



## EFFECT OF RESOURCES MANAGEMENT PRACTICES ON THE PERFORMANCE OF COFFEE TREATMENT PROJECT: A CASE OF KIVU LAKE COFFEE WASHING STATION IN RUTSIRO DISTRICT, RWANDA.

BY

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(Master's Degree in Business Administration with Honors in Project Management submitted to the school of University of Kigali)

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Received: 05 November, 2022; Accepted: 10 November 2022; Published: 11 November 2022

<https://brainajournal.com/paper?Id=116>

### ABSTRACT:

The study examined the effect of Resources management practices on the performance of coffee treatment project at Kivu Lake coffee washing station in Rutsiro District. Descriptive and correlational research designs methods, target population was 232 people while sample size was 159 respondents. Method of data analysis was multiple linear regression analysis. The findings showed level of f-test model is 1758.407 which is positive with p-value of 0.000<sup>b</sup> less than both standard significance levels of 0.05 and 0.01. The results also indicated that human resource management practices have positive and significant effect on performance of coffee treatment project involved at 10% level of significance ( $\beta_1 = 0.338$ ,  $t = 18.268$ ; p-value = 0.000 less than significant standard level of 10%). This suggests that a 1-unit change Human resource management practices leads to 0.338-unit change on performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District. The financial resource management practices have positive and significant effect on Performance of coffee treatment project involved at 10% level of significance ( $\beta_2 = 0.544$ ,  $t = 25.25$  and p-value = 0.000 less than 10% as significant standard level). This suggested that a 1-unit change financial resource management practices lead to 0.544-unit change on performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District. The time resource management practices have positive and significant effect on Performance of coffee treatment project involved at 10% as standard level of significance, as ( $\beta_3 = 0.260$ ,  $t = 9.978$  and p-value = .000 less than 10%). This suggests that a 1-unit change the time resource management practices leads to 0.260-unit change on performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District retained  $H_{a3}$  which confirmed that time resource management practices have a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District.

**Key Words:** *Resources management practices, performance, coffee treatment project*

### 1. INTRODUCTION:

Coffee is one of the most important tropical commodities and provides economic benefits at each step of the global value chain that links growers to consumers. The coffee industry contributes to the economies of both exporting and importing countries. As a beverage, it brings

joy to a growing number of consumers around the world. At origin, the production of coffee provides a livelihood for up to 25 million farmers and their families.

Farm performance refers to productivity, efficiency, quality, and resilience. The performance areas are influenced by some factors within the control of the coffee producer, but some outcomes, like productivity, are to a large extent dependent on factors beyond the smallholder's sphere of control.

Coffee producers may not always be able to respond robustly to changing circumstances even within their control, such as pests and disease outbreaks or market preferences, due to the constraints associated with tree crops, including access to pest- and disease-resistant varieties or the time delay for new plantings to become productive (ICO, 2019).

Project performance involves organization of the firm's resources and motivation of the staff to achieve goals. Successful implementation is about working together and sharing information with each other. The value of any strategy and its

## **2.Statement of the Problem**

Despite the many studies that revealed the positive effects of resources management practices to an organization's performance (Droge & Vickery, 2019), to date there is no consistent agreement on whether there is a single set of resources management practices that represents a universally superior approach to managing resource and what to measure in terms of organizational performance (Becker and Gerhart, 2016).

In addition, the extent, if any, to which resources management practices impact on organizational performance still remains a central research

## **3.Objective of the study**

The main objective of this study is to examine the effect of Resources management practices on the performance of coffee treatment project at Kivu Lake coffee washing station in Rutsiro District. Specifically, this paper has the following objectives:

- [1] To find out the effect of Human resource management practices on the performance of coffee treatment project in Rutsiro District

potential contributions include increasing productivity, reducing costs, growing profits, and improving service or product quality (Alavi, 2011).

Brown (2000) concluded that there are still organizations where, despite this criticism, the quality management philosophy continues to be a central focus of the business and a mechanism for contributing to better performances. ISO 9004 recommends top management to implement Quality management principles as a framework to guide their organizations towards improved performance. Quality Management System aims to achieve continual improvement for an organization over the long term by focusing on customer expectations and needs while addressing the needs of all other interested parties (ES ISO 9004, 2009).

question in the resources field (Becker and Gerhart, 2016) hence the need to carry out this study to establish the influence of resources management practices on organization performance.

Basing, on Kivu Lake coffee washing station in Rutsiro project objectives and all these serious problems mentioned by different Rwandans coffee projects failures, pushed the researcher to provide a critical review of the use of Resources management practices on the performance of coffee treatment project at Kivu Lake coffee washing station in Rutsiro, Rwanda.

- [2] To examine the effect of financial resource management practices on the performance of coffee treatment project in Rutsiro District
- [3] To evaluate the effect of the time resource management practices on the performance of coffee treatment project in Rutsiro District

#### 4. Hypothesis of the Study

Research hypothesis is a supposition or proposed explanation made on the basis of limited evidence as a starting point for further investigation. The following are alternative hypothesis formulated for further investigation:

**Ha1:** Strength of Human resource management practices has a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District.

**Ha2:** Financial resource management practices have a statistically significant effect on the

performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District.

**Ha3:** The time resource management practices have a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District.

**Ha4:** Resource management practices have a significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District

#### 5. Concept of Variables

This is about the definition of the main terms of our research topic namely human resource management practices, financial resource management practices, the time resource management practices and public Participation

##### **Project Resource Management**

Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project (PMI, 2018). In addition, according to Halbesleben, Neveu, Paustian-Underdahl and Westman (2014), resources can be defined as things that people value, with an emphasis on objects, states, conditions, and other things. They further assert that defining resources in terms of

practices according to different authors. Its main purpose is to help the reader to easily have the general understanding of used concepts, (OECD, 2012).

their role in attaining project goals helps to understand how individuals determine the value of their resources. For a project to deliver, it requires resources which include people, material, and finance among others. Availability of project resources may impact on project implementation. Their availability in quality and quantity is likely to affect project success or failure.

##### **Human resource management practices**

According to Huang, (2020), human resource management practices are one area that influences employees' intention to leave, levels of job satisfaction, and organizational commitment. Projects usually have a wide variety of objectives, involve numerous internal and external actors, and are conducted in various activity sectors. Since 1980, many academics and

practitioners have agreed that human resource management (HRM) is one of the most crucial elements of an organization's performance, Dvir, Raz and Shenhar (2013).

### **Financial resource management practices**

Based on historical record and future projections, this assessment helps plan and predict the future, allowing you to gain much better control over your organization's financial performance. The first step in the strategic planning process is to address the questions "where are we?" and "What do we have to work with?" examination of recent history and changing contexts both internal and external

### **The time resource management practices**

Most of the cost advantages of JIT occurred when large inflation increases resulted in large increases in the cost of carrying inventory, Plenert and Best, (2016). However, looking at MRP's basic

## **6.Theoretical Review**

This part is giving the theories related to resources management practices with their relationship with the project and its implementation success.

### **Motivation Theory**

Studies show that certain conditions can either bring about job satisfaction or dissatisfaction, and the burgeoning literature on the theories of job satisfaction propose that theories are usually classified according to their nature or chronological arrangement (Judge & Bono, 2001). In line with this argument, (Poggi, 2010) noted that there are content theories such as Maslow 's Need Hierarchy, Herzberg 's two factor theory,

### **Management by Objective Theory**

This theory was related to this study, because, MBO improves employee motivation and commitment and allows for better communication between management and employees. The theory also discussed how the employees taking pride in their work with goals that they know they can achieve. It also aligns employees with their strengths, skills, and educational experiences. The MBO theory proposes the need for dialogue during execution of plans and objectives for the organization at different levels. During dialogue, both the superior and the subordinate are able to bring their specific goals and measures that will help accomplish the task beforehand in a better way (Githenya & Ngugi, 2014). The involvement of the subordinate in the setting of goals and

of the state, program, project or sub-program allows participants to assess current positions. Answering the question of what we have to work with involves consideration of strengths and weaknesses and determination of how to capitalize on strengths (Erica Olsen, 2013).

philosophy, we should be able to focus our scheduling only on what materials are needed, and when they are needed, Plenert, (2020), Ritzman et al., (2014).

Aldermen's ERG Theory, and McClelland 's theory of Needs. Similarly, there are process theories such as behavior modification, cognitive evaluation theory, goal setting theory, reinforcement theory, expectancy theory and equity theory. The research conducted by Herzberg determined what people actually want from their jobs.

objectives and their measurement ensures that the subordinate commits to the plan and are thus held responsible for the accomplishment of the goals within the set time frames. The advantage or benefit of applying this theory is that employees are motivated due to the engagement in the whole process in return boosting job satisfaction, commitment, communication, and coordination. The theory further proposes frequent reviews and interactions between superiors and subordinates which are meant to improve and maintain harmonious relationships within the organization in finding solutions to many problems that may emerge whilst clarifying goals.

## Motivation Theory

Motivation theory is the study of understanding what drives a person to work towards a particular goal or outcome. It's relevant to all of society but is especially important to business and management. That's because a motivated employee is more productive, and a more productive employee is more profitable. There are numerous branches of motivation theory but at its simplest, it boils down to two factors: Extrinsic factors. Here people are motivated by external factors such as a bonus for hard work or a sanction if targets are not met. Intrinsic factors. Here people are motivated by a desire to satisfy human needs. These might include a desire to please their boss or to achieve certain professional or

## 7. Empirical Review

Human resource management practices incorporate issues of employee attitude, training and development as well as deliberate capacity building programs on training and development. Attitude is a hypothetical construct, which represents a person's dislike or like for something; mostly a behavior (Ahmad *et al.*, 2015). For example, how individuals act at work depends on the feeling of being there. The study did not show sense regarding how individual's behavior depends on a person's understanding of their work attitudes.

An effective training of employees enhances the quality of goods and services mainly because of few mistakes. The effectiveness, accuracy, safety practices, good work, and quality customer service is expected. A well trained and intelligent workforce is important to both the success and productivity of an organization. They can save money by ensuring that their employees are well trained; the cost of recruitment and training of new workers can be avoided. The organization can gain from training for instance through its effects on

## 8. Conceptual Framework

From the discussion provided above, the conceptual framework showed the logical relationship between management practices and project implementation. The dependent variable is project performance measured by increase in coffee production, access to international markets, quality coffee with high cupping score, stable pricing of coffee cherries, gain sustainable competitive advantage, increase of the farmer's number distributing to the cows, better financial

personal goals. Most people are motivated by a combination of extrinsic and intrinsic motivation factors.

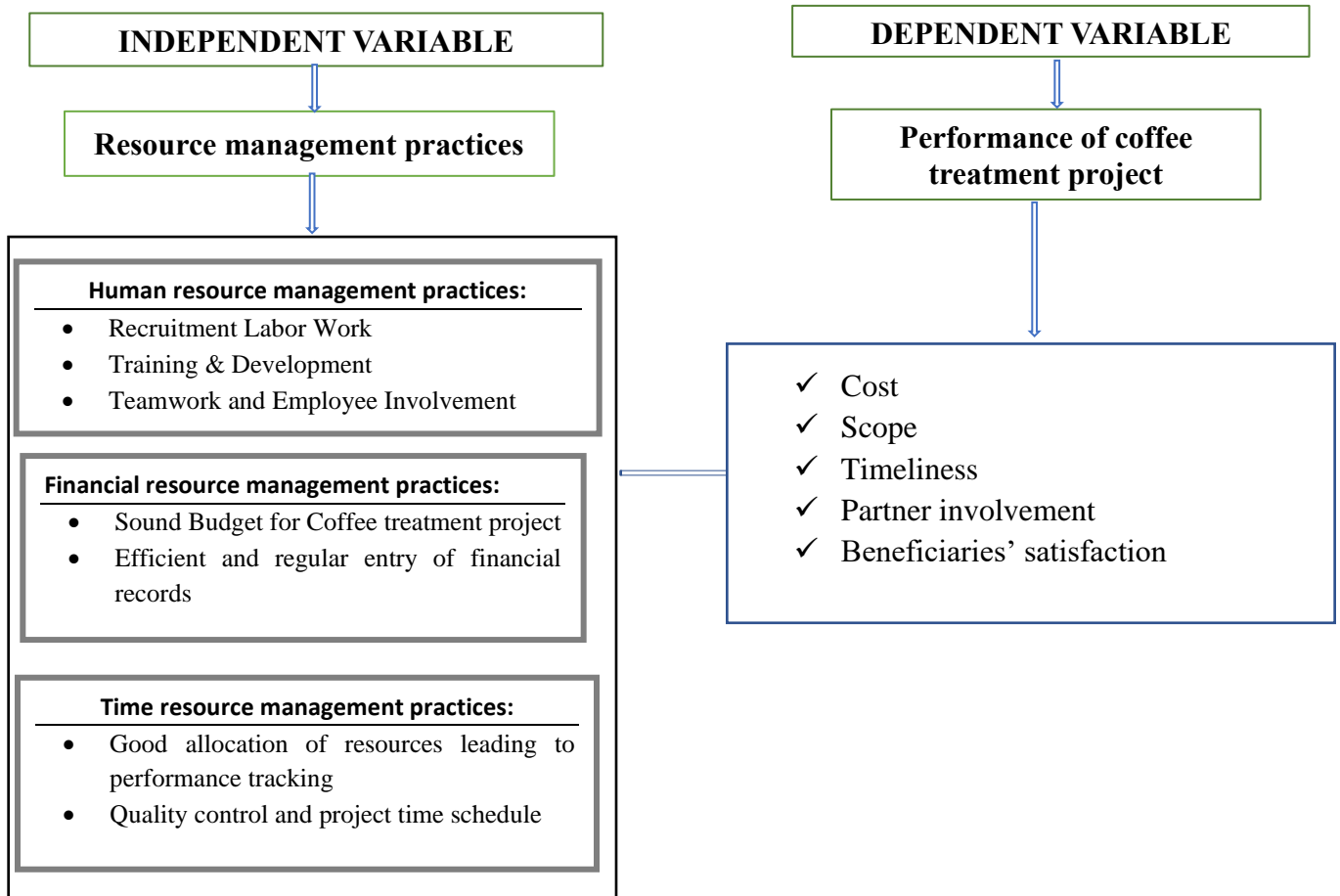
There are assessment tools which help you understand what makes a particular employee tick. But better still is a manager who invests time in getting to know his or her staff. This means they understand the different personalities and can figure out their behaviors. One of the most commonly known and influential workplaces motivation theories was presented by Abraham Maslow and it is the Hierarchy of Needs.

quality. Training offers employees with important skills that lead to better performance. An increase in human performance can be directly related to business performance.

Giannakopoulos & Eybers (2015) investigation of the effects of financial management on project performance, argue that most organizations continue spending on business intelligence implementations despite having financial difficulties. The aim of the study was to establish the relationship between financial management and business intelligence implementations. This study applied a qualitative research technique whilst data was analyzed using descriptive statistics with respondents drawn from four different firms. The findings revealed positive results where effective financial management was applied. The study also showed that project implementation was positively related to good financial management. The scope of this study may not be a true reflection of the scenario in Murangá County.

performance, quality service delivery, partner involvement and Stakeholders satisfaction. The independent variable of management practices is expected to relate to the dependent variable through Human resource management, financial management, Material & time resource planning practices and human resource management practices. The researcher developed a conceptual model which guided this research shown in the figure 1.

**Figure 1: Conceptual framework**



**9. Materials and Methods**

This study applied qualitative and quantitative research (descriptive), and correlation research designs. The target population was beneficiaries, 232 Famers distributing coffee cherries to the cws. The stratified sampling and random sampling techniques were then used to sample 159 respondents. The instruments of data collection were questionnaires technique. Methods of analyzing data of this research

include Descriptive Statistical method which was used to describe the frequency, percentages, and mean and standard deviation of data collected. The correlation coefficient matrix analysis was applied to test the relationship between variables, and Multiple linear regression analyses were adopted to test hypotheses and see change in the performance of projects.

**10. Findings and Discussion of the Results**

Data were collected through questionnaires addressed to 159 respondents, and a document review especially the progress of reports on this project in previous years ago. Data obtained were analyzed quantitatively using computer software of SPSS IBM version 23.0. The participation rate was 100.0% in responding to the questions, and

this helped to continue research with editing, coding, recording, classifying, and tabulating data towards the analysis. Results were interpreted and presented in accordance with the study objectives. Findings indicated that the majority of respondents were males, this was justified by 59.7% of respondents being males, while 40.3% of respondents were females.



## Profile of Respondents

Here, the study presents the findings on profile of respondents including but not limit, gender; Age group of the respondents; educational

background; work experience (how long have you been working with Kivu Lake cws?) as detailed in Table 1.

**Table 1: Findings on Social Demographic Characteristics of Respondents**

Category	Data	Frequencies	Percentages
<b>Gender</b>	Male	95	59.7
	Female	64	40.3
	<b>Total</b>	<b>159</b>	<b>100.0</b>
<b>Education Level</b>	Diploma	11	6.9
	Bachelor's degree	75	47.2
	Secondary level	47	29.6
	Professional courses and VTCs,	22	13.8
	Master's level	4	2.5
	<b>Total</b>	<b>159</b>	<b>100.0</b>
<b>Ages of respondents</b>	21-30 years	34	21.4
	31-40 years	39	24.5
	41-50 years	52	32.7
	51 and above years	34	21.4
	<b>Total</b>	<b>159</b>	<b>100.0</b>
<b>Experience</b>	Less than 2years	23	14.5
	2-3years	52	32.7
	4-5years	63	39.6
	5-6years	16	10.1
	7 years and above	5	3.1
	<b>Total</b>	<b>159</b>	<b>100.0</b>

**Source:** Primary Data (2022)

Table 1 presents findings on the social demographic characteristics of respondents. Majority of respondents were males, this was justified by 59.7% of respondent's males, while 40.3% of respondents were females. Concerning to education level, 47.2% of respondents have bachelor's degree; 29.6% respondents have secondary schools, 6.9% of respondents have diploma; 13.8% have professional courses and VTC; while 2.5% of respondents have PhD. Concerning to the age of respondents, 21.4% of respondents have age between 21 and 30 years;

24.5% respondents have age between 31 and 40 years, 32.7% respondents have ages between 41 and 50 years; while those who have ages of 51 years and above were 21.4% respondents. Experiences of respondents were shown by 14.5% of respondents have less than 2years of experiences; 32.7% of respondents have experience between 2-3years; 39.6% respondents have between 4-5years of experience; 10.1% respondents have experience between 5-6years while 3.1% of respondents' present experience of 7 years and above.

## Inferential Statistics

This section presents the findings from inferential statistical test including correlation coefficient matrix, and multiple linear regression analysis

between independent variable and dependent variables under study.

## Multiple Regression Analysis

This section presents test of normality, correlation analysis, model summary, regression analysis, ANOVA, and coefficient (test of hypotheses).

### Test of Normality

In statistics, normality tests are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. If the p-value is smaller than 0.05, this is interpreted as a significant deviation from the normal distribution and you can assume that your data are not normally distributed. If the

p-value is greater than 0.05 and you want to be statistically completely clean, you cannot necessarily say that the frequency distribution corresponds to the normal distribution, you just cannot disprove the null hypothesis. Even if it is not completely clean, it is still handled in such a way that a value greater than 0.05 is assumed to be a normal distribution.

**Table 2. Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance of coffee treatment project	.195	159	.200	.874	159	.882

Source: primary data (2022)

The above table presents the results from two well-known tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. We can see from the above table that for the "Performance of coffee treatment project" as the dependent variable, " was normally distributed. How do we know this? If the Sig. value of the

Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below 0.05, the data significantly deviate from a normal distribution. If you need to use skewness and kurtosis values to determine normality, rather the Shapiro-Wilk test, the following findings were presented to test for normality guide.

**Table 3: Descriptive on Tests of Normality**

	Statistic	Std. Error	Bootstrap <sup>a</sup>				
			Bias	Std. Error	BCa 95% Confidence Interval		
					Lower	Upper	
Performance of coffee treatment project	Mean	73.3099	1.11195	-.0035	1.1224	71.0813	75.4202
	95% Confidence Interval for Mean	Lower Bound	71.1137				
		Upper Bound	75.5061				
	5% Trimmed Mean	74.5360		.1222	1.0940	72.4833	76.2728
	Median	77.6825		.0607	.4969	77.6825	77.6825
	Variance	196.594		.211	29.186	145.493	255.216
	Std. Deviation	14.02120		.03118	1.04170	12.08060	15.94807
	Minimum	30.42					
	Maximum	96.10					
	Range	65.68					
	Interquartile Range	18.91		.58	2.08	12.42	21.59
	Skewness	1.296	.192	.024	.176	1.669	.871
	Kurtosis	1.694	.383	.061	.584	.829	2.574

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

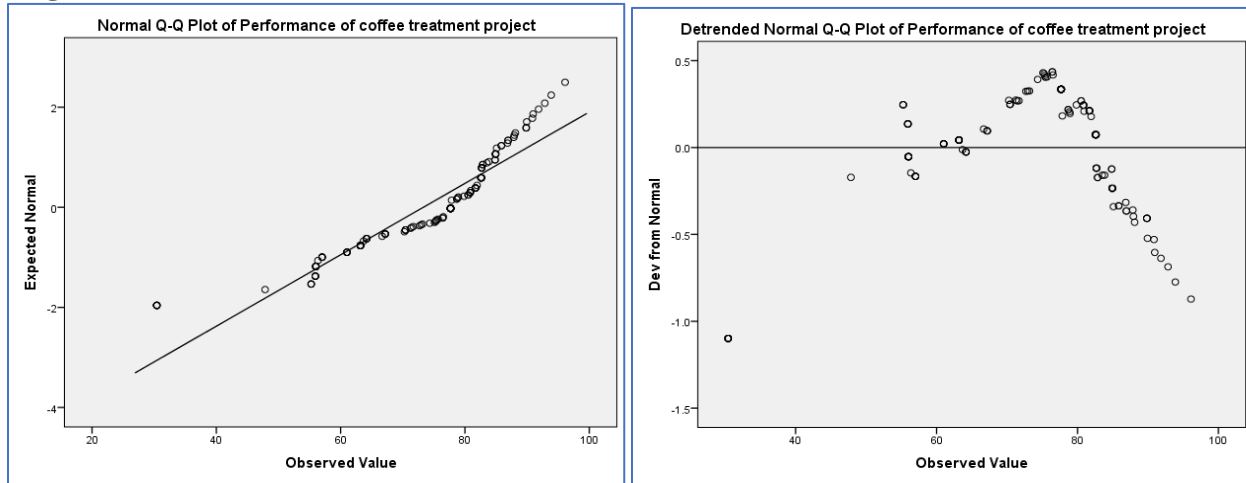
Source: primary data (2022)



Findings in table 3 show skewness which is a measure of the asymmetry of the probability distribution of a random variable about its mean. In other words, skewness tells us in this study the amount and direction of skew (departure from horizontal symmetry). The skewness value can be positive or negative, or even undefined. If

skewness is 0, the data are perfectly symmetrical, although it is quite unlikely for real-world data. As a general rule of thumb: If skewness is less than -1 or greater than 1, the distribution is highly skewed. Kurtosis tells us the height and sharpness of the performance of coffee treatment project, relative to that of a standard curve.

**Figure 1: Normal Q-Q Plot**



*Source: primary data (2022)*

Findings in the Figure 1 present Normal Q-Q Plot confirmed Normal Q-Q Plot which shows correlation between observed and expected values of the mean arterial pressure. In order to determine normality graphically, we used the output of a normal Q-Q Plot. If the data were normally distributed, the data points were close to the diagonal line. If the data points stray from the line in an obvious non-linear fashion, the data were not normally distributed. As we saw from the normal Q-Q plot, the data was normally

distributed. If you were at all unsure of being able to correctly interpret the graph, relied on the numerical methods instead because it took a fair bit of experience to correctly judge the normality of data based on plots. According to the test of normality done above in different ways, allow us to go with testing research hypotheses and providing the existence of relationship between two variables in the following tables of correlation coefficient, Summary table, ANOVA and Regression coefficient.

**Correlation Coefficient Analysis**

Findings presented below indicate a correlation coefficient matrix as a table showing correlation coefficients between variables. Each cell in the table shows the correlation between two variables. A correlation matrix is used to summarize data

obtained from respondents in coffee treatment project in Rutsiro District, as input into a more advanced analysis, and as a diagnostic for advanced analyses. Table 4.8 shows the findings on correlation coefficient matrix results as follows

**Table 4: Correlations Coefficient Matrix between the variables**

		Human resource management practices	Financial resource management practices	The time resource management practices	Resource management practices	Performance of coffee treatment project
Human resource management practices	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	159				
Financial resource management practices	Pearson Correlation	.437**	1			
	Sig. (2-tailed)	.000				
	N	159	159			
The time resource management practices	Pearson Correlation	.668**	.769**	1		
	Sig. (2-tailed)	.000	.000			
	N	159	159	159		
Resource management practices	Pearson Correlation	.770**	.895**	.920**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	159	159	159	159	
Performance of coffee treatment project	Pearson Correlation	.748**	.891**	.903**	.985**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	159	159	159	159	159

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

**Source:** primary data (2022)

From the correlation matrix test on table 4, results show that there is a positive and strong correlation between human resource management practices and Performance of coffee treatment project as Pearson correlation is 0.748\*\* with the p-value of 0.000, which is less than standard significance level of 0.01. This indicates that, out of the considered other factors influence Performance of coffee treatment project, only human resource management practices in resources management practices (RMP) have significant influence on performance of coffee treatment project in Rutsiro District. The results show that there is a positive and very strong correlation between financial resource management practices and performance of coffee treatment project as Pearson correlation is 0.891\*\* with the p-value of 0.000 which is less than standard significance levels of 0.01. This

**Model Summary**

The model summary table reports the strength of the relationship between the model and the dependent variable. R. the multiple correlation coefficient, is the linear correlation between the observed and model-predicted values of the dependent variable. Its large value indicates a

indicates that out of the considered other factors of Performance of coffee treatment project, only the financial resource management practices in RMP have significant relationship with performance of coffee treatment project in Rutsiro District. Findings show also that there is a positive and very strong correlation between the time resource management practices and performance of coffee treatment project as Pearson correlation is .903\*\* with the p-value is 0.000, which is less than standard significance level of 0.01. This indicates that, out of the considered other determinants of performance of coffee treatment project, only the time resource management practices have significant and positive relationship with performance of in coffee treatment project in Rutsiro District.

strong relationship. R-squared (R<sup>2</sup>) is a statistical measure that represents the proportion of the variance for a dependent variable that's explained by an independent variable or variables in a regression model.

**Table 5: Model Summary<sup>b</sup>**

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
	.986 <sup>a</sup>	.971	.971	2.39169

*a. Predictors: (Constant), The time resource management practices, Human resource management practices, financial resource management practices*

*b. Dependent Variable: Performance of coffee treatment project*

In order to explain the percentage of variation in the dependent variable (performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District) as explained by the independent variables. Findings in the model summary Table 4.9 was used to explain whether the model is a good predictor. From the results of the analysis, the findings displayed that resource management practices represented by the time resource management practices, human resource management practices, and financial resource management practices has contributed **R= 0.986<sup>a</sup>**

of the variation in performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district as explained by **r<sup>2</sup> of 0.971** which indicates in the model as positive and very strong, as the independent variable very highly explained the dependent variable (i.e., performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district) and show that the model is a very good prediction. Adjusted R-Square is **0.971** used as to compensate other factors which are not in the model of this study.

**Regression Analysis**

Regression analysis is a reliable method of identifying which variables have impact on a topic of interest. The process of performing a regression allows you to confidently determine

which factors matter most, which factors can be ignored, and how these factors influence each other.

**Table 6: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	30175.214	3	10058.405	<b>1758.407</b>	<b>.000<sup>b</sup></b>
Residual	886.628	155	5.720		
Total	31061.842	158			

*a. Dependent Variable: performance of coffee treatment project*

*b. Predictors: (Constant), The time resource management practices, human resource management practices, financial resource management practices*

The F-test is used by a researcher in order to carry out the test for the equality of the two population variances. If a researcher wants to test whether or not two independent samples have been drawn from a normal population with the same

variability, then he generally employs the F-test. The findings in table 6 revealed that the level of significance was 0.000<sup>(b)</sup> this implies that the regression model is significant in predicting the relationship between resources management

practices and performance of coffee treatment project. The findings also showed level of f-test model is 1758.407 which is positive with p-value of 0.000<sup>b</sup> less than both standard significance levels of 0.05 and 0.01. We retained alternative

hypothesis (Ha4) stated “Resource management practices have a significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district.”

### Testing Hypotheses

This study verified and tested the following research hypotheses to know which ones can be retained or which to be rejected according to the findings: Ha<sub>1</sub> which stated that Strength of Human resource management practices has a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district.

Ha<sub>2</sub>: Financial resource management practices have a statistically significant effect on the performance of the coffee treatment project at

Kivu Lake coffee washing station in Rutsiro district.

Ha<sub>3</sub>: The time resource management practices have a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district.

Ha<sub>4</sub>: Resource management practices have a significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district.

**Table 7: Coefficients<sup>a</sup>between the variables under study**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4.439	1.037		4.279	.000		
Human resource management practices	.921	.050	<b>.338</b>	<b>18.268</b>	<b>.000</b>	.539	1.854
Financial resource management practices	.996	.039	<b>.544</b>	<b>25.254</b>	<b>.000</b>	.397	2.517
The time resource management practices	.900	.090	<b>.260</b>	<b>9.978</b>	<b>.000</b>	.272	3.677

a. Dependent Variable: Performance of coffee treatment project

A variance inflation factor (VIF) is a measure of the amount of multicollinearity in regression analysis. Exactly how large a VIF has to be before it causes issues is a subject of debate. What is known is that the more your VIF increases, the less reliable your regression results are going to be. In general, a VIF above 10 indicates high correlation and is cause for concern. Some authors suggest a more conservative level of 2.5. Sometimes a high VIF is no cause for concern at all. For example, you can get a high VIF by including products or powers from other variables in your regression, like x and x<sup>2</sup>. If you have high VIFs for dummy variables representing nominal variables with three or more categories, those are usually not a problem.

The results indicated that Human resource management practices have positive and significant effect on performance of coffee treatment project involved at 10% level of significance ( $\beta_1 = 0.338$ ,  $t = 18.268$ ; p-value = **0.000** less than significant standard level of 10%). This suggests that a 1-unit change human resource management practices leads to **0.338**-unit change on performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District. The findings help to retain alternative hypothesis (**Ha1**) stated that “strength of Human resource management practices has a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District.” The financial resource management practices have positive and significant effect on

Performance of coffee treatment project involved at 10% level of significance ( $\beta_2 = 0.544$ ,  $t = 25.25$  and  $p\text{-value} = 0.000$  less than 10% as significant standard level). This suggests that a 1-unit change financial resource management practices lead to **0.544**-unit change on performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District. These results retained alternative  $H_{a2}$  stated that “financial resource management practices have a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District.”

The time resource management practices have positive and significant effect on Performance of

### Conclusion

The findings displayed that resource management practices represented by material and time resource management practices, Human resource management practices, and financial resource management practices have contributed  $R=0.986^a$  of the variation in performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district as explained by  $r^2$  of 0.971 which indicates in the model as positive and very strong, as the independent variable very highly explained the dependent variable (i.e., the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro district) and show that the model is a very good prediction. Based on the findings obtained, the research problem was solved, research objectives were achieved, and research questions were answered. It is therefore the study confirmed that there is a significant and positive relationship between Resource management practices and the

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coffee treatment project involved at 10% as standard level of significance, as ( $\beta_3 = 0.260$ ,  $t = 9.978$  and  $p\text{-value} = .000$  less than 10%). This suggests that a 1-unit change the time resource management practices leads to **0.260**-unit change on performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District. The results imply that independent variable is jointly significant. Therefore, we have to retain  $H_{a3}$  which confirmed that “The time resource management practices have a statistically significant effect on the performance of the coffee treatment project at Kivu Lake coffee washing station in Rutsiro District.”

performance of the coffee treatment project at the Kivu Lake coffee washing station in Rutsiro District.

### Recommendations

Based on the findings the study recommends that managers should understand the importance of HRM as an essential component of work behavior among the workforce. They should be encouraged to be self-motivated which helps increase their satisfaction. The leaders must optimize opportunities for personal and professional growth by creating a learning environment that enables reflective practice and shared accountability, demonstrate confidence in others by delegating effectively, coach, mentor, and guide, provide both negative and positive feedback constructively, and provide opportunities for the development of knowledge, skills, and judgment which increase job satisfaction.

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