



Effect of Project Team Collaboration on the Performance of Project: A Case of Water for all Project in Rulindo District (2020-2023)

Kevine Uwimana & Ruth Odengo

University of Kigali

Email: uwimanakevine1805@gmail.com

Abstract: This paper explores the effect of project team collaboration on the performance of projects: a case of Water for All Project in Rulindo District. Specifically, it attempts to examine the effect of project team acquisition on project performance. The study is anchored in Rogers' Innovation Diffusion Theory, which explains how new ideas and technologies are adopted within organizations, emphasizing the role of communication and social systems in facilitating innovation acceptance. A descriptive research design was employed, using both quantitative and qualitative approaches. The entire population of 81 respondents from various units within the project was included. Data was collected through structured questionnaires and interviews and analyzed using SPSS version 20. The results showed a strong positive correlation ($r = 0.798, p < 0.01$) between project team acquisition and project performance, indicating that effective acquisition of skilled and diverse team members significantly influences project success. The multiple regression model revealed that project team acquisition is a significant predictor of project performance, with an R value of 0.803 and R^2 of 0.645, suggesting that about 64.5% of the variation in project performance can be explained by project team acquisition. These findings support the theoretical premise that adoption and integration of the right team members improve overall project outcomes. Based on these results, it is recommended that organizations prioritize strategic recruitment and integration of project teams to enhance performance. The study underscores the critical role of collaboration and effective team assembly in achieving project goals and delivering successful outcomes.

Keywords: Project Team Collaboration, Project performance, Project Team Acquisition and Rulindo District

How to cite this work (APA):

Uwimana, K., Ondengo, R. (2025). Effect of Project Team Collaboration on the Performance of Project: A Case of Water for all Project in Rulindo District (2020-2023). *Journal of Research Innovation and Implications*, 9(3), 704 – 714 <https://doi.org/10.59765/nrpg2x>

1. Introduction

Globally, project management has been undergoing a significant transformation, shifting from traditional, rigid approaches to more modern and strategic methods that emphasize project team collaboration (Oliver, 2023). This evolution is driven by multiple factors, including dynamic changes in the working environment, intensifying global competition, rapid technological advancements, the

growing need to enhance employee motivation, and evolving consumer preferences and behavior. Modern project management recognizes that effective team collaboration is essential for leveraging diverse skills, knowledge, and experiences within a workforce to achieve superior results. As a result, both developed and developing countries are increasingly adopting collaborative project management practices as a strategic approach to improving efficiency, innovation, and

adaptability in the face of complex challenges. By fostering open communication, shared decision-making, and mutual accountability among team members, project team collaboration not only enhances productivity but also contributes to higher employee satisfaction and long-term organizational success (Bergmann & Karwowski, 2019).

European countries such as Switzerland, Holland and England, The collaboration drive innovation by bringing together experts from different countries and cities, leading to the development of new solutions such as clients, contractors, consultants, and suppliers, who work closely together throughout the project (Kabeyi, 2019). The complexity of interactions between different multidisciplinary and multicultural teams creates conflicts and competition in management procedures that may affect integration between foreign managers, local clients and international partners. Many authors have called for more attention to be paid to the impact of interdisciplinary collaboration on the project management process. The literature shows that different disciplines can influence different project management issues, for example: teams, management, communication, risk assessment, business negotiations and international project management and planning (Zwikael, 2019).

African countries like Nigeria, South Africa, Cameroon and many others, the concept of project collaboration began developing in the 1980s and have since led to significant changes in institutions worldwide. Successful projects involve effectively harnessing employees' efforts to deliver quality services, build a positive reputation for the institution, enhance employee morale, implement changes, and foster innovation in new products and services (Nielsen, Vidosavljević, & Bošković, 2024). Studies in various countries have demonstrated the positive impact of project team collaboration practices on project productivity and performance. Finally, African countries have seen significant improvements in project performance through the adoption of project team management approaches. Similarly, institutions in developing countries like India have recognized project team collaboration as a competitive practice that enhances project performance despite internal and external challenges (Kupa, Adanma, Ogunbiyi, & Solomon, 2024).

In Kenya, strategic project team management practices have been widely recognized as critical drivers of improved project performance. These practices encompass the deliberate planning, coordination, and monitoring of team activities to ensure that all members work towards shared objectives in a cohesive manner. When effectively implemented, strategic project team management enhances institutional capacity by equipping organizations with the

structures, systems, and skills necessary to execute projects successfully. It also strengthens employee alignment with organizational strategies, ensuring that individual roles and responsibilities contribute directly to the achievement of broader institutional goals. Moreover, such practices boost organizational competitiveness by enabling institutions to respond more effectively to market demands and environmental changes. They foster creativity and innovation among staff by encouraging knowledge sharing, collaborative problem-solving, and the generation of new ideas that can improve processes and outcomes. Strategic project team management also promotes cooperation and synergy across departments, breaking down silos and encouraging the pooling of expertise and resources for greater efficiency (Handayani & Pendrian, 2023).

Rwanda has placed great importance on the success of projects to achieve its strategic development goals, requiring project coordination to align with broader organizational objectives. Despite this, challenges in project management remain, prompting efforts from both government and private sectors to enhance project performance. In Rulindo District, where the nonprofit organization Water For All operates, project team management has become central to advancing development outcomes (Mugisha, 2021). Water For All, whose mission is to empower communities to access and manage clean and safe drinking water to promote health, dignity, and economic development, has embraced collaborative project management practices to improve its effectiveness. Globally, over 844 million people lack access to clean water, leading to approximately 3.4 million deaths annually, a statistic Water For All strives to change by working with local communities to develop sustainable water management systems. Their initiatives include drilling deep wells and boreholes in areas with scarce or contaminated water sources, improving sanitation and hygiene through latrine construction and hygiene education, and employing innovative technologies such as solar-powered pumps and filtration systems. By partnering with local governments, NGOs, and communities, Water For All ensures that projects are sustainable and community-led. Notably, the organization has enhanced clean water access for over one million people across more than 15 countries, including building a water treatment plant in Rwanda's Rulindo District that supplies clean water to over 20,000 people. This study aims to explore the effect of project team collaboration on project performance within this context, emphasizing the shift from traditional to collaborative management practices as crucial for project success (Kagabo & Habimana, 2023).

1.1 Problem statement

In Rwanda, numerous projects have been facing persistent issues of poor performance and hindered development in

their daily operations. One of the significant factors contributing to this problem is the lack of attention given to project management, which are crucial for ensuring institutions effectively utilize their workforce and resources to enhance project performance and achieve their objectives (Fossum, Danielsen, & Johnsen, 2018). It is evident that effective project management plays a vital role in bringing about development and improved project performance. Despite the recognition of their positive impact on organizational performance, including projects, our country still faces challenges related to project team management particularly concerning Water For All project. Studies conducted in Rwanda have indicated that project team management practices are closely correlated with project development (Khoury, 2019).

However, achieving success in project team collaboration is becoming increasingly challenging due to the complex nature of project team collaboration, where individuals have diverse needs and expectations (Pachura, 2018). Inequalities in employee skills and salaries further exacerbate the issue, negatively impacting employee performance and overall project development. Another contributing factor to project failure is the lack of effective strategic plans and resource management, often resulting from high risks taken by policy makers without adequate consideration of project team collaboration. Implementing project team collaboration enables projects to anticipate potential problems and minimize future issues that may hinder project performance and development. Despite the significance of project team collaboration, there remains a lack of sufficient evidence on the direct relationship between these practices and project performance. This research aims to investigate and shed light on the effect of project team management practices on project performance, using Water For All Projects as a reference. By addressing this problem and exploring the impact of project team management, the study aims to contribute valuable insights that enhanced project performance and promote successful development in Rwanda and beyond.

This study sought to achieve the following Research Questions:

To evaluate the influence of project team acquisition on performance of Water For All Projects in Rulindo district

2. Literature Review

The conceptual review covers the survey of past studies on the concepts related to project team management on the performance of project spilling from the fundamental definitions and terms utilized within the field of project team management. It moreover recognizes the hole within

the existing writing counseled. The writing review ends with the rundown of key issues raised.

2.1 Project team acquisition

Effective recruitment policies play a crucial role in project team acquisition, as they significantly influence both individual employee performance and the broader organizational success. Poor recruitment decisions can result in hiring individuals who lack the necessary skills, motivation, or cultural fit, which in turn diminishes team productivity and jeopardizes project outcomes. Despite widespread awareness of the importance of recruitment, many private agencies remain slow to adopt innovative and evidence-based hiring strategies that could improve the quality of their talent pool (Sankaran, Vaagaasar, & Bekker, 2020). Therefore, recruitment is not merely a procedural task but a strategic activity that directly impacts the organization's ability to meet its objectives and maintain a competitive edge.

The acquisition and retention of high-quality talent have become even more critical in today's dynamic workforce environment. Organizations frequently face challenges such as employee separations due to dismissals, retirements, or voluntary turnover, which create urgent vacancies that need to be filled promptly with skilled and motivated individuals (Krenzi, 2020). Implementing effective recruitment methods is essential not only to fill these gaps but also to ensure that the new hires contribute positively to employee engagement, performance, and long-term retention. Recruitment strategies should be aligned with the company's broader goals and culture to attract candidates who are both capable and committed to the organization's vision. Consequently, investing in robust recruitment practices forms the foundation for sustainable organizational growth and project success.

Organizations today have access to a diverse array of recruitment methods, ranging from traditional to modern, technology-driven approaches. Traditional recruitment channels such as employee referrals, newspaper advertisements, and temporary staffing agencies have long been utilized to source candidates. However, with the rise of digital technologies and social media, non-traditional methods like online recruitment platforms including LinkedIn, Facebook, and specialized job portals—have become increasingly popular (Holland & Scullion, 2021). These platforms offer the advantage of reaching a broader and more targeted audience, improving both the quantity and quality of applicants. Additionally, the choice of recruitment method influences not only the number of applicants but also their fit within the team, affecting pre-employment screening outcomes and post-employment retention and performance.

In the context of project team acquisition, the adoption of strategic and well-designed recruitment policies becomes even more critical. Project teams require a unique combination of skills, collaboration, and adaptability to navigate the complexities and uncertainties inherent in project management (Alavuo, 2020). Organizations must prioritize recruitment practices that identify candidates with the technical expertise, problem-solving capabilities, and interpersonal skills necessary for effective teamwork and project delivery. Recognizing recruitment as a strategic enabler allows organizations to assemble cohesive, high-performing project teams that are better equipped to achieve project objectives, mitigate risks, and innovate under pressure.

2.2 Project Performance

Project performance refers to the systematic process of measuring and managing how well a project meets its objectives, including scope, time, cost, quality, and stakeholder satisfaction (Ingraham, 2015). Performance measurement involves regularly tracking progress against predefined goals aligned with the project's mission to ensure successful delivery (Poister, 2018). This emphasis on performance has grown as organizations seek to adopt more efficient, private-sector-inspired management practices. Key elements such as timeliness and clear assignment of responsibilities improve professionalism and employee effectiveness, though factors like individual differences and emotional labor can influence outcomes (Bryde, 2020; Getz & Page, 2019). Keeping performance management systems current with evolving job requirements supports sustainable competitive advantage and ongoing project success (Pierson, 2020; Rosenberg & Grafton, 2019).

Project performance in public organizations is fundamentally about governance, accountability, and effective service delivery. Measuring performance enables public managers to oversee operations efficiently and improve the quality of services provided (Ingraham, 2015; Hatry et al., 2018). Effective performance measurement systems rely on clear organizational missions and goals and involve regularly tracking progress and outcomes (Poister, 2018; Demirkesen & Ozorhon, 2019). Key elements such as timeliness and clearly assigned responsibilities enhance professionalism and support employee performance, although individual differences and emotional labor may affect results (Bryde, 2020; Getz & Page, 2019). Maintaining current performance management aligned with evolving job requirements helps organizations build sustainable competitive advantages and ensures long-term success (Pierson, 2020; Rosenberg & Grafton, 2019). Additionally, managing project costs carefully, including planning, forecasting, and controlling expenses, is essential

to complete projects on time, within budget, and according to specifications, which is critical for stakeholder confidence and overall project success (Eby, 2017).

Clear project scope definition and active stakeholder involvement are crucial for minimizing costly changes, delays, and failures (Gibson et al., 2016; Kähkönen, 2019). In the public sector, project definitions must reflect community needs and ensure beneficiary satisfaction, requiring inclusive participation from the early stages (Heywood & Smith, 2016). Quality management focuses on innovation, creativity, and value creation, with motivated employees and organizational agility being vital for delivering successful projects (Oke, 2018; Pieter, 2020). Beneficiary participation enhances project effectiveness by empowering communities to influence decisions and resource allocation, promoting local knowledge and self-reliance as alternatives to externally led development (Uddin & Belal, 2019). Effective community engagement fosters ownership and ensures projects meet the real needs of beneficiaries, ultimately improving development outcomes (Paul, 2017; Hickey, 2017).

2.3 Theoretical Review

The theoretical literature review helps to establish what theories already exist, the relationships between them, to what degree the existing theories have been investigated

Rogers's Innovation Diffusion Theory

Rogers's Innovation Diffusion Theory was developed by Everett M. Rogers, a communication scholar, in 1962. The theory emerged from his efforts to explain how, why, and at what rate new ideas and technologies spread through cultures and social systems. Rogers synthesized insights from over 500 studies on diffusion, framing the adoption of innovations as a social process influenced by communication channels, time, and social systems. His theory has been widely applied across fields such as agriculture, health, education, and technology to understand and promote the uptake of innovations (Naku, Kihila, & Mwageni, 2021). Over the years, the theory has been refined and expanded, making it one of the most enduring frameworks for analyzing how innovations are communicated and accepted among potential adopters.

The core of Rogers's theory is the process through which an innovation spreads from its origin to widespread adoption within a social system. This diffusion process is heavily influenced by factors that either encourage or inhibit adoption, including the perceived advantages of the innovation over existing solutions (relative advantage), compatibility with current values and practices, complexity

or ease of use, trialability, and observability (Courtney, 2018). Additionally, image and visibility play critical roles: image refers to the enhancement of social status that may result from adopting the innovation, while visibility is the extent to which others can observe the innovation in use (Raulea & Raulea, 2019). The theory also categorizes adopters into five groups innovators, early adopters, early majority, late majority, and laggards each with distinct attitudes and willingness to embrace new ideas, which influences the overall diffusion process.

This theory is highly relevant to understanding the adoption of Project Management Software (PMS) within organizations, a key focus of this study. While technology can provide significant improvements in managing projects, the reluctance of users to adopt new systems can undermine these benefits (Davies, 2020). The Innovation Diffusion Theory helps explain how and why project teams decide to use or resist such software, linking adoption patterns to successful project completion and ultimately the achievement of organizational strategic and operational goals (Datta, 2021). By recognizing the different adopter categories among team members, project managers can tailor their communication and engagement approaches to foster collaboration and encourage acceptance of new technologies. This tailored approach leverages diverse perspectives and expertise, promoting innovation and enhancing project performance through more effective teamwork.

2. Empirical Literature

Empirical review is an approach to assessing the evidentiary value of a research area. It involves selecting a cross-section of studies for replication and evaluating their reliability. The goal is to incorporate strength of evidence as researchers refine theories and plan new investigations in the research area.

2.3.1 Project team acquisition and Project performance

The performance of projects is critically influenced by the capabilities and dynamics of the project teams involved. Empirical studies have indicated that the process of acquiring project teams whether through recruitment, training, or forming cross-functional collaborations plays a significant role in determining project outcomes. This review synthesizes findings from various studies to highlight the relationship between project team acquisition and project performance. Research has shown that the composition of a project team significantly affects performance. According to a study by Hoegl and G. (2016), teams composed of diverse skill sets tend to perform better in complex projects compared to homogeneous teams.

Diversity in experience and expertise allows for greater creativity, enhanced problem-solving capabilities, and increased adaptability in changing project environments.

Effective recruitment and selection are crucial for assembling high-performing project teams. A meta-analysis by Schmitt et al. (2017) found that structured recruiting processes such as using behavioral interviews and standardized assessments are linked to improved performance outcomes. Teams with members who are selected based on both technical skills and cultural fit with the project environment exhibit higher levels of collaboration and motivation. Training initiatives play a vital role in team acquisition. Evidence from a study by Salas et al. (2017) illustrates that teams that undergo collective training demonstrate better coordination and communication, directly influencing overall project performance. In particular, training focused on team processes (e.g., conflict resolution, decision-making) tends to yield positive performance outcomes. The social dynamics within project teams also affect performance. Research by Klein et al. (2019) indicates that cohesiveness within a project team can lead to improved performance, as it fosters trust and collaboration among team members. Moreover, shared leadership models, where team members take turns leading based on expertise and context, have been associated with better project performance. Effective communication is a key driver of project success. Studies have shown that teams that establish open lines of communication and have clear protocols perform significantly better.

According to a study by Ancona and Caldwell (2022), teams that engage in frequent communication with stakeholders are better positioned to adapt to project changes, which enhances performance metrics such as timeliness and client satisfaction. Advancements in technology have transformed team acquisition processes. Virtual teams have become increasingly common, especially in global projects. Research by Gibson and Gibbs (2019) suggests that while virtual teams may face challenges in building rapport, the use of collaborative tools can compensate for geographic distance, enabling these teams to perform effectively. The acquisition of project teams is a multifaceted process that significantly impacts project performance. Effective recruitment, training, and fostering a positive team dynamic are critical elements that organizations should prioritize. Future research should continue to explore the nuances of team acquisition, particularly in the context of evolving project environments and technological advancements. The findings underscore the importance of strategic team acquisition as a vital component of project management practices.

3. Methodology

This research study employed a case study approach to gain a detailed understanding of the subject matter. The descriptive survey research design was utilized to describe the characteristics of the phenomenon under study, providing a comprehensive picture of the variables involved (Duttolph, 2011). Additionally, a correlational design was adopted to interpret relationships among variables, enabling the researcher to analyze the strength and direction of associations. Both quantitative and qualitative methods were integrated in this study, with questionnaires used for gathering numerical data and interviews employed for collecting rich, qualitative insights. This mixed-methods approach ensured a thorough examination of the research objectives and supported comprehensive data analysis. The study population comprised employees and key stakeholders involved with the Water For All Projects. While the ideal scenario in research would involve collecting data from the entire population to maximize coverage and accuracy, constraints such as time and financial resources necessitated sampling. According to Duttolph (2011), a properly selected sample can yield information that reliably represents the entire population. The total target population consisted of 81 individuals, including employees from various departments and key partners. This total population size was the basis for determining the sample size, given its manageable scale, ensuring inclusiveness and representation across different functional units. Given that the total population was fewer than one hundred individuals, the researcher opted to use the entire population as the sample size. This approach was practical and eliminated sampling errors that might arise from selecting only a subset. Universal sampling, also known as a census method, was employed, meaning that every member of the population had an equal chance and opportunity to participate in the study. This technique is particularly advantageous when the population is small, as it maximizes representativeness and reduces potential bias. It also contributed to saving time and costs typically associated with sampling and recruitment efforts. Data collection drew upon both primary and secondary sources. Primary data were directly collected by the researcher from respondents using questionnaires and interviews. Primary data is invaluable because it comes firsthand from the individuals actively involved in or affected by the Water For All Projects, providing direct and relevant information for the study objectives (Hagood, 2012; Audrey, 2011). Secondary data, on the other hand, were sourced from existing documents, reports, and published materials that discussed project team management and performance practices. Such secondary sources enabled the researcher to contextualize findings within broader literature and validate the data collected through primary methods.

Several data collection techniques were utilized to ensure comprehensive and accurate data gathering. Questionnaires consisting mainly of closed-ended questions based on a Likert scale were administered to all respondents, allowing for quantitative measurement of perceptions and attitudes. Open-ended questions were also included to capture qualitative insights and personal views. Interviews were conducted with selected key informants to gather in-depth qualitative data aligned with the study objectives (Krlinger, 2017). Additionally, document review and observation techniques provided supplementary information to corroborate findings and offer a holistic understanding of project team collaboration and its effects on performance.

Prior to the main study, a pilot test was conducted at a similar project site, Green Yard Project, with ten respondents. This pilot assessed the clarity, reliability, and validity of the data collection instruments, particularly the questionnaire. Using a split-half method, the questionnaire was divided, and the internal consistency of responses was calculated; a correlation coefficient of 0.7 or above indicated that the instrument was reliable and fit for purpose (Cargan, 2007; Cooper, 2006; Korb, 2012). Following data collection, the information was carefully processed through editing, coding, and tabulation. Editing involved identifying and correcting errors or unclear responses (Mbaagah, 2009), while coding assigned numerical values to responses for easier analysis (Kakooza, 2006). Tabulation organized the coded data into statistical tables to facilitate meaningful interpretation.

To ensure rigor and credibility, the study emphasized validity and reliability of research instruments. Validity was established through expert review, pretesting, and calculating the Content Validity Index (CVI), which yielded a high value of 0.95, well above the accepted threshold of 0.60, confirming the questionnaire's appropriateness (Sounders, 2010). Reliability was assessed using Cronbach's Alpha, measuring internal consistency; values equal to or above 0.7 indicated dependable instruments (Mugenda & Mugenda, 2008; Bryman, 2015). Ethical considerations were also central to the study's design, including obtaining informed consent, ensuring confidentiality and anonymity, and allowing participants the freedom to withdraw without any repercussions. These measures promoted ethical compliance and fostered trust between the researcher and participants, contributing to the study's success.

4. Results and Discussion

This section presents the analysis and interpretation of the findings of the study in relation to the research hypothesis

4.1 Findings

This section presents the analysis and interpretation of the findings of the study in relation to the research hypothesis.

4.1.1 Descriptive Statistics of Project Team Acquisition

This section presents an analysis of the research objective and delves into the perceptions of respondents based on the

survey questions. Descriptive statistics were employed to summarize and present the data in a clear and meaningful way. A Likert scale, ranging from 1 to 5, was utilized to gauge respondents' attitudes, with 5 indicating "Strongly Agree," 4 for "Agree," 3 for "Neutral," 2 for "Disagree," and 1 for "Strongly Disagree." This approach enabled the researchers to effectively interpret and categorize respondents' views on the study's key topics. The results of the descriptive analysis are provided in Table 2 below.

Table 1. Level of agreement of Project Team Acquisition

Statement	N	Mean	Std. Deviation
The team acquisition process is effective in identifying and recruiting skilled and qualified members for the project.	81	4.56	.791
In Rulindo District, the level of team cohesion and collaboration among newly acquired project members during the initial stages of the project is high.	81	4.52	.853
Hiring a project team with specialized skills and experience positively impacts the performance of Water for All Projects.	81	3.94	1.017
Recruiting a project team with diverse backgrounds and perspectives improves decision-making and problem-solving in Water for All Projects.	81	3.95	.934
The process of integrating newly acquired team members into ongoing project activities is smooth and efficient.	81	3.65	.678
Valid N (listwise)	81		

Source: Field data, 2025

Table 2: Correlation between independent variable and dependent variable

		Project Team Acquisition	Project Performance
Project Team Acquisition	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	81	
Project Performance	Pearson Correlation	.798**	1
	Sig. (2-tailed)	.000	
	N	81	81

Source: Primary data, 2025

The correlation analysis in Table 2 reveals a strong positive and statistically significant relationship between project team acquisition and project performance in the Water for All Projects in Rulindo District, with a Pearson correlation coefficient of $r = 0.798$ and a p-value of 0.000, indicating the results are highly significant at the 0.05 level. This suggests that effective acquisition of project teams—characterized by selecting skilled, experienced, and competent members substantially enhances the likelihood of achieving project objectives and delivering high-quality results. The findings highlight the critical role of strategic recruitment in project management, as having the right mix of expertise and collaborative capacity among team

members not only boosts immediate performance but also strengthens the long-term sustainability and success of development projects in the district.

4.1.4 Regression analysis

A multiple regression analysis was performed in this section to identify the predictor and its contribution towards the criterion. It aims to determine the prediction of a single dependent variable from a group of independent variables. The multiple regression analysis was performed with all the assumptions complied with. Table 3 shows the model summary of the results.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.636	.23092

a. Predictors: (Constant), Project Team Acquisition

The regression analysis results in Table 4 indicate that project team acquisition is a strong predictor of project performance in the Water for All Projects in Rulindo District. The model shows a correlation coefficient (R) of 0.803, signifying a strong positive relationship between the independent variable (project team acquisition) and the dependent variable (project performance). The coefficient of determination (R Square = 0.645) reveals that 64.5% of the variation in project performance can be explained by project team acquisition alone, while the remaining 35.5%

is attributable to other factors not included in the model. The adjusted R Square value of 0.636 further confirms the model's reliability and its suitability for generalization beyond the sample. Additionally, the standard error of the estimate (0.23092) suggests a relatively low margin of error, indicating that the model predicts project performance with a high degree of accuracy. These results emphasize the importance of effective team acquisition strategies in enhancing overall project success.

Table 4. ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.475	4	21.869	125.757	.000 ^b
	Residual	13.216	76	.174		
	Total	100.691	80			

a. Dependent Variable: Project Team Acquisition

b. Predictors: (Constant), Project Performance

The ANOVA results in Table 5 reveal that the regression model is statistically significant in explaining the relationship between project team acquisition and project performance. The F-value of 125.757 with a significance level ($p = 0.000$) indicates that the model provides a good fit for the data and that project performance significantly predicts project team acquisition. The regression sum of squares (87.475) accounts for the majority of the total variation (100.691), showing that the independent variable

explains a substantial proportion of the variability in the dependent variable. The relatively low residual sum of squares (13.216) further supports the model's accuracy, highlighting that only a small portion of the variation remains unexplained. These findings confirm that there is a strong and statistically significant relationship between project performance and project team acquisition in the Water for All Projects.

Table 5. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.173	.185		.934	.000
	Project Team Acquisition	.324	.299	.302	1.085	.000

a. Dependent Variable: Project Performance

The regression coefficients presented in Table 5 indicate the strength and direction of the relationship between project team acquisition and project performance. The constant term (intercept) has a value of 0.173, which represents the expected project performance when project team acquisition is zero. The coefficient for project team acquisition is 0.324, suggesting that for every one-unit

increase in project team acquisition, project performance is predicted to increase by 0.324 units, holding other factors constant. The standardized beta coefficient of 0.302 shows a moderate positive influence of project team acquisition on project performance. The t-value for project team acquisition is 1.085 with a significance level of 0.000, indicating that this predictor is statistically significant in

explaining variations in project performance. Overall, these results demonstrate that improving project team acquisition positively and significantly impacts the successful performance of projects.

4.2. Discussion of Findings

This section presents a detailed discussion of the findings related to the specific objective of the study: to determine the effect of project team acquisition on project performance. The descriptive analysis revealed that respondents perceive the acquisition of skilled and qualified project team members as crucial for the success of Water for All Projects. Effective recruitment is seen as fundamental in identifying, selecting, and integrating individuals whose skills and expertise align with project demands. This finding aligns with Sankaran, Vaagaasar, and Bekker (2020), who argue that organizations that implement strategic recruitment policies not only attract high-quality talent but also set the foundation for enhanced employee and organizational performance. Their research stresses that poorly executed recruitment processes can lead to inefficiencies and undermine project goals, while efficient recruitment strengthens team cohesion and facilitates smooth project execution.

The correlation analysis further supports these observations by demonstrating a strong positive relationship between project team acquisition and project performance. This suggests that as the effectiveness of team acquisition improves, so does the overall success and efficiency of project outcomes. This correlation is consistent with Alavuo's (2020) research, which highlights the critical role of assembling competent and cohesive teams in project management. Alavuo explains that when project managers acquire team members with the right skill sets and attitudes, it fosters better communication, collaboration, and problem-solving within the team. Such dynamics enhance the team's capacity to meet project deadlines, stay within budget, and achieve desired quality standards. Thus, recruitment is not merely a human resource function but a strategic lever for project success.

The multiple regression analysis provides further insight into this relationship by quantifying the impact of project team acquisition on project performance. The model indicates that a significant proportion of the variance in project outcomes can be explained by how effectively project teams are acquired. This confirms the argument put forth by Krenzi (2020), who emphasizes that organizations that invest in rigorous recruitment and retention strategies tend to deliver projects more successfully and consistently. The regression results affirm that acquiring the right personnel is more than an administrative necessity—it is a strategic decision that influences multiple facets of project

delivery, from resource allocation to stakeholder satisfaction.

The ANOVA test results underline the statistical significance of the regression model, confirming that project team acquisition is a valid and reliable predictor of project performance. These findings echo those of Holland and Scullion (2021), who found that both traditional and modern recruitment approaches directly affect not only the quantity but also the quality of project team members. Their research indicates that when organizations utilize diverse recruitment channels ranging from employee referrals to digital platforms—they increase their chances of selecting candidates who contribute meaningfully to project objectives. The significant relationship revealed by the ANOVA analysis emphasizes the importance of employing deliberate, data-driven recruitment strategies tailored to the specific needs of each project.

Finally, the analysis of regression coefficients reveals a positive and meaningful impact of project team acquisition on project performance, highlighting the critical importance of recruitment in achieving project goals. This finding is supported by Sankaran et al. (2020), who argue that recruiting individuals with specialized skills and diverse perspectives enriches the decision-making and problem-solving capacity of project teams. Furthermore, Alavuo (2020) emphasizes that a strategically acquired project team promotes better collaboration and adaptability, which are vital for overcoming challenges during project execution. These insights reinforce the need for organizations to prioritize recruitment policies that are aligned with project requirements and organizational goals to optimize project success.

4. Conclusion and Recommendations

4.1 Conclusion

In conclusion, effective project team acquisition plays a crucial role in enhancing project performance by ensuring that skilled, qualified, and diverse team members are recruited and integrated into project activities. This strategic process fosters stronger collaboration, improved decision-making, and higher productivity, all of which contribute significantly to the successful completion of projects. The findings from this study clearly demonstrate that organizations that invest in thoughtful and comprehensive recruitment strategies are better positioned to meet their project objectives, maintain quality standards, and deliver results within time and budget constraints. Therefore, prioritizing project team acquisition is essential for organizations seeking to improve their project outcomes and overall operational success.

4.2. Recommendations

Based on the study findings, the following recommendations are made:

- 1) Project management teams and HR departments should implement strategic recruitment practices by developing comprehensive hiring strategies that attract skilled and diverse professionals. This will enhance team capabilities and foster innovative problem-solving, leading to improved project outcomes.
- 2) Project leaders and team supervisors should promote team cohesion and collaboration by

creating an environment that encourages strong teamwork from the outset. Facilitating team-building activities and establishing clear communication channels will strengthen relationships and boost project effectiveness.

- 3) Organizational leadership and monitoring committees should conduct continuous monitoring and evaluation of project team composition to ensure skills and team dynamics align with project goals. They should make necessary adjustments based on performance feedback to sustain high standards and ensure successful project completion.

References

- Alavuo, T. (2020). Strategic recruitment in project management. *Journal of Project Management*, 14(3), 112-124.
- Ancona, D. G., & Caldwell, D. F. (2022). Enhancing team performance through stakeholder communication. *Organizational Dynamics*, 51(2), 88–99.
- Bergmann, J., & Karwowski, W. (2019). Collaborative project management and employee satisfaction. *International Journal of Human Factors and Ergonomics*, 6(1), 45–60.
- Bryde, D. J. (2020). Emotional labor and individual differences in project performance. *International Journal of Project Management*, 38(4), 217–229.
- Courtney, R. (2018). Understanding the innovation adoption process: Rogers' diffusion theory revisited. *Journal of Communication Theory*, 28(1), 15–29.
- Datta, P. (2021). Adoption of project management software: Insights from diffusion theory. *Technology and Management Review*, 33(4), 221–235.
- Davies, R. (2020). Technology resistance in project teams: Overcoming barriers to adoption. *International Journal of Information Management*, 50, 143–150.
- Demirkesen, S., & Ozorhon, B. (2019). Governance and accountability in public project performance. *Public Administration Review*, 79(2), 256–270.
- Eby, L. (2017). Cost management in public projects: Planning, forecasting, and controlling expenses. *Journal of Public Budgeting*, 37(3), 326–343.
- Fossum, J., Danielsen, T., & Johnsen, Å. (2018). Project management challenges in Rwanda: A case study. *African Journal of Project Management*, 6(1), 12–25.
- Getz, I., & Page, S. (2019). Emotional labor's impact on employee effectiveness. *Human Resource Management Review*, 29(1), 34–42.
- Gibson, C. B., & Gibbs, J. L. (2019). Virtual teams and performance in global projects. *Journal of Organizational Behavior*, 40(3), 391–408.
- Gibson, C. B., et al. (2016). Stakeholder engagement in project management. *Project Management Journal*, 47(1), 3–19.
- Handayani, T., & Pendrian, N. (2023). Strategic project team management and organizational competitiveness. *International Journal of Business Management*, 15(2), 101–114.
- Hatry, H., et al. (2018). Effective service delivery and project performance in public sector. *Public Performance & Management Review*, 41(4), 715–739.
- Hickey, S. (2017). Community engagement and project effectiveness in development. *Development in Practice*, 27(5), 632–645.
- Hoegl, M., & G. (2016). Team composition and performance in complex projects. *Journal of Engineering and Technology Management*, 41, 30–46.
- Holland, P., & Scullion, H. (2021). Digital recruitment methods and workforce quality. *Human Resource Management Journal*, 31(2), 291–307.

- Ingraham, P. (2015). Measuring performance in public projects. *Public Administration Quarterly*, 39(1), 7–28.
- Kabeyi, M. (2019). Multicultural collaboration in European projects: Challenges and solutions. *European Journal of Project Management*, 7(2), 55–69.
- Kähkönen, K. (2019). Scope definition and stakeholder participation in public projects. *Public Management Review*, 21(7), 1010–1030.
- Khoury, N. (2019). Project team management and development in Rwanda. *East African Journal of Project Management*, 3(1), 45–58.
- Klein, K. J., et al. (2019). Social dynamics and shared leadership in teams. *Leadership Quarterly*, 30(5), 734–749.
- Krenzi, R. (2020). Talent acquisition challenges in dynamic work environments. *Journal of Human Capital*, 14(1), 23–38.
- Kupa, E., Adanma, O., Ogunbiyi, A., & Solomon, T. (2024). Project team collaboration and performance in developing countries. *International Journal of Development Studies*, 12(1), 15–29.
- Mugisha, D. (2021). Project coordination and development outcomes in Rwanda's Rulindo District. *Rwandan Journal of Development Studies*, 5(2), 71–85.
- Naku, J., Kihila, J., & Mwangeni, C. (2021). Application of innovation diffusion theory in agriculture and health. *African Journal of Innovation Studies*, 9(1), 48–62.
- Nielsen, K., Vidosavljević, V., & Bošković, T. (2024). Harnessing employee efforts for institutional innovation. *Journal of Organizational Innovation*, 21(1), 120–135.
- Oke, A. (2018). Innovation and creativity in project quality management. *International Journal of Quality & Reliability Management*, 35(8), 1661–1678.
- Oliver, L. (2023). Modern shifts in project management: The rise of collaboration. *Global Project Management Review*, 11(3), 15–30.
- Pachura, P. (2018). Challenges in project team collaboration: A sociological perspective. *International Journal of Project Management*, 36(2), 187–196.
- Paul, S. (2017). Beneficiary participation in development projects. *Development Policy Review*, 35(3), 335–352.
- Pierson, J. (2020). Aligning performance management with job requirements. *Human Resource Management International Digest*, 28(4), 16–19.
- Pieter, L. (2020). Organizational agility and employee motivation in project success. *Journal of Business Research*, 110, 303–310.
- Poister, T. (2018). Performance measurement in public sector projects. *Public Administration Review*, 78(3), 379–391.
- Raulea, L., & Raulea, E. (2019). Image and visibility in innovation adoption. *Journal of Innovation Management*, 7(2), 45–59.
- Rosenberg, D., & Grafton, S. (2019). Sustaining competitive advantage through performance management. *Journal of Management Studies*, 56(5), 956–980.
- Sankaran, S., Vaagaasar, A. L., & Bekker, T. (2020). Innovative recruitment practices in private agencies. *Human Resource Development International*, 23(3), 221–238.
- Salas, E., et al. (2017). Training and team performance in project environments. *Organizational Psychology Review*, 7(3), 207–243.
- Schmitt, N., et al. (2017). Recruitment processes and project team performance. *Journal of Applied Psychology*, 102(3), 377–398.
- Uddin, M., & Belal, A. (2019). Community engagement for sustainable development projects. *Sustainable Development*, 27(5), 850–858.
- Zwikaël, O. (2019). Interdisciplinary collaboration and project management. *International Journal of Project Management*, 37(4), 553–562.