relevant to the research problem. As a result, the sampling process prioritized obtaining insights from individuals possessing extensive and informed knowledge about the subject matter, rather than solely aiming for representativeness.

A census entails a systematic method of collecting, recording, and analyzing demographic, social, and economic data of a population within a specific geographical area. It furnishes comprehensive information on various demographic factors such as age, gender, occupation, education, and housing. This data is invaluable for governmental planning, policymaking, resource allocation, and decision-making processes (Curtis, 2018).

Data Collection Methods

The researcher used various instruments that helped to meet the information needs for the research.

Data Collection Instruments

In line with the research objectives and formulated inquiries, this study employed self-administered surveys distributed to beneficiaries and staff members of Alpha Brokers, alongside one survey directed to Alpha Brokers to ensure impartial responses. The surveys were designed to facilitate clear and concise answers.

For data gathering, both qualitative and quantitative methodologies were utilized, aligning with Smith's (2017) assertion that employing multiple approaches enhances the researcher's capacity to address study inquiries and assess findings effectively. Various methods, including surveys, were employed to collect primary data from participants. Surveys are widely acknowledged as effective tools for acquiring information from targeted populations, especially through semi-administered structured formats featuring predominantly open-ended queries (Hickey & Mohan, 2018).

Furthermore, unstructured observations were carried out to investigate issues beyond the specified focus areas, enabling the researcher to obtain insights from diverse geographic scopes. These observations offered a broader perspective on the research subject. Secondary data, sourced from textbooks, national documentaries, and journals, complemented the primary data collection efforts. This secondary data encompassed both qualitative and quantitative information, gathered from sources such as websites, focusing on the effectiveness of participation and implementation performance.

Administration of Research Instruments

Primary data, the original information collected through surveys, was systematically acquired and organized into three distinct phases. Following the receipt of approval and authorization for data collection, the researcher initiated the process by approaching participants and offering a thorough explanation of the research's objectives. Data collection took place over the course of a month, with sessions arranged on Mondays, Wednesdays, and Fridays in the early morning. Surveys were distributed during the morning sessions, and the researcher returned in the evening to retrieve them from participants.

Furthermore, key informants participated in group discussions, equipped with tools to facilitate the exploration of relevant topics. This method ensured that data collection was conducted efficiently and comprehensively, enabling the accumulation of valuable insights for the research report.

Validity and Reliability Of Research Instruments

The study ensured content validity by integrating relevant concepts that precisely measured the variables under investigation. Additionally, construct validity was established by employing questionnaires that were content valid. To validate

this, a pilot study was carried out, during which the researcher assessed the main respondents from Alpha Brokers Company regarding their participatory performance implementation.

The instruments' validity was evaluated using the content validity index (CVI), a widely utilized approach for assessing the relevance and suitability of research instruments. This procedure ensured that the instruments accurately captured the intended constructs and yielded dependable data for analysis.

The CVI measured using the formula:

$$\text{Content validity index (CVI)} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

The initial phase of data collection yielded valuable insights for refining the questionnaire and improving the assessment of team practices in insurance company environments. After this preliminary stage, the collected data underwent analysis using the Statistical Package for Social Sciences (SPSS). Subsequently, the reliability of the questionnaire was assessed using Cronbach's alpha coefficient.

Cronbach's alpha is a well-established measure used to evaluate the internal consistency or reliability of a group of items within psychometric tests or questionnaires. It measures the extent of correlation among the items included in the set. The formula for computing Cronbach's alpha is as follows:

$$\alpha = N-1N\ (1-\sigma T2\sum i=1k\sigma i2)$$

Where:

α is the Cronbach's alpha coefficient.

N is the number of items (questions) in the test.

k is the number of items.

2σi2 is the variance of the scores on the item.

2σT2 is the variance of the total scores on all items.

In practical terms, computing Cronbach's alpha involves collecting responses from participants for each item in the questionnaire or test. Statistical software packages such as SPSS, R, or Python, which feature libraries like NumPy, are then utilized to calculate the values of 2σi2 and 2σT2. These values are then combined using the provided formula to determine the reliability coefficient, α, which ranges from 0 to 1. Higher values of Cronbach's alpha indicate stronger internal consistency and reliability among the items.

Generally, a Cronbach's alpha above 0.70 is considered acceptable for research purposes, although the specific threshold may vary depending on the context and field of study. Higher values are generally preferred as they indicate greater reliability. However, it's important to acknowledge that there may be cases where lower alpha values are deemed acceptable, depending on the nature of the test and the research objectives.

Data Analysis Procedures

Throughout the phase of data presentation and analysis, the abundant data obtained from the field was methodically arranged and examined to produce a thorough research report. This encompassed activities such as inputting and refining the collected data, arranging it into coherent tables, and interpreting the outcomes. Furthermore, the data was categorized thematically to correspond with each principal section of the study. This approach facilitated the transmission of research findings, guaranteeing that significant insights were effectively conveyed to the audience.

Quantitative Data Analysis

To tackle specific research questions, statistical methods were utilized. Quantitative data analysis was performed at different stages, including bivariate analysis. Bivariate analysis relied on percentages obtained from frequency tables and descriptive statistics, especially the mean. The frequency percentages of stakeholders' involvement and the mean response rates regarding the performance of the social security investment fund project were computed.

At the bivariate stage, simple linear regression analysis was applied. This enabled the researcher to explore the combined influence of independent variables on the dependent variable. Through this analysis, the individual contribution, termed as the deterministic relationship, of each independent variable to the dependent variable was determined.

Regression Analysis

Regression analysis was performed to determine how independent variables affect the dependent variable across the two variables. Consistent with the suggestion by Saunders et al. (2017), regression analysis was considered the most suitable approach for quantifying and visualizing the particular influence of one variable on another (or others). Therefore, both simple and multiple regression analyses were utilized to showcase the influence of project team practices on project performance within Alpha Brokers Company. The effect estimated using simple regression line of; $Y = b_0 + b_1X1$++...; Where.

Y=Dependent Variable (Project team practice**)**

X1=Explanatory Variables (Project a perfomance)

$\boldsymbol{b_1}$**=** Slope of gradient (regression Coefficient)

$\boldsymbol{b_0}$**=** **Y** intercept (value of Y when X is Zero) (constant)

Linear regression was chosen due to its focus on modeling the conditional probability distribution of one variable given another. This method involves using linear predictor functions to estimate unknown model parameters. As per Zikmund (2019), simple regression analysis aims to determine the optimal fit of a straight line. Consequently, the regression analysis revealed the specific contribution (known as the deterministic relationship) of the independent variable to the dependent variable.

For bivariate analysis, the quantitative responses from each participant pertaining to the independent and dependent variables were consolidated. This consolidation facilitated the conversion of ordinal measurements into a continuous scale, enabling bivariate analysis. Higher scores on both scales indicate increased levels of the variables within the sample.

Qualitative Data Analysis

According to Mugenda (2018), the initial step involves coding the data into sub-themes, which are then organized into broader themes. This methodology enhances the trustworthiness of qualitative findings. Following Mujere's (2016) guidelines, the data undergoes examination and is categorized according to themes aligned with the research objectives. Clusters of text sharing similar meanings are grouped and analyzed within the study's context. The frequency and intensity of certain ideas are assessed, and the rationale and significance behind these ideas are elucidated. This approach aids in comprehending respondents' perspectives and beliefs concerning the research questions addressed in the questionnaires.

Ethical Considerations

The researcher diligently followed established procedures to obtain ethical approval for data collection from Mount Kenya University. After receiving confirmation from the supervisor for the defense, the researcher approached the ethical review board at Alpha Brokers Company. The ethical personnel thoroughly assessed the research topic and granted permission to commence data collection. Throughout the data collection process, the researcher clearly explained the study's objectives, emphasizing its academic nature and dispelling any concerns about hidden agendas. Participants were invited to participate voluntarily, with the freedom to decline or withdraw from the study at any time. Confidentiality measures were implemented to protect participants' information, and assurances were provided regarding safeguarding against any potential harm resulting from the study's findings, which would be used solely for academic purposes.

RESULTS AND DISCUSSION

Socio-demographic Profile of Respondents

This section details the demographic details of participants at Alpha Brokers Company, including gender, age, education level, and work experience, as displayed in the table below:

Table 2: Distribution of Gender

Iterms	Frequency	Percentage
Male	44	48.9
Female	46	51.1
Total	90	100.0

Source:Primary data(2023)

Table 2 Shows the socio-demographic profile of participants in the study investigating the influence of project team practices on project performance at Alpha Brokers Company Ltd in Rwanda is outlined in this section. The segment titled "Gender Distribution" reveals that among the total 90 respondents, 44 (48.9%) are male, while 46 (51.1%) are female. This breakdown provides a succinct snapshot of gender representation among the surveyed population, enriching the comprehension of the demographics being analyzed. Such insights into gender distribution can be instrumental in evaluating potential gender-related viewpoints and encounters concerning project team practices and project performance within the designated organizational setting.

Table 3: Age of respondents

Iterms	Frequency	Percent
18-27years	15	16.7
27-36 years	18	20.0
36-45 years	34	37.8
45-54 years	8	8.9
54 years and above	15	16.7
Total	90	100.0

Source:Primary data(2023)

Table 3 illustrates the sociodemographic profile of the respondents engaged in assessing project team practices and their impact on project performance at Alpha Brokers Company Ltd in Rwanda. Among the 90 individuals surveyed, the age distribution is delineated as follows: 16.7% of respondents belong to the 18-27 age group, 20.0% fall within the 27-36 age range, 37.8% are categorized in the 36-45 age bracket, 8.9% are aged 45-54, and 16.7% are 54 years and older. This breakdown offers valuable insights into the age diversity among the participants, facilitating a nuanced examination of potential disparities in viewpoints and experiences across various age cohorts regarding project team practices and project performance.

Table 4: Working Experience

Iterms	Frequency	Percent
Less than a year	42	46.7
1-5 years	10	11.1
5-10 years	13	14.4
Over 10 years	25	27.8
Total	90	100.0

Source:primary data(2023)

Table 4 presents the professional backgrounds of respondents engaged in analyzing project team practices and their impact on project performance at Alpha Brokers Company Ltd in Rwanda. The "Working Experience" section reveals that out of the 90 respondents surveyed, 42 individuals (46.7%) have less than one year of working experience, 10 respondents (11.1%) have accumulated 1-5 years of experience, 13 respondents (14.4%) have 5-10 years of experience, and 25 respondents (27.8%) have over 10 years of working experience. This breakdown offers a snapshot of the distribution of professional experience among the participants, providing insight into how varying levels of experience may shape perspectives on project team practices and project performance within the specified organizational context.

Presentation of Findings

This section presents the outcomes concerning the study objectives, which are as follows: Firstly, to evaluate the effect of project analytical team practices on project performance at Alpha Brokers Company Ltd in Rwanda. Secondly, to investigate the influence of project managerial team practices on project performance at Alpha Brokers Company Ltd in Rwanda. Lastly, to establish the correlation between project team practices and project performance at Alpha Brokers Company Ltd in Rwanda. 4.2.1. Analytical team practices and Project performance of Alpha Brokers Company Ltd in Rwanda

The main goal of this study is to assess how project analytical team practices influence project performance at Alpha Brokers Company Ltd in Rwanda. Through thorough analysis, the research endeavors to explore how the analytical methods utilized by the project team impact the overall success or obstacles encountered by projects within the company. By examining the relationship between analytical team practices and project outcomes, the study aims to offer valuable insights that can guide enhancements in project management strategies at Alpha Brokers. This research is crucial for advancing the company's comprehension of the factors affecting project performance and cultivating a more productive and efficient project management environment, as depicted in Table 5 below.

Table 5: The influence of project analytical team practices on Project performance at Alpha Brokers Company Ltd in Rwanda (n=90)

Iterms	Mean	Std. D
Our company prioritizes and invests in data analysis practices	4.83	.374
Our company ensures the provision of comprehensive training programs and ample resources to empower employees with the necessary skills	4.62	.55238
Data analysis practices play an integral role in enhancing the overall performance of our projects and business operations	4.42	.83434
Data analysis practices serve in identifying opportunities, mitigating risks, and optimizing strategies for sustained growth and efficiency."	4.51	.58530
Effective risk assessment minimizes disruptions and enhances overall project resilience	4.38	.71413
A risk assessment process enables project teams to allocate resources and maintain project timelines, and ultimately contributes to improved project performance	4.83	.37477
By integrating risk assessment into project planning, it makes informed decisions, resulting in enhanced project outcomes and minimized negative impacts	4.65	.47785
The systematic evaluation and mitigation of risks fosters stakeholder confidence, and ensuring that the project stays aligned with its objectives	4.75	.45743
The risk assessment processes are integrated into our company's decision-making and project planning procedures	4.81	.39361
Decision-making processes help in maintaining project momentum for successful outcomes	4.57	.59921
Decisions within our project teams typically are made collaboratively	4.36	.87986
Timely and well-informed decision-making in our project enhances adaptability to changes, and minimizing delays	4.53	.56489

Source:Primary data(2023)

Table 5 describes the impact of project analytical team practices on project performance at Alpha Brokers Company Ltd in Rwanda, providing mean and standard deviation values for various items.

For the first item, "Company prioritizes and invests in data analysis practices," a high mean of 4.83 indicates a strong positive perception. The low standard deviation of 0.374 suggests a high level of agreement among respondents, indicating a consensus regarding the company's focus on and investment in data analysis practices.

In contrast to prior research conducted by Campbell and Cohost (2014), who conducted a survey within an international company (referred to as MCA) through a series of workshops held for project managers of an oilfield services firm operating across multiple global locations in 2014. They engaged 500 project managers from over thirty countries to evaluate the factors influencing project success and failure. The primary finding indicated that effective communication emerged as the top success factor. Specifically, strong communication among project team members and between the project team and customers within energy companies consistently correlated with project success, whereas poor communication was identified as a leading cause of project failure.

The item "The company is committed to delivering extensive training programs and abundant resources aimed at equipping employees with essential skills" receives a mean score of 4.62, reflecting a positive sentiment towards these initiatives. The standard deviation of 0.55238 suggests moderate variability in responses, indicating differing opinions on the adequacy of the training programs.

In a comparative investigation led by Kliem (2014) in the UK, insights from Vital Smarts Magazine unveiled that 70% of 10,000 projects within Fortune 500 companies faltered due to issues linked to breakdowns in communication. These challenges detrimentally affected project quality, timelines, and expenses.

"The significance of data analysis practices in enhancing our projects' performance and business operations is acknowledged, as indicated by a mean score of 4.42, although marginally lower than preceding items. The higher standard deviation of 0.83434 reflects a more varied range of opinions among respondents, highlighting uncertainty regarding the extent of influence that data analysis practices exert on overall project performance.

The assertion that 'Data analysis practices aid in identifying opportunities, mitigating risks, and optimizing strategies for sustained growth and efficiency' garnered a mean score of 4.51, signifying favorable sentiments toward this standpoint. The standard deviation of 0.58530 indicates relatively consistent responses, emphasizing a widespread belief in the role of data analysis practices for these purposes.

"The assertion that 'Efficient risk assessment diminishes disruptions and boosts overall project resilience' garnered a mean score of 4.38, indicating generally favorable views. Nevertheless, the higher standard deviation of 0.71413 implies a more diverse range of opinions among respondents, underscoring some uncertainty or disagreement regarding the efficacy of risk assessment in mitigating disruptions and enhancing project resilience.

A study concentrating on Information Technology projects shed light on communication challenges. Bull (2014) conducted research within a manufacturing firm in the UK, uncovering that 57% of project failures were ascribed to inadequate communication among stakeholders. Moreover, Prewitt's inquiry in Britain identified various factors contributing to IT leadership failure, many of which were directly tied to communication breakdowns.

The claim that 'A risk assessment process empowers project teams to allocate resources and uphold project timelines, ultimately bolstering project performance,' secured a commendable mean score of 4.83, signifying positive perceptions regarding the influence of risk assessment on

resource allocation and timeline management. The low standard deviation of 0.37477 indicates a high level of consensus among participants, emphasizing a uniform belief in the efficacy of risk assessment processes."

The assertion that "methodical assessment and mitigation of risks cultivate stakeholder trust, ensuring project alignment with its objectives," garners a mean score of 4.75, indicating optimistic views. With a standard deviation of 0.45743, responses remain relatively consistent, highlighting a collective acknowledgment of the positive influence of systematic risk evaluation and mitigation on stakeholder confidence and project alignment with objectives.

In a similar vein, the statement "Our company's decision-making and project planning procedures incorporate risk assessment processes," receives a commendable mean score of 4.81. The low standard deviation of 0.39361 underscores a high degree of consensus among participants, underscoring a widespread belief in the integration of risk assessment processes into decision-making and project planning procedures.

Bernat and colleagues (2023) conducted a comparative examination of categorical variables concerning individuals' involvement in virtual teams (VTs). The analysis uncovered that a substantial portion (approximately 39.89%) of participants had engaged in VT projects for five years or less. The majority (roughly 55.74%) of participants occupied leadership or managerial roles. Geographically, the Southeast region emerged as the primary location for both individual (about 71.04%) and team (approximately 36.61%) assignments within projects. Close to half of the participants (approximately 41.53%) reported collaborating with small teams comprising 10 or fewer members, regardless of the organization's size (around 27.32% indicated having over 1000 colleagues). Most projects (around 36.61%) operated with budgets ranging from 1 million to 500 million reais, and the vast majority of these endeavors (approximately 75.96%) were in the private sector, with technology, digital media, or telecommunications constituting the predominant domains (about 36.61%) in these projects.

To examine the impact of project managerial team practices on Project performance at Alpha Brokers Company Ltd in Rwanda.

By exploring the influence of project management team methodologies on project effectiveness, the goal is to uncover the correlation between project management approaches and their results within the designated organization in Rwanda. This might entail scrutinizing current project management protocols, surveying team members, assessing project records, and potentially contrasting prosperous and less prosperous projects to pinpoint trends and connections. The discoveries stemming from such an investigation could offer valuable perspectives on refining project management strategies and subsequently elevating project outcomes within Alpha Brokers Company Ltd.

Table 6: The impact of project managerial team practices and Project performance of Alpha Brokers Company Ltd in Rwanda (n=90)

Iterms	Mean	Std. D
Project planning helps in efficient resource allocation, task prioritization, and goal alignment."	4.86	.341
Effective project planning in our company is the foundation for risk identification and mitigation strategies	4.68	.465
Project planning in our company helps in cost management, and time efficiency	4.48	.796
Project planning in our company enables teams to anticipate and address challenges early and fosters adaptability	4.57	.518
In our company, resources are allocated to project tasks in our teams	4.86	.341
Resource allocation in our company contributes to preventing resource shortages, and maintaining project timelines.	4.68	.465
Strategic resource allocation in our company helps in aligning skills and expertise with specific project needs	4.48	.796
Allocation of financial resources to project tasks is efficient and well-managed in our team	4.86	.341
Strong team coordination company helps in fostering collaboration and communication	4.68	.465
Efficient team coordination facilitates task alignment, reduces conflicts, and enhances workflow efficiency	4.48	.796
Team coordination company aids in problem-solving, decision-making, and adapting to changes swiftly	4.73	.536
Effective team leads to promoting a harmonious work environment in our company	4.57	.599
Our project manager provides clear direction and guidance to the team?	4.23	.994
In our company project manager effectively communicate and listen to team members' feedback and concerns	4.45	.583
In our company goals are set clearly and all teams are committed	4.62	.712
There is an open communication, collaboration and enhanced morale in our company	4.63	.484

Source:Primary data(2023)

Table 6 presents a thorough examination of how the strategies employed by the project management team impact the performance of projects at Alpha Brokers Company Ltd in Rwanda. The table outlines various assertions regarding project planning, resource allocation, team coordination, and leadership, accompanied by mean and standard deviation values.

For example, the statement "Project planning facilitates effective resource allocation, task prioritization, and goal alignment" reflects a highly favorable viewpoint, with a mean score of 4.86. The low standard deviation of 0.341 indicates a strong consensus among respondents, highlighting a uniform belief in the effectiveness of project planning for optimizing resources.

Similarly, the statement "Efficient project planning in our organization lays the foundation tmanagement. Despite a slightly lower mean score of 4.68 compared to the previous statement, it still conveys a positive sentiment. However, the standard deviation of 0.465 suggests some variability in responses, indicating differing perspectives on the connection between project planning and risk mitigation.

Moving to the role of project planning in cost management and time efficiency, the statement "Project planning within our organization contributes to cost management and time efficiency" garners a mean score of 4.48. While this indicates positive perceptions, the higher standard deviation of 0.796 implies a broader range of opinions among respondents, suggesting some uncertainty regarding the impact of project planning on cost and time.

Ahlemann (2019) conducted research in Morocco, revealing that a significant portion of dissatisfied stakeholders (42.9%) noted their projects were completed on schedule, while 71.4% remained within budget, and only 28.6% adhered to contractual terms. This highlights the inadequacy of solely relying on Atkinson's iron triangle as a comprehensive project performance measure. Notably, none of the dissatisfied stakeholders in the study were affiliated with client organizations, and half of the respondents represented contractor roles. While the study generally presents a positive outlook on stakeholder satisfaction, this specific finding aligns with existing research in project management.

The assertion "Project planning within our company allows teams to anticipate and tackle challenges early and encourages adaptability" portrays project planning as a proactive tool. With a mean score of 4.57 and a standard deviation of 0.518, it indicates moderately positive perceptions with consistent responses regarding project planning's efficacy in addressing challenges and fostering adaptability. This suggests that employees generally consider project planning valuable for anticipating problems early and enhancing adaptability.

Similarly, Zwikael and Ahn (2016) stressed the importance of understanding a project's context for effective risk management, particularly considering industry and country-specific risk levels. They highlighted that even basic risk management planning can significantly mitigate adverse project impacts. Inadequacies in risk identification processes, especially in complex projects, significantly contribute to project failures. This underscores the critical need for comprehensive risk management strategies tailored to each project's unique circumstances.

In a comparable investigation conducted by Magagan et al. (2021), the coefficient associated with project stakeholder management was determined to be 0.532, with a p-value of 0.004. This outcome resulted in rejecting the null hypothesis at a significance level of 5%, indicating a substantial correlation between project stakeholder management and project performance. This suggests that, while keeping all other factors constant, a one-unit increase in project stakeholder management is linked with a 0.532 unit increase in project performance at Unilever Company Kenya Ltd.

Turning to team collaboration, the assertion "Robust team coordination within the organization fosters collaboration and communication" reflects favorable views with a mean score of 4.68. The standard deviation of 0.465 indicates moderate variation in responses, suggesting differing opinions on the impact of strong team coordination on fostering collaboration and communication.

Following this, the statement "Efficient team coordination facilitates task alignment, minimizes conflicts, and improves workflow efficiency" generates a mean score of 4.48. While it indicates positivity, the higher standard deviation of 0.796 implies diverse opinions among respondents, indicating uncertainty regarding the effectiveness of efficient team coordination in achieving task alignment, conflict reduction, and workflow efficiency.

Similarly, Pernille, Martin, and Claudia (2015) discovered that engaged stakeholders showed positive involvement in organizational processes, and the organization's branding strategy contributed to increased stakeholder backing for the project. Involving stakeholders mitigates unexpected setbacks, emphasizing the significance of stakeholder management in project success and sustainability.

Analyzing the assertion "Effective team coordination contributes to fostering a harmonious work environment within our organization," the mean score of 4.57 reflects positive perceptions regarding the role of effective team coordination in fostering a harmonious work environment. With a standard deviation of 0.599, there is moderate variation in responses, suggesting differing opinions

on the correlation between effective team coordination and a harmonious work environment.

The assertion "Within this company, objectives are clearly defined, and all teams display dedication" mirrors favorable perceptions, scoring a mean of 4.62. Nonetheless, the relatively elevated standard deviation of 0.712 indicates moderate variability in responses, suggesting differing viewpoints among respondents regarding goal clarity and team dedication within the organization.

Similarly, a study conducted in England reported high levels of satisfaction among both clients (86.3%) and contractors (89.9%) regarding their projects. However, approximately one-third of project managers encountered difficulties in meeting project constraints, indicating that stakeholder satisfaction may not always directly correlate with project management performance. This underscores the impact of project management efficacy on stakeholders' perceptions of project performance (Oguoko, 2018).

Table 7: Project Performance in Alpha Brokers Company

Iterms	Mean	Std. D
Technical challenges were promptly identified and resolved with success.	4.622	.591
The project met its cost targets effectively.	4.577	.518
Company projects are consistently delivered within the designated timeframe.	4.866	.341
The project outcomes received approval from both project clients and/or product users.	4.677	.469
No quality concerns arose regarding the project outcomes.	4.488	.796
The organizational culture and values receive robust support.	4.577	.518
The technical requirements outlined at the onset of the execution phase were met accordingly.	4.500	.585

Source:Primary data(2023)

Table 7 offers an in-depth analysis of project performance at Alpha Brokers Company, presenting mean and standard deviation values for various metrics.

The initial metric, "Technical issues were effectively recognized and addressed to a successful resolution," presents a high mean of 4.622, indicating positive perceptions regarding the company's proficiency in identifying and resolving technical challenges. With a standard deviation of 0.591, there's moderate variability in responses, suggesting diverse opinions about the effectiveness of addressing technical issues.

Regarding the metric "The project successfully achieved its cost objectives," the mean of 4.577 signifies favorable views on the company's capability to meet cost targets. The standard deviation of 0.518 indicates relatively consistent responses, demonstrating a shared belief in achieving cost objectives.

The data regarding "The company projects are completed on time" reveals a substantial mean of 4.866, reflecting strong positive perceptions regarding timely project completion. A low standard deviation of 0.341 highlights a high level of agreement among participants, indicating a widespread belief in the company's success in meeting project deadlines.

Exploring client and user satisfaction with project outputs, the metric "The project outputs garnered satisfaction among both project clients and/or product users" yields a mean of 4.677. With a standard deviation of 0.469, responses are relatively consistent, underscoring positive perceptions with some variability in opinions about satisfaction.

Regarding the absence of quality-related issues in project outputs, the metric "The project outputs did not encounter any quality-related issues" produces a mean of 4.488. While indicating positive views, the higher standard deviation of 0.796 suggests varied opinions among respondents, highlighting some uncertainty or disagreement about the absence of quality-related issues in project outputs.

"The organization's culture and values receive robust support" demonstrates a mean score of 4.577, signifying favorable perceptions regarding the endorsement of organizational culture and values. With a standard deviation of 0.518, responses are relatively uniform, highlighting a collective belief in the synchronization of project endeavors with the organization's culture and values.

Lastly, the assertion "The technical specifications outlined at the start of the execution phase were met" generates a mean score of 4.500. While indicating positive views, the standard deviation of 0.585 suggests moderately consistent responses with some diversity in opinions regarding the fulfillment of technical specifications.

To establish the relationship between project team practices and on Project performance at Alpha Brokers Company Ltd in Rwanda.

The objective you've presented entails a research aim concentrated on establishing a correlation between project team methodologies and project performance at Alpha Brokers Company Ltd in Rwanda. Let's dissect the main components: The objective implies that the research seeks to investigate and quantify the link between the operational methods of project teams (their practices) and the outcomes they attain (project performance). This might entail gathering data through methodologies such as surveys, questionnaires, or scrutinizing project records. Researchers might seek out patterns, correlations, or causal relationships between specific team practices and the success or failure of projects within the organization. Ultimately, by delineating this correlation, the research could furnish valuable insights into how particular team practices contribute to or impede project success at Alpha Brokers Company Ltd. This insight could be utilized to refine project management processes, bolster team cooperation, and ultimately optimize project results within the organization.

Table 8: The relationship between project team practices and on Project performance at Alpha Brokers Company Ltd in Rwanda.

		Project performance
Data analysis	Pearson Correlation	.425**
	Sig. (2-tailed)	.000
	N	90
Risk assessment	Pearson Correlation	.422**
	Sig. (2-tailed)	.000
	N	90
Decision making processes	Pearson Correlation	.462**
	Sig. (2-tailed)	.000
	N	90
Project planning	Pearson Correlation	.493**
	Sig. (2-tailed)	.000
	N	90
Resource allocation	Pearson Correlation	.459**
	Sig. (2-tailed)	.000
	N	90
Team coordination	Pearson Correlation	.450**
	Sig. (2-tailed)	.000
	N	90
Leadership	Pearson Correlation	.355**
	Sig. (2-tailed)	.001
	N	90

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

Source:Primary data(2023)

The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). ww.strategicjournals.com

The provided data examines the association between project team methodologies and project performance at Alpha Brokers Company Ltd in Rwanda. The analysis uncovers notable Pearson Correlation coefficients across various aspects of project management. Initially, project performance displays a positive correlation of .425 with data analysis practices, indicating that as the competency in data analysis within the project team improves, so does project performance. Similarly, risk assessment practices exhibit a robust correlation of .422, suggesting a significant positive link between proficient risk assessment and project success.

The correlation assessment undertaken illustrates the substantial impact of decision-making processes on project performance, with a correlation coefficient of .462. This underscores the critical importance of sound decision-making within project teams. Furthermore, project planning, resource allocation, and team coordination practices demonstrate significant positive correlations of .493, .459, and .450, respectively, further underscoring their pivotal roles in achieving successful project outcomes.

In a comparable study by Keziah & Magagan (2021), a significant F statistic of 9.44956 with a corresponding low P-value of 0.00081 indicates the significance of the regression model ($P < 0.05$). This suggests that project risk management, project leadership, project communication, and project stakeholder management contribute to enhanced project performance at Unilever Company Kenya Ltd.

Moreover, leadership practices, while slightly less correlated at .355, still exhibit a statistically significant impact on project performance. The consistently low p-values (all < .001) imply that these correlations are highly dependable. Overall, these findings underscore the critical significance of effective project team methodologies in influencing and forecasting project success within Alpha Brokers Company Ltd in Rwanda.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.476[a]	.227	.209	1.08509

a. Predictors: (Constant), Project Analytical Team Practices, Project Team Managerial Practices.

The Model Summary offers an overview of the regression model utilized to examine the relationship between project performance and its predictors, namely Project Analytical Team Practices and Project Team Managerial Practices.

The R Square value, at 0.227, indicates that approximately 22.7% of the variance in project performance can be elucidated by the amalgamation of these two predictors within the model. This implies a moderate level of explanatory capability, suggesting that additional factors not accounted for in the model may also impact project performance.

The Adjusted R Square, which adjusts for the number of predictors in the model, stands at 0.209. This adjusted value is marginally lower than the R Square and considers the balance between introducing more predictors and the resultant enhancement in explanatory power. In this context, it indicates that the inclusion of Project Analytical Team Practices and Project Team Managerial Practices contributes to the model's explanatory capacity, albeit with potentially diminishing returns with further predictors.

The standard error of the estimate (1.085) furnishes a gauge of the average deviation between the observed values of the dependent variable (Project performance) and those predicted by the model. A lower standard error signifies a better fit of the model to the data.

The predictors encompassed in the model are Project Analytical Team Practices and Project Team Managerial Practices, along with a constant term. The "a" accompanying the R value signifies that the

correlation coefficient is derived from these predictors. Overall, the Model Summary presents a succinct overview of the regression model's performance in elucidating the variability in project performance based on the specified predictors.

Table 10: Analysis of variance ANOVA[b)]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.053	2	15.026	12.762	.000[a]
	Residual	102.436	87	1.177		
	Total	132.489	89			

Source:Primary data(2023)

a. Predictors: (Constant), Project Analytical Team Practices, Project Team Managerial Practices

b. Dependent Variable: Project performance

Table 10 presents the results of the analysis of variance (ANOVA) for a regression model aimed at understanding the impact of predictors on Project Performance. The Regression segment of the table offers critical insights into the efficacy of the model as a whole. The F-statistic of 12.762 indicates a statistically significant association between the predictors (Constant, Project Analytical Team Practices, and Project Team Managerial Practices) and the dependent variable (Project Performance). With an associated p-value of .000 (a), this significance underscores a minimal likelihood that the observed relationship occurred randomly. This statistical significance suggests that, collectively, the included predictors substantially contribute to explaining the variance in Project Performance.

The Residual segment of the table delves into the unexplained variance or error term within the model. The sum of squares for residuals amounts to 102.436, with 87 degrees of freedom, resulting in a mean square of 1.177. This aspect of the table illuminates the variability in Project Performance that remains unaccounted for by the predictors in the model. Nevertheless, the notably significant F-statistic in the Regression segment implies that the model, as a whole, remains a valuable tool for predicting and comprehending Project Performance.

In summary, the Total segment amalgamates the sum of squares and degrees of freedom for both the Regression and Residual segments, offering a holistic view of the variance in the dependent variable. The combined sum of squares stands at 132.489, with 89 degrees of freedom. This comprehensive assessment of the model's performance underscores its capability to elucidate a substantial portion of the variability in Project Performance, as evidenced by the significant F-statistic and low p-value in the Regression segment.

Table 11: Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.085	1.168		-.929	.356
	Project Analytical Team Practices	.293	.467	.122	.627	.532
	Project Team Managerial Practices	.975	.517	.366	1.886	.063

a. Dependent Variable: Project performance

Source:primary data(2023)

The constant term, denoted by (Constant), possesses an unstandardized coefficient of -1.085, accompanied by a standard error of 1.168. The t-statistic registers at -.929, with an associated p-

value of .356. However, given that the p-value surpasses the conventional significance level of .05, the constant term lacks statistical significance. This implies that its role in predicting Project Performance is not noteworthy within this framework.

Transitioning to the predictors, the unstandardized coefficient for Project Analytical Team Practices stands at 0.293, with a standard error of 0.467. The t-statistic measures 0.627, while the corresponding p-value is 0.532. Similarly, for Project Team Managerial Practices, the unstandardized coefficient equals 0.975, alongside a standard error of 0.517. The t-statistic records 1.886, with a p-value of 0.063. Although neither predictor reaches conventional significance levels, the p-value associated with Project Team Managerial Practices (0.063) approaches the threshold, suggesting a potential inclination towards significance. This implies that regression coefficients offer insights into the contribution of each predictor to the model. While the constant term fails to significantly influence Project Performance, the predictors, notably Project Team Managerial Practices, exhibit trends that may merit further exploration or consideration in the context of predicting Project Performance.

Discussion

Project Managerial Team Practice

The current findings emphasize the significance of project planning, with a strong mean of 4.86 and minimal standard deviation, indicating unanimous consensus on its beneficial effects on resource allocation, task prioritization, and goal alignment. Similarly, resource allocation within project teams garners positive acknowledgment, boasting a high mean of 4.86 and low standard deviation, highlighting widespread recognition of its efficacy in averting shortages, adhering to project schedules, and matching skills with project demands. These outcomes suggest a consistent viewpoint among participants regarding the favorable impact of project planning and resource allocation on project success.

The study unveils that a substantial majority of projects, approximately 66.7%, are finalized within the designated timeframe, 72.5% adhere to the predetermined budget, and 66.7% meet or surpass quality benchmarks. These findings align with the established "iron triangle" of project management performance, illustrating that roughly two-thirds of surveyed projects attain stakeholder contentment (Niño,2017).

However, perspectives on the influence of project planning on cost management and time efficiency exhibit divergence, as evidenced by a lower mean of 4.48 and a higher standard deviation of 0.796. This variability indicates differing viewpoints regarding the efficacy of project planning in optimizing cost management and time efficiency within the surveyed projects. Efficient team coordination receives positive appraisal, boasting a mean of 4.68, fostering collaboration, communication, and problem-solving. Nonetheless, the moderate standard deviation of 0.465 suggests varying opinions on its impact on task alignment, conflict reduction, and workflow efficiency.

In line with a study conducted in Poland, survey data reveals that a significant majority of projects (78.4%) were in the execution phase at the time of the survey. This challenges conventional wisdom and underscores the importance of effective project management in achieving a successful end product and overall project performance (Pollack, 2018). The findings suggest that projects not meeting traditional performance criteria may still meet stakeholder expectations, challenging established beliefs about the linear relationship between project phases and stakeholder satisfaction, and warranting further investigation into the dynamics of project success. In various regions across Africa, a surprising revelation emerges with 60.9% of respondents admitting to lacking proper project management training, and only around 20% having affiliations with professional project management organizations (Mbona, Bihita, 2020). This finding contradicts prevailing literature that often emphasizes the importance of formal training and

certification for project management competence. The results suggest a different perspective among practitioners, indicating that competence is perceived as attainable without strict adherence to professional training or certification processes.

Project Analytical Team Practices

The recent findings within our organization underscore a significant focus on data analysis practices, evident in a high mean score of 4.83 and a low standard deviation of 0.374, indicating consistent positive perceptions among respondents. Similarly, research conducted in Kenya by Kimutai (2020) highlights the favorable impact of varied leadership styles on productivity, with 87.5% of respondents expressing agreement.

Regarding employee empowerment through training and resource provision, the mean score of 4.62 suggests positive perceptions, although the slightly elevated standard deviation of 0.552 hints at some variability in responses regarding this aspect. Furthermore, the collective mean score of 3.87 for project team analytical practices implies that project communication methods at Unilever are deemed adequate for enhancing project performance.

In a study conducted by Ngatia (2019) in Kenya, analogous findings on leadership styles were noted, with 87.5% of respondents acknowledging a positive impact of employing a blend of different leadership styles on productivity. This underscores the perceived effectiveness of diverse leadership approaches in contributing to project success.

Additionally, the influence of data analysis methodologies on general project and business efficacy is mirrored in an average score of 4.42, signifying favorable perceptions. Nonetheless, the marginally elevated standard deviation of 0.834 implies a degree of disparity in respondents' perspectives regarding the impact of data analysis practices on project results and business functions. The research conducted by Firasath (2022) underscores the continual requirement for enhancement in project team analytical methodologies to thoroughly enhance project efficacy. These observations collectively highlight the significance of proficient leadership styles, data analysis methodologies, and continuous training and enhancement endeavors in fostering project triumph and business productivity.

The relationship between project team practices and on Project performance

The current findings elucidate several pivotal aspects of project management and their associations with project performance. Competency in data analysis practices correlates positively with project success ($r = 0.425$), underscoring the importance of harnessing data analysis within project teams. Similarly, efficient risk assessment practices display a robust positive correlation ($r = 0.422$) with project success, accentuating the significance of thorough risk management in attaining favorable outcomes.

When juxtaposed with prior global research, the study corroborates the idea that clearly delineated project objectives and unhindered team access to essential resources significantly enhance project success (56.3%). This emphasis on goal establishment and resource availability echoes the findings of a study by Thomas (2019) in Carolina, which underscored the importance of goal setting, task segmentation, timeline establishment, and quality assurance in successful project fruition.

Conversely, decision-making processes in the current findings exhibit a notable impact on project performance ($r = 0.462$), a dimension not explicitly addressed in previous research. Additionally, project planning, resource allocation, and team coordination practices demonstrate significant positive correlations ($r = 0.493, 0.459, 0.450$, respectively), underscoring their pivotal roles in achieving successful project outcomes. While not explicitly emphasized in the global study, these aspects align with the conclusions drawn from the Carolina study, highlighting effective planning and risk mitigation.

Moreover, the study by Thomas (2019) in Carolina underscored the importance of leadership, clear goal setting, and risk mitigation, which align with the current findings indicating a statistically significant positive relationship between project leadership and project performance ($r = 0.355$, $p < 0.001$). Despite slightly lower correlations, the consistently low p-values reinforce the credibility of these relationships.

Furthermore, the current findings unveil a robust positive correlation between project performance and both project risk management (rho = 0.773, $p < 0.05$) and project communication (rho = 0.463, $p < 0.05$). These results emphasize the significance of proficient risk management and communication in enhancing project performance, as emphasized by Firasath (2022). This thorough examination underscores the intricate nature of project management and the pivotal elements that influence favorable project outcomes.

SUMMARY

Socio-Demographic Characteristics of Respondents

The assessment of project team practices at Alpha Brokers Company Ltd in Rwanda, comprising a sample of 90 individuals, unveils a diverse age distribution among respondents. Notably, 16.7% are aged 18-27, 20.0% fall within the 27-36 age range, 37.8% are in the 36-45 age bracket, 8.9% are aged 45-54, and 16.7% are 54 years and above.

Simultaneously, the study underscores the varied professional experience of the participants, with 46.7% having less than a year of experience, 11.1% possessing 1-5 years, 14.4% with 5-10 years, and 27.8% boasting over 10 years of working experience.

The influence of project analytical team practices on Project performance at Alpha Brokers Company Ltd in Rwanda.

The initial findings highlight our company's strong commitment to and investment in data analysis practices, evidenced by a high mean score of 4.83 and a low standard deviation of 0.374. This indicates a significant prioritization of this aspect and a consistent perception among respondents.

Transitioning to employee empowerment through training and resource provision, the mean score is 4.62, demonstrating a positive perception of the company's dedication. However, the slightly elevated standard deviation of 0.552 suggests a slightly more varied range of responses compared to the first practice.

In terms of the impact of data analysis practices on overall project and business performance, the mean is 4.42, indicating positive yet somewhat varied perceptions, as reflected in the higher standard deviation of 0.834. This implies some diversity in respondents' views regarding the contribution of data analysis practices to project outcomes and business operations.

The impact of project managerial team practices on on Project performance at Alpha Brokers Company Ltd in Rwanda.

The analysis of 90 participants reveals significant insights. Project planning emerges as highly valued, with a robust mean of 4.86, signifying unanimous agreement on its positive effects on resource allocation, task prioritization, and goal alignment. The low standard deviation underscores a shared and consistent perception among participants.

Similarly, resource allocation within project teams garners positive recognition, with a high mean of 4.86 and a low standard deviation, highlighting widespread acknowledgment of its effectiveness in averting shortages, adhering to project timelines, and aligning skills with project needs.

However, perspectives on the impact of project planning on cost management and time efficiency display some divergence, as evidenced by a lower mean of 4.48 and a higher standard deviation of 0.796. This suggests varied viewpoints on the efficacy of project planning in these specific domains.

Efficient team coordination receives positive appraisal, boasting a mean of 4.68, fostering collaboration, communication, and problem-solving. Nonetheless, the moderate standard deviation of 0.465 indicates differing opinions on its influence on task alignment, conflict reduction, and workflow efficiency.

The relationship between proj ect team practices and on Project performance at Alpha Brokers Company Ltd in Rwanda.

The analysis conducted at Alpha Brokers Company Ltd in Rwanda explores the correlation between project team practices and project performance, revealing noteworthy Pearson Correlation coefficients. Key findings indicate positive correlations between project performance and various practices, including data analysis (0.425), risk assessment (0.422), and decision-making processes (0.462), underscoring their pivotal roles in achieving successful project outcomes. Additionally, project planning, resource allocation, and team coordination practices demonstrate significant positive correlations (0.493, 0.459, and 0.450, respectively), highlighting their significance in contributing to project success.

The regression model suggests that approximately 22.7% of the variability in project performance can be accounted for by the combination of Project Analytical Team Practices and Project Team Managerial Practices. The ANOVA results underscore the overall effectiveness of the model, revealing a statistically significant relationship between predictors and project performance. Although the constant term lacks statistical significance, the p-value for Project Team Managerial Practices (0.063) hints at a potential trend towards significance.

CONCLUSION

The conclusions drawn were derived from three specific objectives as follows: Data analysis practices at Alpha Brokers Company Ltd are given high priority, evidenced by a mean score of 4.83 and a low standard deviation, indicating consistent emphasis. Employee empowerment through training and resources is generally perceived positively, with a mean score of 4.62, albeit with slightly varying responses. The impact of data analysis practices on project and business performance receives a mean score of 4.42, indicating generally positive perceptions but with some diversity in views.Findings regarding project planning reveal a high level of esteem, with a mean score of 4.86, showcasing unanimous agreement on its positive impact. Similarly, resource allocation within project teams is positively acknowledged, with a mean score of 4.86 and a low standard deviation. However, opinions differ on the impact of project planning on cost management and time efficiency, reflected in a lower mean score of 4.48 and a higher standard deviation. Efficient team coordination is viewed positively, with a mean score of 4.68, but opinions vary, as indicated by a moderate standard deviation.

Positive correlations are observed between project performance and data analysis practices (0.425), risk assessment practices (0.422), and decision-making processes (0.462), highlighting their significance. Project planning, resource allocation, and team coordination practices also display notable positive correlations (0.493, 0.459, and 0.450, respectively), emphasizing their contributions to project success. The regression model suggests that approximately 22.7% of the variability in project performance can be explained by the combination of Project Analytical Team Practices and Project Team Managerial Practices.

RECOMMENDATIONS

The evaluating the impact of project team practices on project performance at Alpha Brokers Company Ltd in Rwanda, the following recommendations are proposed:

To Alpha Brokers Company Ltd

Alpha Brokers should invest in advanced data analysis tools and training programs to empower project teams. This proactive approach will enable teams to make informed decisions based on data, thereby enhancing project outcomes. Enhancing

risk management protocols is crucial for Alpha Brokers. This involves conducting regular risk assessments, developing contingency plans, and adopting proactive risk mitigation strategies to strengthen project resilience. Prioritizing leadership training programs is essential for Alpha Brokers. By improving the managerial skills of project team leaders, these programs create an environment conducive to effective project management and seamless team coordination. Alpha Brokers should embrace continuous improvement by consistently refining project planning processes. This includes aligning project goals, optimizing resource allocation, and ensuring meticulous project timelines, all of which contribute to enhancing overall project performance.

Fostering a culture of cross-functional collaboration is imperative for Alpha Brokers. This involves creating platforms for open communication, knowledge-sharing, and collaborative decision-making, thereby improving overall project workflow efficiency.

Given that the identified predictors explain approximately 22.7% of project performance variability, Alpha Brokers should adopt a continuous improvement approach. Regularly assessing the impact of implemented practices, gathering feedback from project teams, and adapting strategies based on evolving project requirements and industry best practices are essential steps in this regard.

Suggestion For Further Studies

Here are some general suggestions across different fields: To enrich the understanding of effective project team practices and their influence on performance at Alpha Brokers Company Ltd in Rwanda, future research avenues are proposed. Performing a comparative analysis with peer companies in the financial sector can unveil similarities and differences, providing a broader perspective on project management strategies. Examining the impact of external environmental factors, such as regulatory changes and economic conditions, offers insights into the challenges and opportunities encountered by Alpha Brokers in project implementation.

Integrating employee feedback and satisfaction metrics in future studies enables the evaluation of team members' subjective experiences, offering valuable insights into the human dimensions of project management at Alpha Brokers.

Furthermore, conducting a qualitative exploration of team dynamics and interpersonal interactions within project teams can complement quantitative data, providing nuanced insights that quantitative measures may overlook. Employing a mixed-methods approach ensures a comprehensive investigation of project team practices and their multifaceted effects on performance at Alpha Brokers.

REFERENCES

Ahlemann, F. &. (2019). Measuring project management information Systems perfomance - towards a conceptual model and survey instrument. 18thEuropean Conference on Information Systems.

Adeleke C. (2018). The effect of spiritual leadership on organizational learning capacity,

McGraw-Hill, London.

Barkley B. and Saylor J. (2019) *Customer-Driven Project Management*. New York, NY, USA: McGraw-Hill.

Arney, J. B., Ketchen, D. J., & Wright, M. (2021). The future of resource-based

theory:Revitalization or decline? *Journal of Management, 37*(5), 1299-1315.

Brown, A., Erdem, F., Ozen J. and Janset H. (2019). Cognitive and Affective Dimensions of Trust in Developing Team Performance. *Team Performance Management: An*

International Journal, 9(5.6) 131-135.

Cannon-Bowers, J., and Salas, E. (2018). Team performance and training in complexenvironments: Recent findings from applied research. *Current Directions in Psychological Science*, JSTOR, 7(3), 83–87.

Chan, A. P., Ho, D. C. K., & Tam, C. M. (2018). Effect of inter-organizational teamwork on projectoutcome. *Journal of Management in Engineering, 17* (1), 34-40.

Cheng, J., Proverbs, D. G., &Oduoza, C. F. (2016).The satisfaction levels of UK constructionclients based on the performance of consultants. *Engineering, Construction Architectural Management, 13* (6), 567 -583.

Chow, L., Then D. and Skitmore,M. (2019). Characteristics of teamwork in Singapore construction projects. *Journal of Construction Research*, 6(1): 15-46.

Clark A. E. (2007). Job Satisfaction and Gender: Why Women are so happy at Work?,*Journal of Management*, 3(10), 98-99.

Cooper, D.R & Schindler, P.S. (2020). *Business Research Methods* (8th edi.) McGraw-Hill: New York

Cornick, T., and Mather, J. (2019). *Construction Team practice in insurance companiess: Making Them Work Profitable*.Thomas Telford, London.

Crawford, L., Pollack, J., & England, D. (2016).Uncovering the trends in projectmanagement: Journal emphases over the last 10 years. *International Journal ofProject Management, 24* (2),175 -184.

Dawson P (2017). Computer Technology and the Job of the First-line Supervisor New Technology,Work and Employment. *Journal of Management*, 12(1), 28-30.

Dunkerley D. (2015). *The Foreman: Aspects of Task and Structure*. London: Routledge& KeganPrinters.

Demkin, J. A. (2018). *The architect's handbook of professional practice*. John Wiley and Sons, 1027.

Dinsomore, P.C. and Cooke-Davies, T.J. (2016). *Right Projects Done Right: From Business Strategy to Perfomance ful Project Implementation*. Jossey-Bass, San Francisco.

Edmondson F. (2019). *Why Teams don't work*. San Francisco: BerrettKohler Publishers.

Evbuomwan, N., and Anumba, C. (2018). An integrated framework for concurrent life-cycle design and construction. *Advance Engineering Software*, 29(7-9), 587–597.

Fernie, S., Green, D., Weller, S. and Newcombe, R. (2020). Knowledge sharing: Context, confusion, and controversy. *International Journal of Project Management, 21*(3), 177 – 187.

Garrido J. M., (2019). Determinants of Sales Manager Job Satisfaction: An Analysis of SpanishIndustrial Firms, *Journal of Human Resource Management*, 11(21), 228-231

Firasath. (2022). The Impact of Effective Team practice in insurance companies Management on Team practice in insurance companies Productivity: A Case Study of Ghana Broadcasting Corporation Education Project.

Mohammed, K. B. (2022). The Impact of Project Management Practices on Project Succes.

Ngatia. (2019). Institutional determinants of participatory monitoring and evaluation systems implementation among community-based development projects in Kibera Slum, Rwanda International Journal of Economics, Commerce and Management, 3(11), 375.

Niño, D. (2017). Efficiency Model of Social Protection Insurers. *R*esearch ConferenceAt*: De La Salle University*, (pp. (1)-8). phillippines .

Oguoko. (2018). Effect of Project Management Practices on Effective Implementation of Building Construction Projects in Rwanda. International Journal of Entrepreneurship and Project Management, 4(3), 1-16.

Phiri. (2020). How evaluation and monitoring influence Timely Completion of project in African Virtual University (AVU), Rwanda. International Journal of Innovative Development & Policy Studies, 3(3), 12-27.

Pollack. (2018). The changing paradigms of project management.25: 266-274.