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Effect of Resource Management Practices on the Performance of Empowering Young Women's Talent Project in Gasabo District, Rwanda

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Abstract: *The general objective of this research project was to assess the effect of resource management practices on the performance of empowering young women's talent project in Gasabo District, Rwanda. Four specific objectives examined human resources management, financial resources management, material and technical resources management, and intellectual property management. The study was guided by four theories: Empowerment Theory, Financial Control Theory, Theory of Change, and the Knowledge-Based View. Research design was both descriptive and correlational; the study targeted 150 respondents of Imbuto Foundation and the Ministry of Youth, selected using the census sampling technique. Questionnaires and interview guides were used as tools for data collection. The practice dataset of 146 complete records was analysed using descriptive and inferential statistics. Model summary results showed R = 0.823, R Square = 0.677, and Durbin–Watson = 1.807. Human resources management (B = 0.273; p = 0.001), financial resources management (B = 0.204; p = 0.008), material and technical resources management (B = 0.181; p = 0.021), and intellectual property management (B = 0.277; p < 0.001) were positively associated with perceived project performance under the conventional regression tests. The study recommended improved mentoring, financial monitoring, technical resource checks, and records of creative-asset ownership.*

Keywords: *Resource management practices; human resources management; financial resources management; material and technical resources management; intellectual property management; project performance.*

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1. Introduction

Effective resource management supports the allocation of people, finances, equipment, technology, and knowledge to planned activities. Project performance depends not only on the resources available but also on their timely use and coordinated oversight. Kerzner (2025) relates the achievement of project objectives to systematic planning, scheduling, monitoring, and control. These functions become important for programmes that combine skills development with financial and technical support.

In Rwanda, Art Rwanda-Ubuhanzi, implemented by Imbuto Foundation with the Ministry of Youth, identifies and supports young people working in the creative sector. The initiative brings together training, mentorship, entrepreneurship support, and opportunities for artistic development. Murenzi (2023) examined incubation and young entrepreneurs' socioeconomic well-being in the same initiative, providing relevant context for its development aims. However, successful talent identification does not by itself establish whether the underlying resource-management practices are aligned with the project's cost, time, scope, and quality requirements.

Project-management research in Rwanda has connected the availability and coordination of resources with implementation outcomes. Ndayisaba and Mulyungi (2018) examined resource management in a rural-livelihood project and identified a relationship with project implementation. Yet the creative economy raises additional questions about specialist mentors, artistic materials, training infrastructure, and ownership of intellectual outputs. Research examining general financial or human resource management cannot fully explain how these four dimensions operate together in a young women's talent-development setting (Murenzi, 2023).

The present study addressed this contextual and empirical gap by assessing human resources management, financial resources management, material and technical resources management, and intellectual property management in relation to the perceived performance of the Empowering Young Women's Talent Project in Gasabo District. Performance was examined through cost, time, scope, and quality. The analysis focused on the project between 2022 and 2024, using the available practice-analysis records rather than claiming independent verification of all underlying operational outcomes (Kerzner, 2025; Murenzi, 2023).

1.1 General Objective

The general objective was to assess the effect of resource management practices on the performance of empowering young women's talent project in Gasabo District, Rwanda.

1.2 Specific Objectives

The study pursued four objectives aligned with the resource-management dimensions.

1. To examine the effect of human resources management on performance of empowering young women's talent project in Gasabo District.
2. To examine the effect of financial resources management on performance of empowering young women's talent project in Gasabo District.
3. To examine the effect of material and technical resources management on performance of empowering young women's talent project in Gasabo District.
4. To examine the effect of intellectual property management on performance of empowering young women's talent project in Gasabo District.

2. Literature Review

The literature review presents the theoretical perspectives and empirical evidence associated with the four resource-management dimensions and project performance.

2.1 Theoretical Review

The theoretical review provided the conceptual foundation for understanding how resource management practices related to project performance. In accordance with the study variables, Empowerment Theory explained human resources management, Financial Control Theory informed financial resources management, Theory of Change provided a perspective for material and technical resources management, and the Knowledge-Based View explained intellectual property management. Together, these theories offered complementary explanations of how human, financial, physical, technical, and intellectual resources were developed, controlled, allocated, utilized, and protected in relation to project performance.

2.1.1 Empowerment Theory

Empowerment Theory originated within community psychology through the work of Julian Rappaport in 1981, when empowerment was advanced as a perspective concerned with increasing individuals' and communities' influence over matters affecting their lives. Its focus subsequently broadened to include participation, competence, autonomy, access to opportunities, confidence, and the capacity to influence decisions. Contemporary applications continue to describe empowerment in terms of developing skills, awareness, confidence, and opportunities that enable individuals to act more effectively within their environments (Messman *et al.*, 2022).

Access to resources, from an empowerment perspective, does not automatically lead to meaningful improvement. People also require knowledge, practical abilities, confidence, and opportunities to participate in decisions and activities through which those resources can be used. Psychological empowerment therefore incorporates perceptions of personal competence, understanding of one's environment, and willingness to participate in actions capable of generating change. Messman *et al.* (2022) indicated that empowerment could support positive developmental adjustment by strengthening individuals' capacity to act and participate effectively.

Capability development represents an important contribution of Empowerment Theory because individuals are viewed as active participants rather than passive recipients of organizational support. Training, mentoring, participation, supportive relationships, and opportunities to apply acquired competencies may strengthen autonomy and effectiveness. The perspective nevertheless recognizes that empowerment differs across individuals and contexts. Providing training or supportive conditions does not, on its own, demonstrate that every person has achieved equal independence, influence, or control over desired outcomes (Messman *et al.*, 2022).

In this study, Empowerment Theory helped explain human resources management by showing how talent management, training and development, compensation and benefits, and a supportive working environment

strengthened capability, motivation, participation, and effectiveness. The theory provided a basis for understanding how the management of people contributed to project performance.

2.1.2 Financial Control Theory

Financial Control Theory was advanced by Lars Östman in 2009 through Towards a General Theory of Financial Control for Organisations. The framework brought together financial tools, organisational activities, transactions, control procedures, and resource relationships within a common perspective. Financial control was therefore treated as more than accounting record-keeping because it also concerned the connection between current activities, financial responsibilities, and future organisational requirements. Recent applications continue to employ this perspective in analyzing financial accountability, transparency, and organisational control (Nicholaus *et al.*, 2023).

Financial processes operate through interconnected arrangements involving planning, payments, accounting information, economic calculations, monitoring, and control mechanisms. These arrangements enable organizations to relate available resources to intended activities and expected outputs. Recurring control procedures allow managers to observe transactions, compare actual resource use with planned requirements, and identify areas requiring corrective attention. Nicholaus *et al.* (2023) demonstrated that such mechanisms remained relevant for strengthening accountability and transparency in financial management.

Organisational responsibilities and decision-making structures also shape the effectiveness of financial control. Clearly established financial procedures may improve accountability, increase visibility over the use of funds, strengthen managerial decisions, and reduce opportunities for misuse. Financial Control Theory is nevertheless largely concentrated on financial systems and procedures, meaning that it does not fully explain non-financial influences such as employee competence, technological limitations, stakeholder behavior, or changing environmental conditions that may also affect organisational results (Nicholaus *et al.*, 2023).

Financial Control Theory clarified financial resources management by explaining how budgeting, financial forecasting, cash-flow management, and risk assessment supported the organization and control of project funds. The perspective assisted in understanding how financial discipline and careful allocation of resources contributed to continuity of project activities and achievement of performance requirements.

2.1.3 Theory of Change

Carol H. Weiss is widely associated with the modern formulation of Theory of Change in 1995, particularly through her contribution to theory-based programme evaluation. The approach emphasizes making explicit the assumptions that connect an intervention with its intended outcomes. It explains how change is expected to occur by mapping relationships among resources, activities, immediate outputs, intermediate outcomes, and longer-term results. Contemporary evaluation literature continues to acknowledge Weiss's contribution to the development of this approach (Woodland & Mazur, 2024).

Desired outcomes are understood within Theory of Change as the result of connected stages rather than as automatic consequences of programme implementation. Resources have to support appropriate activities, activities must generate intended outputs, and enabling conditions must exist for those outputs to progress towards broader outcomes. Mapping these relationships makes underlying assumptions more visible and allows planners to judge whether the expected pathway of change is realistic. Woodland and Mazur (2024) emphasized the importance of relating needs, resources, activities, and intended benefits within programme logic.

Its usefulness in planning and evaluation comes from the attention given to conditions that may support or obstruct implementation. Inadequate resources, poor deployment, interruptions, or unrealistic assumptions can weaken the connection between project inputs and intended results. Monitoring can therefore reveal where adjustments are required during implementation. A limitation of the approach is that complex interventions may not always follow predetermined causal pathways because several interacting conditions can influence outcomes and change over time (Woodland & Mazur, 2024).

Theory of Change supported interpretation of material and technical resources management by showing how strategic planning, efficient allocation, continuous monitoring, and optimization of equipment, materials, facilities, and technical resources supported planned project activities. It also helped explain how weaknesses in resource availability, allocation, or utilization could interrupt progress towards project performance.

2.1.4 Knowledge-Based View

The Knowledge-Based View was prominently formalized by Robert M. Grant in 1996 through his knowledge-based theory of the firm. Building on resource-based thinking, the perspective places knowledge at the center of organisational capability and value creation. Organisations are viewed as settings in which specialized knowledge is integrated, coordinated, applied, and retained to generate useful outcomes. Recent scholarship continues to identify Grant's contribution as a major foundation of the Knowledge-Based View (Cohendet *et al.*, 2024).

Knowledge differs from many tangible resources because its value depends strongly on how it is combined, shared, retained, and applied. Expertise, creative ideas, designs, routines, experience, artistic expressions, and technological know-how can become valuable organisational resources when they are managed effectively. Organisations may therefore perform differently even when they possess similar physical resources because their capacity to integrate and

apply knowledge can vary considerably. Cohendet *et al.* (2024) highlighted internal knowledge and its combination as important sources of organisational capability and value.

Intellectual property becomes particularly significant when knowledge produces creative or commercially valuable outputs. Appropriate protection can limit unauthorized use while still permitting controlled sharing, licensing, partnership, innovation, and commercialization. Pires and Ferreira (2025) identified the Knowledge-Based View among the important perspectives used in explaining relationships between innovation strategies and intellectual property protection. The approach has limitations because its emphasis on knowledge as a strategic resource may give less attention to legal institutions, ownership conflicts, bargaining power, and unequal distribution of benefits arising from intellectual assets.

The Knowledge-Based View provided a useful explanation of intellectual property management by showing why creative knowledge and outputs required identification, protection, commercialization, and appropriate enforcement. The perspective assisted in understanding how systematic management of intellectual assets preserved their value, created opportunities from creative work, and contributed to project performance.

2.2 Empirical Review

Below section helps the researcher to design a research method as compared to others who did related studies.

2.2.1 Effect of human resources management on project performance

Using data from 103 multinational corporations in Russia, Latukha et al. (2022) examined the relationship between female-focused TM and firm performance in order to show the value of gender diversity in businesses. They developed and empirically tested a contextually embedded model to examine the effect of female-focused TM on firm performance and found that there was an overall positive relationship between the two. Additionally, their analysis showed that female-focused talent development and retention, but not talent attraction, had significant positive effects on firm performance.

The implementation of GHRM practices through green innovation has been linked to sustainable performance in healthcare organisations, according to Correia et al. (2024). This study also assesses how risk management influences green innovation and GHRM practices in relation to sustainable performance. Using a sample of 400 respondents from both government and private hospitals in Pakistan, this study examines the following relationships. The structural framework of sustainable performance is measured using the partial least structure equation modeling method (PLS-SEM). The findings demonstrated that GHRM practices have a favourable impact on green innovation and sustainable performance. Furthermore, the association between GHRM practices and green innovation toward sustainable performance is strongly moderated by risk management.

Anwar & Abdullah (2021) studied the impact of human resource management practices on the performance of government agencies. In a rapidly changing economic environment characterized by trends such as globalization, increasing demands from investors and customers, and an increasing number of products in market competition, government agencies are constantly trying to remain competitive and maintain their position in this environment by minimizing costs, innovating products and processes, and... quality. Quantitative research methods were used to analyse this study. The sample size selected for this study was 240 respondents. The results showed that all hypotheses were rejected except the fifth hypothesis "decentralization is positively correlated with organisational performance". Therefore, it can be concluded that decentralization is positively correlated with organisational performance.

Human resource management practices (HRM) techniques and policies that increase PMs' job satisfaction was discovered by Ling et al. (2018). PMs employed by construction companies and project management consulting firms were surveyed using a questionnaire. Snowball, convenience, and random sampling were used to get data. Pearson's correlation, the independent samples t-test, and partial least squares structural equation modeling were used to analyse the data. The results demonstrate that PMs who are happy with the HRM procedures and benefits offered by their companies are also more satisfied with their jobs. There are a number of HRM practices that have been found to increase job satisfaction, such as implementing a system to identify and nurture talent and actively seeking out and developing emergency backups. Unfortunately, several practices such as hiring and retaining outstanding PMs in a methodical manner, encouraging them to plan for their careers, providing performance and development coaching, and conducting employee appraisals are not widely used.

2.2.2 Effect of financial resources management on project performance

In a study by Mugabo (2024) assessing the impact of financial control, asset management, and financial planning on the Green Gicumbi Project's effectiveness, 142 stakeholders from various sectors participated. Utilizing a descriptive research approach and universal sampling, data was collected from 124 respondents, achieving an 87.2% response rate. Analysis revealed a strong positive correlation between financial control and project success (r=0.756), and a moderate correlation with financial implementation (r=0.672). Multiple regression indicated that financial resource management practices explained 73.3% of project success variance. The findings led to the rejection of all null hypotheses, highlighting the significant positive relationship among the variables. A recommendation was made for the

establishment of a clear asset management calendar to inform stakeholders.

Ogunmakin *et al.* (2022) looked into the impact of sound financial planning strategies on the overall performance of manufacturing companies in Nigeria. This study used an ex-post facto research methodology, collecting secondary data to analyse the variables' relationship. The research population was created by randomly selecting five samples from the total population. The information was taken from the company's annual financial report between 2010 and 2020. The data was analysed using Ordinary Least Square (OLS) regression analysis. Profit after tax (PAT) (p0.0021) and retained earnings (p0.0415) are significantly improved by financial management strategies, according to the study. Nonetheless, the debt-to-equity ratio is not significantly impacted (p>0.7350).

2.2.3 Effect of material and technical resources management on project performance

Schandl *et al.* (2020) assert that efficient material use benefits the economy and lessens the strain on climate change, biodiversity, and waste management. They analyse global material use through Shared Socioeconomic Pathways (SSPs), outlining five scenarios for future population, economic growth, and urbanization. By 2060, global material flows are projected to range from 134 billion tonnes (SSP1) to 282 billion tonnes (SSP5), with the SSP2 Medium scenario estimating demand at 176 billion tonnes double 2017 levels. Despite a 0.8% annual improvement in material efficiency predicted from 2015 to 2060, the study highlights the urgent need for enhanced efforts to reduce primary material demand to stay within planetary boundaries.

The study by Sila & Gakobo (2021) explores the impact of materials management on construction projects, aiming to enhance productivity, cost-effectiveness, and timely completion. It is grounded in relational exchange, network, resource dependence, and agency theories, emphasizing the importance of effective resource management to prevent project failures. The research, which involved 40 participants from various construction companies in Nairobi City County, employed a quantitative design and SPSS for regression analysis of purchasing, transportation, storage, and planning variables. Findings indicate that poor material management directly affects construction firms, especially smaller ones. The report emphasizes the need for a systematic, integrated approach to managing materials and mitigate the costs associated with inadequate management.

2.2.4 Effect of intellectual property management on project performance

Sutrisno (2021) created a theoretical framework for leadership and organisation that explains the aspects of organisational performance, intellectual property, and intellectual capital. The theory of intellectual agility stimulation, also known as intellectual property, is based on the strategic and substantive aspects of creating new thoughts. It serves as a catalyst for leaders to make decisions at the appropriate moment under the correct circumstances. A thorough literature review from the primary source is used in this study. Based on a thorough and in-depth assessment of the literature, the empirical model of research demonstrates that professional competence and intellectual agility stimulus will rise as a result of knowledge sharing that involves collecting and donating. Consequently, it will enhance the effectiveness of companies prepared to tackle the industrial revolution. 4.0.

Davoudi *et al.* (2018) examined intellectual property rights, open innovation, and organisational performance in thirty New Technology Based Firms (NTBFs). Business owners, middle managers, and senior managers supplied the study perspectives. Of 140 questionnaires distributed, 126 were completed and returned. The descriptive-correlational design used structural equation modelling to assess relationships. Intellectual property rights were positively associated with open innovation, which in turn had a positive relationship with organisational performance. Direct evidence linking intellectual property rights with performance was limited, but open innovation mediated a favourable relationship. This distinction suggested that the use of protected knowledge in collaborative innovation warranted attention alongside ownership arrangements.

3. Methodology

The methodology describes how the study examined resource management practices and project performance using the available research design, participants, instruments, and analytical procedures.

3.1 Research Design

The study adopted descriptive and correlational research designs. Descriptive analysis summarised the assessments of management practices and project performance, whereas correlation and multiple regression examined relationships among the variables. The study used quantitative questionnaire measures complemented by a structured interview guide and documentary review. The results were interpreted as associations, not experimental causal effects.

3.2 Study Population and Sampling Design

The target population consisted of 150 personnel and beneficiaries associated with Imbuto Foundation and the Ministry of Youth, including project management, operations, finance, administration, planning, legal support, information technology, and project beneficiaries. A census sampling technique was adopted because the population was manageable; all 150 target

cases were included in the sampling frame. The final practice dataset contained 146 complete records.

3.3 Data Collection Instruments

A structured questionnaire collected responses across human resources management, financial resources management, material and technical resources management, intellectual property management, and project performance. The questionnaire used five-point agreement items. An interview guide for project senior managers addressed the four specific objectives. Documentary review covered existing budgets, work plans, activity reports, and related project records; the substantive findings presented in the manuscript relied on the available practice-analysis tables rather than independently authenticated source documents.

3.4 Pilot Study, Validity and Reliability

The questionnaire was pilot tested among 15 respondents at the HER Project in Bugesera District, representing 10% of the target population and falling outside the case study. Four experts, comprising the supervisor and three senior academics, examined the instruments for relevance and clarity. The dissertation reported a Content Validity Index of 0.89. Cronbach's alpha values were 0.76 for human resources management, 0.86 for financial resources management, 0.73 for material and technical resources management, 0.81 for intellectual property management, and 0.93 for project performance. All exceeded the adopted reliability benchmark of 0.70.

3.5 Data Analysis

The research data were organised and analysed using SPSS. Frequencies and percentages described response coverage, while means and standard deviations summarised perceptions of the study variables. Pearson correlation tested bivariate relationships with project performance. Multiple linear regression examined the adjusted contributions of the four resource-management variables. The analysis also reported normality tests, collinearity statistics, Durbin–Watson, and an HC3 robust-standard-error sensitivity assessment. The significance level for decisions on the null hypotheses was 0.05.

3.6 Ethical Considerations

The source methodology described requesting ethical clearance from the University of Kigali and presenting the permission letter during data collection. Participants were informed of the academic purpose of the study, confidentiality was safeguarded, and participation was voluntary. Codes were used instead of direct identifiers. These provisions supported the protection of participants and the academic use of the information.

4. Results and Discussions

The following results report the response coverage, correlation tests, model diagnostics, regression estimates, and decisions on the four null hypotheses before discussing the findings against the reviewed scholarship.

4.1 Response Rate

The response-rate assessment compared the number of complete cases with the stated target population.

Table 1: Response rate

Record status	Frequency	Percentage (%)
Complete	146	97.3
Not returned	4	2.7
Target population	**150**	**100.0**

Source: Field Data, July 2026

Table 1 shows that 146 of 150 targeted cases (97.3%) were complete and usable for the practice analysis. The other four cases constituted 2.7% of the target population. Because the dissertation did not separately document incomplete and unreturned questionnaires, this result establishes complete-case coverage rather than independently verified questionnaire return. The coverage provided a substantial numerical basis for the following descriptive and inferential assessments.

4.2 Correlation Analysis

Pearson correlation tested the magnitude and direction of relationships between the four resource-management practices and project performance.

Table 2: Correlations matrix

		Human resources management	Financial resources management	Material and technical resources management	Intellectual property management	Project performance
Human resources management	Pearson Correlation	1	.647**	.684**	.694**	.711**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	146	146	146	146	146
Financial resources management	Pearson Correlation	.647**	1	.714**	.702**	.705**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	146	146	146	146	146
Material and technical resources management	Pearson Correlation	.684**	.714**	1	.729**	.718**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	146	146	146	146	146
Intellectual property management	Pearson Correlation	.694**	.702**	.729**	1	.750**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	146	146	146	146	146
Project performance	Pearson Correlation	.711**	.705**	.718**	.750**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	146	146	146	146	146

**. Correlation is significant at the .01 level (2-tailed).

Source: Field Data, July 2026

The correlation matrix shows positive, statistically significant relationships between project performance and human resources management (r = 0.711), financial resources management (r = 0.705), material and technical resources management (r = 0.718), and intellectual property management (r = 0.750); each relationship had a reported significance of .000, interpreted as $p < .001$. Intellectual property management had the strongest bivariate association, followed by material and technical resources management. These coefficients represent pairwise associations and do not control for the other management practices or demonstrate causation.

4.3 Regression Analysis

Multiple regression assessed the joint fit of the four predictors and each dimension's conditional statistical association with perceived project performance.

4.3.1 Regression Diagnostics

Distributional diagnostics were examined using Kolmogorov–Smirnov and Shapiro–Wilk tests before the parametric tests. The reported criterion was a significance value greater than 0.05 for no detectable departure from normality.

Table 3: Normality test results

Variable	K-S Statistic	df	Sig.	S-W Statistic	df	Sig.
Human resources management	.054	146	.087	.991	146	.164
Financial resources management	.051	146	.118	.993	146	.218
Material and technical resources management	.058	146	.069	.989	146	.112
Intellectual property management	.056	146	.094	.990	146	.146
Project performance	.049	146	.152	.994	146	.271

Source: Primary Data, 2026

As shown in Table 3, all Kolmogorov–Smirnov and Shapiro–Wilk significance values exceeded 0.05. The source analysis therefore did not reject normality for the five observed composite variables. These tests concerned the variable distributions and did not by themselves establish normality of regression residuals. The coefficient table additionally reports tolerances ranging from 0.360 to 0.435 and VIF values between 2.298 and 2.777, which did not exceed the study's VIF cutoff of 10.

4.3.2 Model Summary

The model summary presents the overall association and the proportion of variation in perceived performance accounted for by the four predictors.

Table 4: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.823[a]	.677	.667	.18799	1.807

a. Predictors: (Constant), Intellectual property management, Human resources management, Financial resources management, Material and technical resources management

b. Dependent Variable: Project performance

Source: Field Data, July 2026

Table 4 indicates R = 0.823, R Square = 0.677, and adjusted R Square = 0.667. Thus, the four resource-management variables together accounted for 67.7% of variation in the observed perceived-performance measure in the fitted sample. The Durbin–Watson statistic of 1.807 was relatively close to 2, although the cross-sectional case order was not shown to represent time. The remaining 32.3% of variation was not explained by the fitted model.

4.3.3 Analysis of Variance (ANOVA)

The ANOVA test assessed whether the full set of four predictors jointly contributed to the fitted regression model.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.422	4	2.606	74.457	.000[b]
	Residual	4.983	141	.035		
	Total	15.405	145			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Intellectual property management, Human resources management, Financial resources management, Material and technical resources management

Source: Field Data, July 2026

Table 5 reports F(4, 141) = 74.457 and Sig. = .000 ($p < .001$). Using the adopted 0.05 significance criterion, the model was statistically significant overall. This result supports a joint relationship between the four resource-management practices and perceived project performance; it does not demonstrate that the relationships were caused by the management practices or that each predictor was equally robust.

4.3.4 Regression Coefficients

The coefficient estimates describe each predictor's association with project performance after the other management variables are held constant.

Table 6: Regression coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.269	.236		1.140	.256		
	Human resources management	.273	.082	.241	3.329	.001	.435	2.298
	Financial resources management	.204	.076	.202	2.684	.008	.405	2.470
	Material and technical resources management	.181	.078	.186	2.321	.021	.360	2.777
	Intellectual property management	.277	.072	.306	3.847	.000	.362	2.759

a. Dependent Variable: Project performance

Source: Field Data, July 2026. Note. B = unstandardised coefficient; Beta = standardised coefficient; VIF = variance inflation factor.

The fitted regression equation was $\hat{Y} = 0.269 + 0.273X_1 + 0.204X_2 + 0.181X_3 + 0.277X_4$, where X_1, X_2, X_3, and X_4 represented human, financial, material and technical, and intellectual property management, respectively. The intercept (B = 0.269, p = 0.256) was not significant and had no practical zero-score interpretation within the questionnaire scale.

Human resources management showed a positive coefficient (B = 0.273; t = 3.329; p = 0.001). Financial resources management was also positive (B = 0.204; t = 2.684; p = 0.008), as were material and technical resources management (B = 0.181; t = 2.321; p = 0.021) and intellectual property management (B = 0.277; t = 3.847; $p < 0.001$). All four conventional coefficient tests met the 0.05 threshold. However, the source's HC3 robust-standard-error sensitivity assessment retained significance only for human resources management (p = 0.030) and intellectual property management (p = 0.017); financial management (p = 0.071) and material and

technical management (p = 0.192) were no longer significant under that specification.

4.3.5 Decision on Null Hypotheses

The four null hypotheses were assessed using the reported conventional regression p-values at the 0.05 significance level.

Table 7: Decisions on null hypotheses

Null hypothesis	p-values	Decision
H01: There was no significant effect of human resources management on performance of empowering young women's talent project in Gasabo District.	.001	Rejected
H02: There was no significant effect of financial resources management on performance of empowering young women's talent project in Gasabo District.	.008	Rejected
H03: There was no significant effect of material and technical resources management on performance of empowering young women's talent project in Gasabo District.	.021	Rejected
H04: There was no significant effect of intellectual property management on performance of empowering young women's talent project in Gasabo District.	.000	Rejected

Source: Field Data, July 2026

The decisions shown in Table 7 rejected H01, H02, H03, and H04 under the conventional ordinary least squares tests. These are the decisions recorded in the dissertation and are not altered here. The additional HC3 check qualified the strength of support for the financial and material/technical coefficients, whose adjusted p-values exceeded 0.05. The robust results therefore limit the interpretation of those two hypotheses without replacing the reported original decision table.

4.4 Discussion of Research Findings

The discussion relates the objective-specific results to the theories and empirical studies already covered in the literature review, while distinguishing statistical associations from causal claims.

4.4.1 Human Resources Management and Project Performance

Human resources management exhibited a positive Pearson association (r = 0.711) and remained statistically significant in the multiple-regression model (B = 0.273; p = 0.001), including under the HC3 sensitivity check (p = 0.030). This pattern is consistent with Latukha *et al.* (2022), who associated the development and retention of female talent with organisational performance. It also accords with the emphasis on staff support reported by Ling *et al.* (2018) and the capability-development logic of Empowerment Theory (Messman *et al.*, 2022). For Art Rwanda-Ubuhanzi, well-matched mentoring, training, and supportive conditions constitute relevant management priorities, but the analysis does not prove that a specified intervention caused higher project performance.

4.4.2 Financial Resources Management and Project Performance

Financial resources management was positively related to perceived performance in Pearson correlation (r = 0.705) and conventional regression (B = 0.204; p = 0.008), but the HC3 significance value of 0.071 introduced uncertainty about the independent association. Mugabo (2024) similarly highlighted project-finance controls in Rwanda, while Ogunmakin *et al.* (2022) linked financial management to manufacturing-firm outcomes. Financial Control Theory (Nicholaus *et al.*, 2023) explains why budgeting, forecasts, and expenditure monitoring are relevant for continuity and accountability. The cross-sector differences and sensitivity to the robust specification require a cautious conclusion about a stable independent financial contribution.

4.4.3 Material and Technical Resources Management and Project Performance

Material and technical resources management had a positive bivariate correlation (r = 0.718) and a positive conventional regression coefficient (B = 0.181; p = 0.021). The robust HC3 result (p = 0.192), however, did not provide strong statistical support for that independent coefficient. Sila and Gakobo (2021) associated coordinated materials management with construction-project performance, while the Theory of Change perspective (Woodland & Mazur, 2024) underscores the dependence of planned activities on available inputs. These connections justify attention to equipment availability, monitoring, and utilisation, but they do not establish an independent causal effect on young women's talent outcomes.

4.4.4 Intellectual Property Management and Project Performance

Intellectual property management recorded the strongest bivariate association (r = 0.750), with a positive adjusted coefficient (B = 0.277; p < 0.001) that remained significant under HC3 (p = 0.017). Davoudi *et al.* (2018) described the role of open innovation in connecting intellectual property rights with organisational performance, while Sutrisno (2021) emphasised the productive use of knowledge and ideas. The Knowledge-Based View (Cohendet *et al.*, 2024; Pires & Ferreira, 2025) provides an explanation for managing creative knowledge as a valuable project resource. In this project, contributor records, rights protection, and commercial partnerships remain pertinent, although the regression does not verify legal or financial benefits.

5. Conclusion and Recommendations

This section presents the conclusions drawn from the study findings in relation to the four specific objectives. It also provides recommendations for improving resource management practices and strengthening the performance of the Empowering Young Women's Talent Project in Gasabo District, Rwanda.

5.1 Conclusion

The conclusions summarise the relationships observed across the four objectives in relation to perceived project performance.

Human resources management was positively associated with performance in both conventional and robust analyses, supporting the relevance of mentoring, staff capability, and training continuity. Intellectual property management also retained a positive adjusted association across the statistical specifications, suggesting an important relationship between the management of creative outputs and perceived project performance.

Financial resources management and material and technical resources management were positive in the conventional model, but their apparent independent contributions did not remain significant with HC3 standard errors. These dimensions therefore warrant operational attention without an overstated claim of independently proven effects. In combination, the management variables explained a substantial share of variation in the study's perceived-performance measure, but the observational practice-analysis design and mismatch between some performance indicators and the conceptual framework restrict causal and external claims.

5.2 Recommendations

Based on the findings, the following practical recommendations are directed to the management and implementation teams of the Empowering Young Women's Talent Project.

1. Project senior managers and the Human Resources team should maintain a mentor-development schedule matched to participants' artistic and technical needs, reinforce training follow-up, and protect safe and supportive learning environments.
2. The Administration and Finance Unit should review project cash-flow requirements and budget risks regularly, document corrective actions, and maintain transparent links between planned activities and expenditure commitments.
3. The IT Team and operations managers should introduce routine checks on equipment, training facilities, materials, and resource allocation so that shortages and technical interruptions are identified before they affect planned activities.
4. Project senior managers, legal advisers, and the Arts Promotion Directorate General should keep clear records of creative contributors, intellectual property ownership, permissions, and commercialisation arrangements before work is shared or used in partnerships.

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