

Effect of Resource Control on Performance of Coffee Projects in Rwanda: A Case of Sustainable Growers Rwanda

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Abstract: Rwanda, as a developing country is faced with a myriad of project management challenges of both technical and non-technical. First and foremost, the numbers of agricultural failure projects exceed that of successful projects (MINAGRI, 2015). One of the highlighted major causes attributed to that failure is the inability to manage and control project resources as usually this leads to project delay and cost overruns. With an attempt to find solutions to this persisting problem, this study aimed to assess the effect of resource control on performance of coffee project in Rwanda. The general objective of this study was to analyze the effect of resources control on performance of coffee projects in Rwanda. Specifically, the researcher wanted to assess the effect of financial resources control on performance of Sustainable growers Rwanda; to analyze the effect of human resources control on performance of Sustainable Growers Rwanda and to determine the effect of physical resources control on performance of Sustainable Growers Rwanda. The study adopted descriptive research design where quantitative and qualitative methods in data collection and analysis were used. The target population was 30 employees of Sustainable Growers Rwanda, and all of them were considered as sample size. The primary data was collected by using self-administered questionnaires and structured interview. The questionnaire was consisted of close ended questions. Before analyzing data; errors were first identified and eliminated as far as possible in order to enable the researcher to cross examine the relationship between the questions and the corresponding responses so as to ensure accuracy, consistency, and uniformity. This was done immediately after administering the questionnaires to guard against omission. Statistical Package for Social Sciences (SPSS) was used to process data after their collection. Data were presented in form of tables in order to produce the meaningful results. The research findings showed that under financial resource control, project budget control, project Cash control and procurement control were all confirmed to play a big role in coffee projects performance in Sustainable Growers Rwanda and there was strong positive correlation between those indicators and coffee project performance. Under human Resource control, the research findings showed that the process of recruitment, tasks accomplishment and project staff appraisal were all confirmed to influence project performance in Sustainable Growers Rwanda and they were positively correlated with higher significance on coffee project performance. The research findings showed that in physical resource control the indicators project machines control, project tools control and project equipment control were all confirmed to influence coffee project performance and they were positively correlated and significant to the coffee project performance in Sustainable Growers Rwanda.

Keywords: Resources, Resource control, Project Performance

1.Introduction

The Rwanda, as a developing country is faced with a myriad of project management changes both technical and non-technical. First and foremost, the numbers of agricultural failure projects exceed that of successful projects (MINAGRI, 2015). One of the highlighted major causes attributed to that failure is the inability to manage and control project resources as usually this leads to project delay. The project management was a relatively modern approach that was characterized by methods of restructuring management and adapting special management techniques, with the purpose of obtaining better control and use of existing resources. Kerzner (2013) defined project as the management of planning, organizing, directing, and controlling company's resources for relatively short-term objective that was established to complete specific goals and objectives (Kerzner H. , 2013).

Since most of the international not-for-profit organizations were heavily dependent on external funding from donors, project performance was a main consideration on whether these organizations could retain their funding or attract new funding, without which they would end their operations. Therefore, according to Centre for Business

Practices, resource measures included measure on costs versus budget, normally designated as budget versus actual analysis. Resource utilization measures included number of staff and their experience levels. Thompson, et al (2011) note that a company's strategy is the management's action plan for running the business and conducting operations. The company's strategic plan is all about how management intends to grow the business, build a loyal clientele and out compete rivals (Thompson, et al., 2011).

2.Statement of the Problem

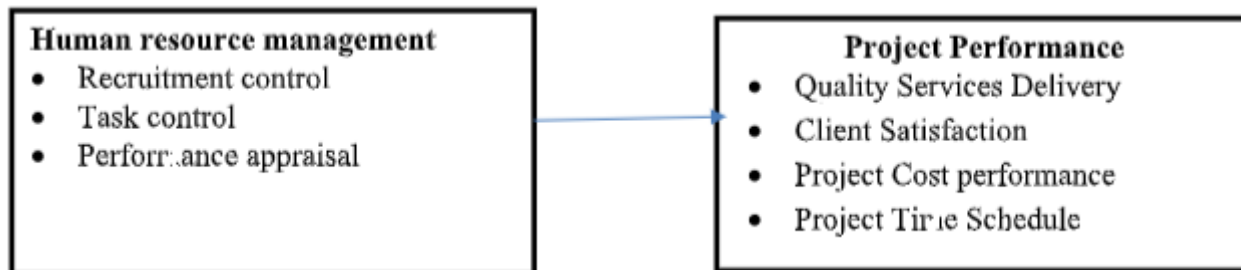
In the most of developing countries, abnormal operational undertaking in functional organizations that have low project management capacity hinders the performance of projects. Further corruption has become a challenge complicating project management practices in those countries (Jekale, 2014). Rwanda as the one among those developing countries is also faced with a myriad of project management challenges both technical and non-technical. First and foremost, the numbers of agricultural failure projects exceed that of successful projects (MINAGRI, 2015). One of the highlighted major causes attributed to that failure is the inability to manage and control project resources as usually this leads to project delay and cost overruns. This study was to assess the effect of resource

control on performance of coffee projects in Rwanda, case of Sustainable Growers Rwanda.

3.Objectives of the Study

The general objective of this study was to analyze the effect of resources control on performance of coffee projects in Rwanda. Its second specific objective was to determine the effect of human resources control on performance of Sustainable Growers Rwanda.

4.Conceptual Framework



5.Research Methodology

- **Research Design:** The researcher used descriptive research design
- **Target Population:** In this study the target population was 30 employees of Sustainable Growers project Rwanda.
- **Sample size:** During this study, the researcher adopted the census since the population was quite small. Since the study used a census, there was no need for sampling technique since the entire population participated in the study 30 potential respondents were considered.
- **Data Collection tools:** Data were collected using questionnaires, structured interview and documentary review

6.Summary of Research Findings

6.1: Effect of Human resource control on coffee project performance

Human resources controls are controls that focus on employee behavior, employee performance and developing and upholding policies and procedures. They are part of human resource management, which serves to plan for, recruit and train employees to meet organizational needs and respond to changes in the external environment.

Table 1: Effectiveness of human resource control on project performance

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Recruitment Processes Control	30	2	5	4.03	.169	.928	.861
Accomplishment of Tasks	30	3	5	4.17	.128	.699	.489
Project Staff Appraisal	30	3	5	4.37	.122	.669	.447

Recruitment Processes Control: The research findings showed that the computed mean of this indicator was 4.03 with a Std Dev of 0.928; hence a researcher concluded that the indicator recruitment process control can influence coffee project performance in sustainable growers Rwanda.

Accomplishment of Tasks: The results generated showed that the computed mean of this indicator at hypothesized value of 3 was 4.17 with confidence interval of 95% and 0.699 of standard deviation. A researcher concluded that Sustainable Growers Rwanda the indicator accomplishment of tasks can influence coffee project performance.

Project Staff Appraisal: The research findings showed that mean computed was greater than test value 3 which was 4.37 and 0.669 of Standard deviation under

confidence interval of 95%. The researcher concluded that project staff performance Appraisal can influence coffee project performance at sustainable Growers Rwanda.

Hence, recruitment processes control, accomplishment of tasks and project staff appraisal as indicators of resource control were all confirmed to influence project performance in Sustainable Growers Rwanda. The research findings were supported by Batt (2009) who examined the relationship between human resource practices, employee quit rates, and organizational performance in the service sector. His findings confirmed that, firms emphasizing high skills, employee participation in decision making and in teams, and human resource incentives such as high relative pay and employment security, have lower quit rates and higher performance, sales growth. He stated that high involvement practices may influence project performance and that employee's

involvement in problem-solving and self-directed teams may increase autonomy and satisfaction. Motivating employees through a good reward system constitutes a difficult and challenging task for general managers as it can positively affect employees' behavior toward their jobs and increase their commitment and thus their performance (Batt, 2009).

The research findings were also supported by the study of Khan (2010) who found that there was a positive

relationship between effective human resource management and project success. Lavagnon (2012) also found out that recruitment, training and performance-based pay all have a significant relationship to project performance. Therefore, it is of great importance to carefully manage the human resource so as to ensure that they are satisfied. This also ensures project success (Anderson, Melanson, & Maly, 2010).

Table 2: Correlation of human resources and coffee project performance

		Project Performance	Recruitment Processes	Accomplishment of Tasks	Performance appraisal
Project Performance	Pearson Correlation	1	.269	.396*	.062
	Sig. (2-tailed)		.151	.030	.744
	N	30	30	30	30
Recruitment Processes	Pearson Correlation	.269	1	.523**	.146
	Sig. (2-tailed)	.151		.003	.440
	N	30	30	30	30
Accomplishment of Tasks	Pearson Correlation	.396*	.523**	1	.160
	Sig. (2-tailed)	.030	.003		.399
	N	30	30	30	30
Performance appraisal	Pearson Correlation	.062**	.146	.160	1
	Sig. (2-tailed)	.744	.440	.399	
	N	30	30	30	30
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

Based on research findings which shows the Correlations in table 4-8, it showed that recruitment process, task accomplishment and staff performance appraisal were strongly correlated with project performance as respectively shown by the Pearson Coefficient of correlation ($r=.269$, $p<0.05$), ($r=.396^*$, $p<0.05$) and ($r=.062$, $p<0.01$). Hence, the relationship between recruitment process, task accomplishment and staff performance appraisal and project performance are significant which implying that, investing in recruitment process, in task accomplishment and having staff performance appraisal for project activities had the potential to increase project performance.

7. Conclusions and Recommendations

7.1 Conclusions

Under Human resource control, the research findings showed that Recruitment Processes Control got a mean of 4.03 with a Std Dev of 0.928; which implied that Recruitment Processes Control had an effect on coffee project performance. The results generated also showed that the computed mean of accomplishment of the task was 4.17 and 0.699 of Std Dev which supported the researcher to conclude that accomplishment of tasks can influence coffee project performance; The research findings showed that computed mean of Project Staff Appraisal was greater than test value 3 which was 4.37 and 0.669 of Std Dev and this implied that project staff appraisal can influence coffee project performance at sustainable Growers

Rwanda. All those indicators make influence on coffee project performance and they were significant since there was positive correlation between variables (Recruitment Processes Control, accomplishment of the task, project staff appraisal and project performance).

Under Financial resource control, the Budget control had the mean of 4.30 with a Std Dev of 0.750 which proved that it had a positive effect on coffee project performance the research findings obtained showed that the computed mean of Project Cash Control was 4.00 with 0.371 of Std Dev which implied that project cash control can influence the project performance of Sustainable Growers Rwanda. The descriptive statistics analysis also showed that Project Procurement Control had the computed mean of 3.70 with 0.702 of Std Dev that meant while test variable was accepted to be the indicator of influencing project performance.

Under physical resource control, the research findings indicated that the computed mean of project Machines Control was greater than test value 3 which was 4.50 with 0.572 of Std Dev, this implied that better control of project Machines can influence project performance. The mean of Project Tools Control was 4.10 with Std Dev of 0.481 which implied that a good control of Machines Tools had an effect on coffee project performance and the findings of project Equipment Control had shown a mean of 4.13 at P-value <0.05 with 0.571 of Std Dev which implied that the Project Equipment Control can influence coffee project performance of Sustainable Growers Performance. Hence,

all those indicators were significant with positive correlation.

7.2 Recommendations

The study recommends that project members to take an initiative in resource control. This study recommends Financial resources should well monitored hence it has been proven that by controlling cash flows, monitoring and evaluating the use of budget and procurement control all can influence coffee project performance. The study also recommends to any particular organization to recruit qualified candidate, to monitor the implementation of tasks up to its accomplishments, and to appraise those who performed which can lead to performance of entire organization.

Under physical resource control, the researcher is recommending To Whom It May Concern to control well the organizational machines, tools and other equipment. A researcher recommends to other researchers that they can carry out other studies in effect to establish the impact of human resource control on the project performance separately. Looking at it separately will allow for detailed analysis of various activities to be done. Further studies that seek to illustrate how much of the variation in project performance can be explained by the various resource control within coffee project should be conducted. This will give direction to the project management on which practice to invest more on for better performance.

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