



Effect of Society Factors on Project Management Success in Rwanda: A Case of Projects of Women in Finance Rwanda

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Abstract: The general objective of this study was to explore the effect of society factors on success of projects of women in finance in Rwanda. The researcher collected data using a questionnaire. Statistical methods such as correlation and regression analysis, in addition to descriptive statistics such as means and standard deviations, were used by the researcher when handling quantitative data. For qualitative data, content analysis was applied. The questionnaire played a key role in the data collection process. Statistical and numerical representations of the results helped to provide the researcher and the reader with a more comprehensive understanding of the findings. SPSS 25 was used within the scope of the research. The unstandardized coefficients (B) show how project management success changes for each unit increase in the corresponding predictor while keeping other variables constant. Societal attitudes have a coefficient of 0.317, suggesting that a one-unit increase in societal attitudes corresponds to a 0.317 improvement in project management success. Social values show a coefficient of 0.173, indicating that a one-unit increase leads to a 0.173 enhancement in project management success. Social classes exhibit a coefficient of 0.403, signifying that a one-unit increase results in a 0.403 improvement in project management success, highlighting the significant role of social classes in the success of women in finance Rwanda. The study recommended that Women in Finance Rwanda enhance communication strategies, promote sustainable investments, and foster cultural exchanges to address conflict resolution.

Keywords: Society Factors, Societal Attitudes, Social Values, Social Classes, Project Management and Project Success

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1. Introduction

Rwanda has made significant strides in economic development, with project management playing a pivotal role in this progress. However, the success of projects in Rwanda was influenced not only by technical and managerial skills but also by deeply embedded cultural factors. Cultural norms, including traditional gender roles and social practices, shaped the way projects were conceived, executed, and evaluated. Women in Finance Rwanda (WIFR) represented a key demographic within this context, where cultural expectations and gender

dynamics intersected uniquely with project management practices (Doe, 2021).

Despite the growing involvement of women in the Rwandan financial sector, there was limited research on how these cultural factors affected their project management success. Understanding these cultural influences was essential for developing effective strategies to support women in finance, improve project outcomes, and foster a more inclusive business environment. This study aimed to address this gap by examining how cultural factors impacted project management success within WIFR and providing

insights to enhance project management practices in this culturally rich and evolving landscape (Karame, 2019).

Rwandans shared cultural values, notably unity, patriotism, social cohesion, resilience, and hard work, with Kinyarwanda being the common language spoken in all parts of the country. Driven by globalization, the adoption of Western cultural elements had also accelerated, making it more difficult to understand Rwandan “culture.” As a result, working in rural areas was considerably different from working in Kigali, and working with Rwandans varied greatly depending on whether you were dealing with rural structures or government employees. Much more so than previously assumed, a high level of cross-cultural expertise was essential for working and living in Rwanda. It had naturally been easier for foreign managers to move within the so-called upper class, i.e., the non-agricultural society of urban areas with a strong orientation toward Western culture (Alphonsine, 2020).

A crucial factor affecting the success of women’s projects across the country was culture. Projects in Rwanda had succeeded, and their achievements had become sustainable, while for others, performance issues remained a challenge. Project management in most projects affected the time projects would be strengthening the achievements for better performance either during implementation or after implementation due to deviations in planned resources and time during project implementation (Camilleri, 2018).

Despite the numerous challenges posed by cultural practices, the contributions of projects executed by women to economic growth and development should not be overlooked (Alias, Dhanya, & Ramasamy, 2017). Akia (2017) noted that project management adhered to a standard life cycle, yet this cycle often encountered inadequacies that impeded the achievement of desired outcomes. Insufficient resources for project management teams and a lack of understanding of the tools and techniques applied at Makerere limited the ability to deliver on time, within budget, and to the required quality standards.

According to Benegahutu and Ngarambe (2021), project management in Rwanda faced challenges similar to those experienced globally. Delays in project completion were a significant issue, directly affecting project costs. Additionally, many projects failed to meet their objectives within the planned timeframe, leading to an inability to deliver quality services to beneficiaries.

While project management was increasingly recognized as a vital component for economic development in Rwanda, there remained a significant gap in understanding how cultural factors influenced project management success. Women in Finance Rwanda (WIFR) encountered distinct challenges rooted in cultural norms and gender dynamics, which could hinder their effectiveness in project management roles. The interplay between traditional Rwandan cultural practices

and gender roles within project management had not been adequately explored, leaving an important gap in knowledge regarding how these factors affected project outcomes for women in finance.

Although various studies had examined the effect of cultural factors on project management success, none had specifically focused on this issue in the context of women in finance in Rwanda. Therefore, this research sought to investigate the impact of cultural factors on project management success in Rwanda, with a particular emphasis on Women in Finance Rwanda as a case study.

The general objective of this study was to explore the effect of society factors on projects success of women in finance in Rwanda.

Specific objectives:

- i. To establish the effect of societal attitudes on projects success of women in finance Rwanda.
- ii. To examine the effect of social values on projects success of women in finance Rwanda.
- iii. To assess the effect of social classes on projects success of women in finance Rwanda.

Hypotheses:

A hypothesis is a specific statement of prediction. It described in concrete (rather than theoretical) terms what the researcher expected to happen in the study: Three hypotheses guided this study:

- H₀₁: There is no significant effect of societal attitudes projects success of women in finance Rwanda.
H₀₂: There is no significant effect of social values on projects success of women in finance Rwanda.
H₀₃: There is no significant effect of social classes projects success of women in finance Rwanda.

2. Literature Review

2.1 Theoretical Review

The study utilizes two key theories: The Theory of Planned Behavior (TPB) and Classical Motivation Theory.

2.1.1 The Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB), developed by Ajzen (1991), posits that intentions to engage in a behavior are influenced by three factors: personal attitudes, subjective norms, and perceived control. Personal attitudes reflect an individual's positive or negative evaluation of a behavior, while subjective norms refer to the perceived social pressure to perform the behavior. Perceived control, or self-efficacy, is an individual's belief in their ability to perform the behavior.

In the context of project management in Rwanda, societal attitudes, society values, and perceived control may influence the intentions of women in the finance sector to pursue and manage projects successfully. The Theory of Planned Behavior helps to understand how cultural and social pressures, combined with an individual's perception of their control over a situation, can affect their behavior and decision-making. Thus, TPB provides a useful framework to analyze the impact of cultural factors on project management success in Rwanda, particularly in the context of women in the finance sector. The theory emphasizes the role of cultural beliefs and social contexts in shaping individual intentions and behaviors, making it relevant for understanding project management outcomes in a culturally specific setting like Rwanda.

2.1.2 Classical Motivation Theory

According to Maslow (1954), an individual's level of motivation to achieve goals slackened as the goals were achieved. Maslow's hierarchy of needs theory posited that physiological and safety needs were lower-needs, which were mainly satisfied extrinsically (money being one way of satisfying them), while esteem and self-actualization needs were considered higher-order needs that were satisfied intrinsically. This theory suggested that a project manager's survival and security needs had to be substantially met before status or self-actualization needs were activated. When applied to project success, the theory suggested that project success motivation depended on the survival, security, status, or self-actualization (Alwis & Senathiraja, 2019).

The relevance of Classical Motivation Theory to the current study was that the motivation for project success in Rwanda to undertake project management practices was a function of goals achieved. This motivation depended on the security of their social classes, status, and support given by society. The theory was utilized to clarify the cultural factors variable and how it influenced project management success in Rwanda.

2.2 Societal Attitudes and Project Management Success

Umanga and Sivakumar (2020) conducted a study on the effects of societal attitudes on project performance in the construction industry in Sri Lanka. According to recent research, extra factors linked to people and their interactions in teams could significantly affect project effectiveness, in addition to the attitude factors that were typical for influencing construction project performance. "Given the nature of contracting, where joint ventures and partnerships seemed to be prominent, societal attitudes appeared to be one of the significant concerns that needed to be dealt with and handled effectively if projects were to be successful." Therefore, the study aimed at highlighting the effects of societal attitudes on project performance in the construction industry. Since

culture was regarded as a "soft" issue, empirical measurement of it was challenging. "Communication, trust, knowledge sharing, and integration" were the societal attitudes affecting conventional project outcomes such as project performance in terms of "time, cost, quality, safety, and productivity". 203 participants from construction projects in Colombo, Kaluthara, and Polonnaruwa district received structured questionnaires. The study's findings demonstrated that societal attitudes and project performance were related and that cultural variance affected the success of construction projects.

Mohammed and Ishak (2021) noted that the impact of societal attitudes on project management had recently attracted a lot of interest from academics, as it had a significant impact on project success or failure. In the construction industry, few studies had been conducted on the relationship between project organizational culture and performance from the perspective of work practices at the project level. The study aimed to identify the societal attitudes affecting the performance of UAE construction projects using a mixed-methods approach. Data collection was based on a detailed analysis of the literature and the experiences of key project participants who were engaged in UAE construction projects. SPSS software was used to analyze data from 124 recently completed projects in the UAE construction industry. The study identified eight societal attitudes positively affecting the performance of UAE construction projects: client commitment, consultant commitment, contractor commitment, goal alignment and reliance, cooperative orientation, empowerment orientation, worker orientation, and authority. The contractor commitment-related factors had the most effect on overall project performance, while authority-related factors were ranked as having the least effect. The study's findings helped professionals in the construction industry implement practices that improved project cultures, enhancing project performance and success.

2.3 Social Values and Project Management Success

Ruheni (2017) conducted a study investigating social values that influenced the performance of women empowerment projects in South Kabras Sub-location, Malava constituency of Kakamega County, Kenya. Data analysis was done using descriptive and inferential statistics, particularly frequency tables and percentages. The performance of empowerment projects and the socio-cultural factors, capacity building, access to capital, and technology had correlation coefficients of 0.91, 0.93, 0.97, and 0.92, respectively. This translated to coefficients of determination of 82.8 percent, 86.5 percent, 94.1 percent, and 84.6 percent for socio-cultural factors, capacity building, access to capital, and technology, respectively. This highlighted that access to capital had the highest influence on the performance of women empowerment projects, followed by capacity building, then technology, and finally socio-cultural

factors. Socio-cultural factors had the least influence. The study recommended that NGOs and CBOs should empower the community primarily with education to overcome the effects of retrogressive socio-cultural factors that hindered the performance of women's projects.

Adiza, Alamina, and Aliyu (2020) investigated the influence of social values on the performance of female entrepreneurs. A cross-sectional survey design was used to obtain data from 160 female entrepreneurs from four Niger Delta States. Data collected using convenience sampling techniques were analyzed with multiple regression. The outcome revealed that social values influenced female entrepreneurial performance to varying degrees. It was concluded that, since individuals do not live in a vacuum but within a social context, there was a tendency for social values to influence their behaviors toward business venturing, with the burning desire to gain self-recognition and social mobility. The study advocated for women's education to equip them with the requisite knowledge to challenge some of the value excesses in the region, as most men still adhered to obsolete ideas that influenced negative values toward female entrepreneurial engagement.

Nzekwe, Oladejo, and Emoh (2019) assessed the effect of social values on successful project implementation in Anambra State, Nigeria. There had been a high rate of project failure in Anambra State, Nigeria, manifesting not only in abandoned projects but also in cases of structural collapse, inability to deliver projects on time, cost overruns, and poor client satisfaction. Because every microenvironment is unique in some way, factors dictating project success differed from environment to environment. The aim of the research was to appraise the social values critical for project success in Anambra State, Nigeria, with a view to helping stem the high incidence of project failure. Primary data used in the research was sourced from a survey of one hundred project professionals, each with a minimum of five years of experience. Structured questionnaires based on the Likert-5-Point Scale of Responses were used to capture their opinions on the reasons for project success, while secondary data was sourced from a review of literature. Results were analyzed using appropriate statistical tools based on the Statistical Package for Social Sciences (version 16.0). The study identified and firmly ranked the top five factors responsible for project success in Anambra State, Nigeria. The study concluded that the most important social value for project success was the ability to handle unexpected crises, above client commitment. It was recommended that the results of this research be disseminated and used in community enlightenment and further policy guidance and regulation. It was also recommended that the study be applied to the entire southeastern states of Nigeria to improve client satisfaction in subsequent projects.

Chipulu and Ojiako (2018) explored the impact of social values on the importance individuals assigned to project

success/failure factors. The study integrated themes emerging from 40 interviews of project practitioners based in Brazil, China, Greece, Nigeria, Thailand, the United Arab Emirates, the United Kingdom, and the United States with literature evidence to design a survey instrument. 1313 practitioner survey responses from the eight countries were analyzed using multi-group, structural equation modeling. Ten project success/failure indicators (PSFIs) were found to reduce to two main project success/failure factors (PSFFs): (1) project control and extra-organizational goals, and (2) project team management/development and intra-organizational goals. It was found that the levels of importance individuals assigned to both factors were dependent not only on age and gender but also on cultural values measured as constructs based on Hofstede's individualism, masculinity, power distance, and uncertainty avoidance dimensions.

2.4 Social Classes and Project Management Success

Mæland and Sandnes (2021) studied the effects of social class on project performance in international projects. This study aimed to obtain a better understanding of how social class affected project performance in international projects. The research expanded on existing studies by considering project complexity and national-culture diversity as having moderating effects on project performance. Media was posited to have a mediating effect on the relationship between social processes and project performance. In this thesis, a hierarchical component model was applied with reflective lower-order constructs and formative higher-order constructs using partial least square structural equation modeling, with a sample of 102 respondents. The findings considered knowledge sharing, transfer knowledge effectiveness, familiarity, and trust as social class factors, which positively affected project performance in international projects. However, no significant moderating or mediating effects were found based on the empirical evidence.

Kiiza and Muiruri (2020) explored the influence of social class on the performance of the food sustainable initiative project in Rwanda. The study aimed to determine how wealthy families influenced the performance of the food sustainable initiative project in Rwanda. The study adopted a descriptive research design using both quantitative and qualitative approaches. The population involved in this study was 6 technical staff from the FSIP and 80 beneficiaries. Stratified random and non-probability sampling techniques were used, with a sample size of 86 respondents. Primary data was acquired through structured questionnaires and interview procedures. Descriptive and inferential analysis using frequencies, percentages, and correlation were employed, with the results indicating an insignificant negative correlation of $r=-0.681$ and a $p\text{-value}=0.000$

between the variables. Given the p-value was <0.005 , this correlation was statistically significant.

3. Methodology

This section described the research methodology that was employed in undertaking this study. It highlighted the procedures as well as techniques that were utilized in the collection, processing, and analysis of data.

3.1 Research Design

To accomplish the research efficiently, this study utilized a descriptive research and correlational research design, which allowed for the integration of Women Finance Rwanda through primary data. The descriptive design described the given situation as it was; it helped record, analyze, and interpret the current status to obtain in-depth information about the impact of society factors on project management success in Rwanda.

3.2 Study Population

The employees of Women Finance Rwanda were constituted as the target population. The accessible population was part of the target population that could be accessed by the researcher. According to the H/R manager, Women Finance Rwanda was served by 326 employees, 12 partners and 22 staff members.

3.3 Sampling Design

Sampling was described as the process of selecting the target population units that were to be included in a given study in such a way that the selected elements of the sample represented the whole population (Geteria, 2012).

The sample size was an important feature of the empirical study, aimed at making inferences about a population from a sample. Therefore, there was no need to determine a sample size for accuracy, the study used census technique as the researcher distributed the questionnaire to all 360 employees.

3.4 Data Collection Methods and Instruments

The questionnaire was designed to meet the needs of the research under investigation, with information collected from the selected respondents. According to Saunders and Lewis (2014), a questionnaire is a list of questions that are typically given to the respondent to be filled out without the need for an interview. Both open and closed questions were addressed to the respondents. The questionnaire was preferred because it allowed respondents to freely answer sensitive questions, encouraging open and honest responses, thus helping the researcher to acquire important information.

The questionnaire used a five-point Likert scale, as it was simple and easy to understand. The five-point Likert scale was easy to construct and administer, requiring respondents to indicate their selected option for a given statement, ranging from strongly disagree to strongly agree. The intervals between each point on the scale were assumed to be equal. The lowest scale was one, and the highest was five, as indicated in the table below. The Likert scale was used to measure attitudes toward certain attributes, with corresponding weights assigned to the answers. 1: Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, and 5. Strongly Agree.

3.5 Data Analysis

Once the questionnaires were collected, they were scrutinized to ensure that they were fully completed and consistent. Each questionnaire was numbered for easy identification. The next step involved checking that all items were answered correctly, according to the instructions given, in order to reduce errors and maintain data validity. The data was then coded and entered into the Statistical Package for the Social Sciences (SPSS) version 25 for analysis. Both descriptive and inferential analysis were employed. The formula for the standard deviation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

- Y = Project Management Success
- X_1 = Societal Attitudes
- X_2 = Social Values
- X_3 = Social Classes
- β_0 = Constant
- ϵ = Error Term

3.6 Ethical Considerations

The researcher considered the ethical relevance of the research, taking into account the values and actions required to complete it. To ensure compliance with ethical standards throughout the entire process, the researcher observed a set of measures. A formal consent was requested from each respondent before engaging in any discussions; respondents were informed that they had the right to refuse participation in the study. Confidentiality was granted regarding any information provided, and it was used exclusively for research purposes.

4. Results and Discussion

The purpose of this research was to analyze the effects of society factors on the success of project management in Women Finance Rwanda. This section presented the findings from the data collected and provided an analysis

and interpretation based on the research objectives and questions.

4.1 Respondent Rate

As noted by Mugenda and Mugenda (2003), who regarded a response rate of 70% and above as excellent. The response rate ensured that the findings were reliable and represented the target population within Women in Finance Rwanda.

Table 1: Respondent Rate

Response	Frequencies	Percent
Responded	329	91.4
Not Responded	31	8.6
Total	360	100.0

Source: Primary data, 2025

This table shows the response rate for the survey, the study targeted a sample size of 360 respondents from Women Finance Rwanda. 329 respondents (8.6%), indicating a high level of participation in the study and 31 non-respondents (8.6%). This response rate was considered excellent for analysis and interpretation.

Correlation analysis plays a crucial role in statistical analysis by measuring the strength and direction of relationships between two variables. A p-value of less than 0.05 is commonly used as a threshold for statistical significance. When the p-value is below this threshold, the correlation is considered statistically significant, indicating a more reliable association between the variables.

4.2 Correlation Analysis

Table 2: Correlations

		Societal Attitudes	Social Values	Social Classes	Project Management Success
Societal Attitudes	Pearson Correlation	1	.712**	.578**	.690**
	Sig. (2-tailed)		.000	.000	.000
	N	329	329	329	329
Social Values	Pearson Correlation	.712**	1	.647**	.677**
	Sig. (2-tailed)	.000		.000	.000
	N	329	329	329	329
Social Classes	Pearson Correlation	.578**	.647**	1	.723**
	Sig. (2-tailed)	.000	.000		.000
	N	329	329	329	329
Project Management Success	Pearson Correlation	.690**	.677**	.723**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	329	329	329	329

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

Source: Primary data, 2025

Table 2 presents the correlation analysis results assessing the relationships between the independent variables: societal attitudes, social values, and social classes, and the dependent variable, project management success of women in finance Rwanda.

The Pearson correlation coefficient between societal attitudes and project management success of women in finance Rwanda is 0.690, indicating a strong positive relationship. This relationship is statistically significant at the 0.05 level, with a p-value of 0.000, reflecting a reliable association between societal attitudes and project management success of women in finance Rwanda.

Similarly, the Pearson correlation coefficient between social values and project management success of women in finance Rwanda is 0.677, demonstrating a strong positive relationship. The correlation is statistically significant at the 0.05 level, with a p-value of 0.000,

highlighting the impact of social values on project management success of women in finance Rwanda.

Moreover, the Pearson correlation coefficient between social classes and project management success of women in finance Rwanda is 0.723, indicating another strong positive relationship. The relationship is statistically significant at the 0.05 level, with a p-value of 0.000, showing a reliable association between social classes and project management success of women in finance Rwanda.

The findings are consistent with Haddara and Paivarinta (2021), who emphasized that society factors positively impacted project success in India, with a modern culture influencing project performance. The study showed that society understanding was crucial for project success. This aligns with the current study, which highlights the significant relationships between societal attitudes,

social values, social classes, and project management success. Both studies highlight the importance of society factors in influencing project outcomes.

Overall, all these relationships are statistically significant at the 0.05 level, emphasizing the significant impact of societal attitudes, social values, and social classes on project management success of women in finance Rwanda.

4.3 Regression Analysis

Regression analysis is a fundamental tool in statistical modeling that helps assess the relationships between a

dependent variable and one or more independent variables. the Model Summary provides critical metrics such as R, R-squared, and adjusted R-squared, indicating how well the model explains the variance in the dependent variable. The ANOVA table assesses the overall significance of the model, using an F-statistic and p-value to determine if the model provides a better fit than a model with no predictors. Significant results (p-value < 0.05) suggest the regression model is effective in predicting the outcome. The Coefficients table reveals the strength and direction of the relationship between each independent variable and the dependent variable, alongside p-values that test the significance of each predictor.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.804 ^a	.646	.643	.39893	1.711

a. Predictors: (Constant), Social Classes, Societal Attitudes, Social Values

b. Dependent Variable: Project Management Success

Source: Primary data, 2025

Table 3 provides the model summary for regression analysis assessing the collective impact of the independent variables: societal attitudes, social values, and social classes on the dependent variable, project management success of women in finance Rwanda.

The model shows a multiple correlation coefficient (R) of 0.804, indicating a strong positive relationship between these predictors and project management success. The R Square value of 0.646 reveals that approximately 64.6% of the variance in project management success of women in finance Rwanda can be explained by these independent variables collectively, demonstrating a significant degree of explanatory power. Furthermore, the Adjusted R Square value of 0.643 confirms that, after adjusting for the number of predictors, 64.3% of the variance in project management

success is accounted for by the model, highlighting its strength and reliability. The Durbin-Watson statistic of 1.711 ensures that autocorrelation among the residuals is not significant, supporting the validity of the regression model.

The findings are consistent with Ameh and Odusami (2020), who emphasized the significant role of project location, including cultural and legal factors, on project success. The study showed that regional cultural differences affected project performance, leading to potential failure. This aligns with the current study, where societal attitudes, social values, and social classes collectively explain a substantial portion of the variance in project management success, emphasizing the influence of society factors on outcomes.

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	94.474	3	31.491	198.057	.000 ^b
	Residual	51.723	325	.159		
	Total	146.197	328			

a. Dependent Variable: Project Management Success

b. Predictors: (Constant), Social Classes, Societal Attitudes, Social Values

Source: Primary data, 2025

Table 4 presents the ANOVA results for the regression model assessing the impact of the independent variables: societal attitudes, social values, and social classes on the dependent variable, project management success of women in finance Rwanda.

The F-statistic value is 198.057, which reflects the ratio of the model mean square to the residual mean square. The significance level (Sig.) is 0.000, indicating that the model is statistically significant. This result suggests that

the independent variables collectively have a significant impact on project management success, underscoring the importance of societal attitudes, social values, and social classes in enhancing the success of women in finance Rwanda.

The findings align with Ameh and Odusami (2020), who emphasized the influence of cultural factors and legal procedures on project success in Nigeria. The study showed that project location and cultural considerations

significantly affected project outcomes. This aligns with the current study, which found that societal attitudes, social values, and social classes strongly impact project

management success, highlighting the importance of society awareness in project execution across different regions.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	.546	.128		4.266	.000		
Societal Attitudes	.317	.047	.322	6.745	.000	.469	2.132
Social Values	.173	.051	.174	3.392	.001	.410	2.440
Social Classes	.403	.042	.424	9.595	.000	.554	1.805

a. Dependent Variable: Project Management Success

Source: Primary data, 2025

The model used in the study took the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Thus, the equation becomes:

Project Management Success = 0.546 + 0.317 (Societal Attitudes) + 0.173 (Social Values) + 0.403 (Social Classes).

Table 5 provides the coefficients that offer valuable insights into the relationships between the predictors (societal attitudes, social values, and social classes) and the dependent variable (project management success) for women in finance Rwanda.

The constant term (α) is 0.546, indicating the expected level of project management success when all independent variables are at zero. The unstandardized coefficients (B) show how project management success changes for each unit increase in the corresponding predictor while keeping other variables constant.

Societal attitudes have a coefficient of 0.317, suggesting that a one-unit increase in societal attitudes corresponds to a 0.317 improvement in project management success. Social values show a coefficient of 0.173, indicating that a one-unit increase leads to a 0.173 enhancement in project management success. Social classes exhibit a

coefficient of 0.403, signifying that a one-unit increase results in a 0.403 improvement in project management success, highlighting the significant role of social classes in the success of women in finance Rwanda. The Collinearity Statistics (Tolerance and VIF values) indicate no multicollinearity concerns, as all VIF values are below the critical threshold of 10.

The findings are consistent with Ameh and Odusami (2020), who emphasized that the location and society context of a project significantly affect its success. The study showed that societal attitudes, social values, and social classes play a crucial role in project management success. This aligns with their conclusion that society factors, including regional differences, influence project execution and performance. Both studies highlight the importance of considering cultural dynamics in project management.

All predictors have statistically significant p-values ($p = .000 < 0.05$), confirming their individual effect on project management success. These results highlight the essential role of societal attitudes, social values, and social classes in driving project management success for women in finance Rwanda.

Table 6: Decision on hypotheses

Hypotheses	Sig. level	Decision
H ₀₁ : There is no significant effect of societal attitudes on projects success of women in finance in Rwanda.	p<0.05	Rejected
H ₀₂ : There is no significant effect of social values on projects success of women in finance in Rwanda.	p<0.05	Rejected
H ₀₃ : There is no significant effect of social classes on projects success of women in finance in Rwanda.	p<0.05	Rejected

Table 6 presents the results of hypothesis testing concerning the impact of various social factors on the project management success of women in finance in Rwanda.

Hypothesis H01, which posits that societal attitudes have no significant effect on projects success of women in

finance in Rwanda., is rejected due to a p-value of 0.000, which is less than the significance level of 0.05. This indicates that societal attitudes significantly impact the project management success of women in finance in Rwanda. Similarly, Hypothesis H02, stating that social values have no significant effect on projects success of women in finance in Rwanda., is also rejected, with a p-

value of 0.000, confirming that social values significantly influence project management success. Hypothesis H03, which asserts that social classes do not significantly affect projects success of women in finance in Rwanda., is rejected as well, with a p-value of 0.000, demonstrating the significant role of social classes.

These results collectively highlight the importance of societal attitudes, social values, and social classes in enhancing projects success for women in finance in Rwanda.

5. Conclusion and Recommendations

5.1 Conclusion

The major goal of this research was to examine the influence of society factors on project management success in Rwanda, particularly focusing on Women in Finance Rwanda. The study focused on three key society elements: societal attitudes, social values, and social classes. The results showed strong agreement among respondents that these society factors play a significant role in determining the success of projects.

The study led to the rejection of the null hypotheses (p-values < 0.05) regarding the influence of society factors on project management success. The findings demonstrated a strong positive correlation between societal attitudes, social values, social classes, and the success of projects managed by women in finance, emphasizing the importance of these society factors in driving project success.

5.2 Recommendations

Based on the study's findings, the following recommendations are proposed:

1. Partner organizations are recommended to utilize social media effectively to disseminate information and gather public feedback, ensuring diverse voices are heard in conflict resolution dialogues.
2. Women in Finance Rwanda should enhance and expand trade relationships with neighboring countries and international partners, emphasizing economic interdependence as a means of conflict resolution.

5.3 Area for Further Research

1. Future research could explore how cultural beliefs and values shape beneficiaries' attitudes toward financial inclusion and their willingness to adopt financial services.
2. Further studies could investigate the broader economic impact of financial inclusion initiatives, particularly their effect on improving access to

education, healthcare, and long-term economic empowerment for women in rural communities.

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