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Motivational techniques and team performance in Rwanda urban development project II (RUDP II)

Mutabazi Jean de Dieu, Dr. Eugenia Nkechi Irechukwu

Mount Kigali University
Mount Kigali University

ABSTRACT

The Office of the Auditor General's report for the fiscal year ending June 2022 highlighted numerous instances of inadequate cooperation in public infrastructure projects, including delayed contracts. This study aimed to evaluate project team performance and motivational strategies in public infrastructure projects in Rwanda, specifically the Second Rwanda Urban Development Project (RUDP II). The research used 149 workers from various industries, including public and private sectors, and used a descriptive study approach and correlation analysis. The findings showed that team performance was positively, significantly, and robustly correlated with monetary rewards, non-monetary rewards, and team empowerment. The study recommends reassurance, clear communication techniques, and support systems like counseling or stress management classes to alleviate job security concerns in the RUDP II project.

Key words: ***Motivational techniques, Team Performance, Public infrastructure projects, RUDP II***

1 Introduction

As per the OAG's report for the fiscal year that concluded in June 2022, 28 projects and public organisations saw 37 instances of delayed contracts totaling Frw 201,017,126,883. According to the OAG (2022) study, secondary cities failed to provide alternative infrastructure that promotes urbanization in line with the framework, which caused the development of planned infrastructure during RUDP II to be postponed. This pertains to the case study for this research. For example, by 2021–2022, just one of the thirteen planned pieces of infrastructure for contemporary marketplaces, commerce centres, and exhibition spaces had been constructed. Additionally, according to the report, 52% of Kigali City's RUDP II projects were not completed within the budgeted amount, and 33% of them were not completed on schedule. Furthermore, throughout the first (RUDP I) and second (RUDP II) phases, issues were discovered in 22% of the projects. According to Sibomana, Diang'a, and Wanyona (2019), a lack of motivational strategies, a labor shortage, a shortage of skilled workers, a shortage of qualified contractors, and other issues are the main causes of subpar team performance. According to Ndungutse (2021), project success needs to be evaluated from the standpoint of the team's motivation in order to solve some of the previously listed elements of poor team performance. Numerous studies have examined the connection between project team success and motivating strategies. The current study's researcher believes that a lack of cooperation could affect the City of Kigali's objectives during the RUDP II project. Thus, using the Second Rwanda Urban Development Project (RUDP II) as a case study, the researcher felt it was crucial to evaluate team performance and motivational strategies of public infrastructure projects.

The study was designed to:

i. To ascertain how team performance in the RUDP II is impacted by financial incentives.

ii. To evaluate how non-monetary incentives affect the performance of the RUDP II team. iii. To look at the connection between RUDP II team performance and team empowerment.

2 Review of Related Literature

2.1 Empirical Review

The effect of motivation on team performance in diverse organizations is covered in this review. According to Udofot et al. (2022), project team punctuality and quality job delivery in Nigeria were highly impacted by pay and salary motivation. Kobia (2021) used a correlational study design with a combination of qualitative and quantitative methodologies to evaluate the impact of motivation on employee performance in Kenya's Pan African Climate Justice Alliance. The study discovered that although awards did not considerably improve performance, payment was widely used. Promotional opportunities were welcomed, and employee training was also put into place. Using descriptive and analytical research approaches, Murora and Semana (2021) evaluated the impact of motivation on worker performance in Rwanda's Ministry of Sports. The results demonstrated that pay, possibilities for advancement, working conditions, and training and development initiatives all had an impact on employee motivation. According to the study, there is a strong positive association between pay, training, working conditions, and prospects for advancement; an increase of one unit in any of these factors results in an increase in employee performance.

Alaghbari et al.'s study from 2021 looked into how motivational factors affected Yemeni public building projects' performance. According to the study, relationships with coworkers, career advancement, the work itself, and achievement were the top motivating elements ranked by management of the firms. The study also discovered that the time performance of construction projects is highly influenced by accomplishment, admiration, and relationships with coworkers. Ekundayo and Babalola (2020) looked into the connection between employee performance and motivation in a few Lagos-based insurance companies. According to the study, employee motivation has a direct, strong, and favorable association with performance.

According to Muyanga (2020), team building influences success, stakeholder communication improves performance, organizational culture change has a significant impact on ICT transformational project performance, and project motivation strategies have an impact on customer satisfaction, budget, resources, quality services, and client rates. Mugabekazi (2022) evaluated how employee motivation affected Rwandan microfinance organisations' performance. Using document review, questionnaires, interviews, and observation techniques, the study used a qualitative case study methodology. The findings demonstrated that customers use bank services to protect their gains, that employee performance is impacted by salary, and that employee teamwork affects performance. Musili and Nyang'au (2022) investigated how project team management techniques affected Northern Eastern rural electrification programs. According to the study, performance was positively and significantly impacted by team identification and development.
Ramu (2019) investigated the variables affecting the motivation of UK IT project team members. According to the study, project managers can raise employee motivation by establishing clear goals, offering appropriate monitoring, and giving training. According to a survey, 28.57% of workers are motivated by pay increases, but 66.67% are driven by awards and recognition. According to Kemoh (2019), non-cash benefits including recognition, decision-making authority, and flexible work schedules inspire UNICEF Somalia staff members. However, their lack of involvement and dissatisfaction with their job design demotivate them. In spite of this, they undergo training to improve their attitudes, confidence, knowledge, abilities, and sense of security. The impact of project team management on the Rwanda Electricity Sector Strengthening Project's performance in Nyarugenge District was evaluated by Uwimana (2022). The study discovered that communication management, conflict resolution, and team motivating techniques significantly improved the project's performance. At 95% confidence, the analysis found that these practices account for 60.8% of the project's performance.

2.2 Theoretical Framework

2.2.1 Theory of Teamwork

The basis for effective crew development is Bruce Tuchman's 1965 team phases model. Four phases are identified by the theory: norming, storming, foundation, and team performance. Gaining an awareness of coworkers and their jobs is the first step. Storming, the second stage, entails establishing oneself as a crew, and norming, the third stage, entails goal-setting and collaboration. The last phase, team performance, highlights the value of relationships between team members and the development of a unified front. Teams are established through four common stages, according to Tuchman's theory of group growth: orientation, trying-out, social cohesiveness, and position-relatedness. We refer to these phases as forming, storming, norming, and appearing. Tuchman’s theories offer a useful and practical way to consider concepts pertaining to group interactions. Five levels of human needs are listed in a hierarchical order according to Maslow's Hierarchy of Needs Theory. It implies that people are

motivated to satisfy unmet wants in a dynamic and sequential manner, beginning with the most fundamental demands and working their way up. By describing how both monetary and non-monetary awards can inspire team members at various levels, the study bolsters the research on team performance in RUDP II. Higher-order demands are met by non-monetary incentives like empowerment and recognition, whereas lower-level wants are met by monetary rewards like salary and bonuses.

The duties required for a team to succeed are the main emphasis of Belbin's idea of management team roles. According to her, team duties are those of servants who, via their work and the organization of the team, advance the success of the group. Six factors—personality, mental aptitude, motivation, values, field restrictions, experience, and role learning—are used in the theory to explain team roles. All roles must be divided equitably for the system to function properly. The significance of striking a balance between functional and team roles is also emphasized by Belbin's philosophy. Establishing needs, coming up with ideas, making plans, implementing those plans, getting the team together, and finishing the job are the six phases of team development. Finding team members with the suitable personalities and learning more about productive teamwork and project results are both possible with the help of the theory.

2.3. Conceptual Framework

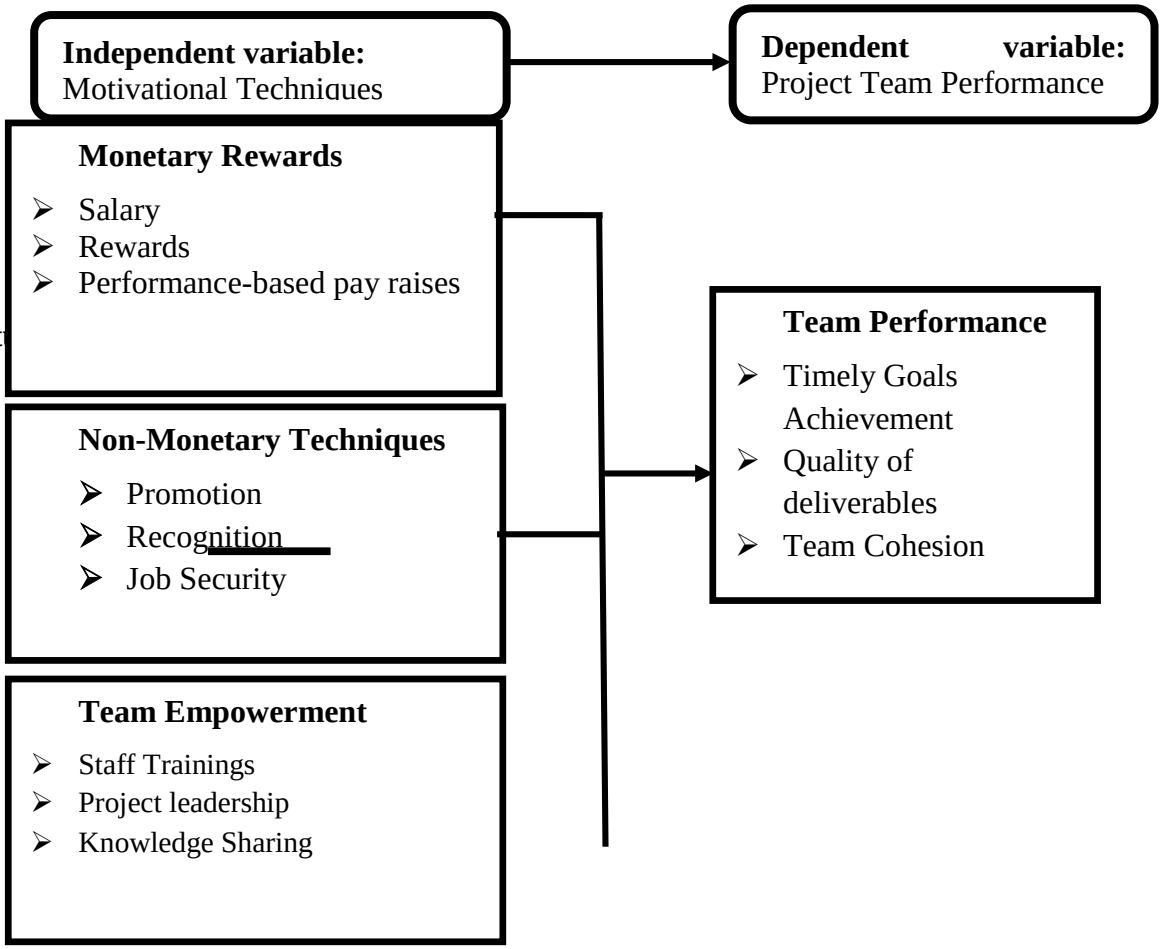

Figure 2. 1: Concept

Figure 2.1: Conceptual Framework
Source: Researcher's compilations (2025)

3. Research Methodology

The research design, data collection and analysis techniques, ethical considerations, reliability, and validity metrics are all covered in this chapter. To collect precise information on the population's opinions of motivating strategies and project team performance in RUDP II, the study used a descriptive, cross-sectional descriptive design. 149 respondents from the public and private sectors made up the population; they were selected to offer their perspectives on the methods employed in RUDP II. The accuracy of statistical estimations, the validity and generalisability of the results, and the representativeness of the sample were all greatly impacted by the sampling strategy. Slovin's Formula was used to calculate the sample size, which had a 5% margin of error. In order to minimize bias and errors and ensure that the results could be applicable to a larger population, the sample size was determined to be 109 participants.

n = 149/(1 + 149〖(0.05)〗^2) = 149/(1 + 0.3725) = 149/1.3725+109

Using a stratified sampling technique, 109 employees in a variety of roles were chosen from RUDP II for this study. Questionnaires and desk research on the body of existing literature were used to gather primary and secondary data.

Data variability and distribution are measured by the standard deviation, which shows how closely the data resembles the mean. For assessing the statistical relationship between project success and motivational strategies in infrastructure projects, the Pearson correlation coefficient is a great tool. Multiple regression analysis is used in this study to assess how several predictor factors affect the dependent measure. The average change in a variable can be found using linear regression and ordinary least squares regression. The survey protects respondents' confidentiality, freedom of speech, and privacy while guaranteeing accurate estimations.

4. Research Findings and Discussion

This study aimed to assess motivational techniques and team performance in infrastructural projects in Rwanda, using the Second Rwanda Urban Development Project (RUDP II) as a case study. The study used a questionnaire response rate of 92.6%, with 101 returned questionnaires. Demographic characteristics of respondents were analyzed using descriptive and inferential statistics.

Table 4.1: View on Monetary Rewards in RUDP II

Statement on Monetary Rewards	SD		D		UN		A		SA		M	SD
N=101	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Salary in RUDP II encourage employees to strive for excellence	3	3	5	5	8	8	37	37	48	48	4.20	0.49
Salary in RUDP II encourage employees to align their efforts with organizational goals.	5	5	6	6	5	5	38	38	47	47	4.15	0.54
RUDP II sees monetary rewards as essential tools for motivating employees.	12	12	8	8	8	8	34	34	39	39	3.79	0.68
RUDP II raises' salaries are mainly based on employees' performances	11	13	17	20	14	35	36	41	23	23	3.40	0.65
Rewards in RUDP II are distributed fairly and proportionately	4	4	13	13	10	10	27	27	47	47	3.95	0.6
Overall Mean											**3.89**	

Source: Primary Data (2025)

The study found that 48% of respondents strongly agree that salary in RUDP II encourages employees to strive for excellence, 47% align their efforts with organizational goals, and 39% see monetary rewards as essential tools for motivating employees. 41% believe salaries are mainly based on employee performance, and 47% believe rewards are distributed fairly and proportionately. The overall mean of 3.89 suggests that monetary rewards are considered effective in RUDP II.

Table 4.2: Non-monetary Rewards in RUDP II PROJECT

Statement on Non-monetary Rewards	SD		D		UN		A		SA		M	SD
N=101	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
RUDP II always acknowledge employees for their contributions, achievements, and efforts	8	8	10	10	8	8	37	37	38	38	3.86	0.62
I am satisfied in RUDP II as I feel valued and appreciated for my work.	6	6	7	7	15	15	28	28	45	45	3.98	0.6
Recognitions in RUDP II are sincere, sufficient and frequent	12	12	15	15	10	10	38	38	26	26	3.50	0.67
Promotion policies in RUDP II are fair.	5	5	3	3	13	13	36	36	44	44	4.10	0.53
In RUDP II, we experience less stress and anxiety about potential job loss	24	24	21	21	17	17	25	25	14	14	2.84	0.7
Overall Mean											**3.65**	

Source: Primary Data (2025)

The study found that 38% of respondents strongly agree that RUDP II acknowledges employees for their contributions, achievements, and efforts. 45% feel valued and appreciated for their work, while 38% believe

recognitions are sincere and sufficient. Promotion policies are fair, and 25% experience less stress and anxiety about potential job loss. The overall mean score of 3.65 indicates that non-monetary rewards are emphasized moderately. The study also assessed respondents' perceptions of team empowerment and performance.

Table 4.3: Views on Team Empowerment in RUDP II project

Statement on Resource Planning	SD		D		UN		A		SA		M	SD
N=101	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
In RUDP II, employees are granted authority and responsibility to make decisions related to their work.	5	5	6	6	11	11	35	35	44	44	4.06	0.56
In RUDP II, we are given sense of control, trust, and accountability in our jobs	7	7	4	4	13	13	36	36	41	41	3.99	0.58
RUDP II creates an environment where teams feel empowered to make decisions and take actions	2	2	4	4	10	10	47	47	38	38	4.14	0.45
In RUDP II, teams are enabled to have the freedom and resources necessary to improve their performance	11	11	17	17	15	15	33	33	25	25	3.47	0.67
RUDP II teams can take initiative and make decisions autonomously	9	9	14	14	17	17	34	34	27	27	3.55	0.63
Overall Mean											**3.84**	

Source: Primary Data (2025)

The study found that 44% of respondents strongly agreed that RUDP II empowers employees with authority, responsibility, control, trust, and accountability. Additionally, 33% agreed that teams have the freedom and resources to improve their performance. Finally, 34% agreed that teams can take initiative and make decisions autonomously. The overall mean score of 3.84 suggests that team empowerment is effective in the RUDP II project. The study also assessed respondents' perceptions of team performance in terms of timely goals achievement, quality of deliverables, and team cohesion.

Table 4.4: Views on the Team performance of RUDP II project

Statement on Team performance	SD		D		UN		A		SA		M	SD
N=104	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Timely Goals Achievement												
Teams in RUDP always complete their activities, deliverables, and milestones on time.	11	11	10	10	7	7	39	39	34	34	3.74	0.66
Teams in RUDP II are committed to achieve project goals within specified timeframes	10	10	11	11	4	4	42	42	34	34	3.77	0.64
Decisions in RUDP II are always made on time.	12	12	21	21	10	10	36	36	22	22	3.35	0.67
Quality of deliverables												
Teams in RUDP II always meet and exceed stakeholder expectations.	13	13	18	18	15	15	34	34	21	21	3.32	0.67

In RUDP II, we always deliver high standards of deliverables quality.	7	7	11	11	20	20	37	37	26	26	3.63	0.59
Thanks to motivation techniques, we leverage each other's strengths to produce high-quality deliverables	10	10	9	9	16	16	34	34	32	32	3.68	0.64
Team Cohesion												
Teams in RUDP always work together effectively towards common goals	11	11	10	10	7	7	39	39	34	34	3.74	0.66
Thanks to the motivation techniques there is coordination, synergy, and efficiency in task execution in RUDP II	10	10	11	11	4	4	42	42	34	34	3.77	0.64
Motivation techniques increases the communication and collaboration among team members in RUDP II	12	12	21	21	10	10	36	36	22	22	3.35	0.67
											3.59	

Source: Primary Data (2025)

The study reveals that teams in RUDP II consistently complete their activities, deliverables, and milestones on time, with 39% of respondents agreeing. They are committed to achieving project goals within specified timeframes, and decisions are made on time. The quality of deliverables is high, with 34% meeting and exceeding stakeholder expectations. Motivation techniques help teams leverage each other's strengths to produce high-quality deliverables. Team cohesion is high, with 39% working effectively towards common goals. Motivation techniques increase communication and collaboration among team members. Overall, the team performance in RUDP II project scores 3.59, indicating that most respondents agree that team performance is achieved to a great extent. Inferential statistics, such as correlation analysis and multiple regression, were used to determine the effect of motivational techniques on team performance. The Pearson coefficient of correlation was used to measure the strength and direction of association between variables.

Table 4.5: Correlation Analysis

		Monetary Reward	Non-Monetary Reward	Team Empowerment	Team Performance
Monetary Reward	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	101			
Non-Monetary Reward	Pearson Correlation	.987**	1		
	Sig. (2-tailed)	.000			
	N	101	101		
Team Empowerment	Pearson Correlation	.987**	.991**	1	
	Sig. (2-tailed)	.000	.000		
	N	101	101	101	
Team Performance	Pearson Correlation	.975**	.986**	.982**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	101	101	101	

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

The study reveals a strong positive correlation between monetary rewards, non-monetary rewards, and team empowerment on the RUDP II project. Monetary rewards are the most effective motivator, with a correlation

of.975**. Non-monetary rewards are even stronger, with a correlation of.986**. Empowerment, which involves giving employees autonomy, decision-making, and support, has the strongest correlation with.982**. These findings align with Ramu's 2019 study, which found that 66.67% of employees feel motivated by recognition and rewarded efforts, while 28.57% feel motivated by salary increments. The study used a multiple linear regression model to identify the effect of monetary rewards on team performance, with the dependent variable and independent variable being analyzed using SPSS version.27.:

Team performance = $Y=\beta 0+\beta 1\ X1+ \varepsilon$, Model 1

X1 = Monetary Rewards (MR), ε = error term

Table 4.6: Model summary on effect of Monetary rewards on team performance

Model	R	R Square	Adjusted R square	Std Error of the estimate
1	.975a	0.952	0.951	0.2794

a. Predictors: (Constant): MONETARY REWARDS

The adjusted R Square of 0.951 indicates that monetary rewards significantly influence team performance in the RUDP II project, outperforming other factors by 95.1%.

Table 4.7: ANOVA between Monetary rewards and team performance

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	151.94	1	151.94	1946.278	.000b
	Residual	7.729	99	0.078		
	Total	**159.669**	**100**			

a. Predictors: (Constant): Monetary Rewards

b. Dependent variable: Team performance

The study's results show a strong relationship between monetary rewards and team performance in the RUDP II project, as indicated by a high F-statistic and a p-value lower than the typical alpha level of 0.05. This contradicts the hypothesis that there is no significant effect of monetary rewards on team performance.

Table 4.8: Regression coefficients between Monetary rewards and team performance

Model		Unstandardized Coef.		Standardized coef.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.594	0.099		6.003	0.000
	MR	1.075	0.024	0.975	44.117	0.000

a. Dependent Variable: Team performance

The study reveals a strong positive relationship between monetary rewards and team performance in the RUDP II project. The standardized Beta coefficient is 0.975, indicating a strong positive relationship. The t-value is 44.117, indicating a highly significant effect. The p-value is 0.000, below the 5% level of significance. The findings align with Ekundayo and Babalola's (2020) study on the relationship between motivation and employee performance in Lagos insurance companies. The study also examined the effect of non-monetary rewards on team performance using a multiple linear regression model. The results were accepted at a 5% significance level. term

Table 4.9: Model summary on effect of Non-monetary rewards on team performance

Model	R	R Square	Adjusted R square	Std Error of the estimate
2	.986a	0.971	0.971	0.21481

a. Predictors: (Constant): NON-MONETARY REWARDS

The adjusted R Square of 0.971 indicates that non-monetary rewards significantly influence team performance in the RUDP II project, outperforming other factors by 97.1%.

Table 4.10: ANOVA between non-monetary rewards and team performance

Model		Sum of squares	df	Mean square	F	Sig.
2	Regression	155.1	1	155.1	3361.156	.000b
	Residual	4.568	99	0.046		
	Total	**159.669**	**100**			

a. Predictors: (Constant): NON-MONETARY REWARDS

b. Dependent variable: Team performance

Table 4.14 shows a significant F-statistic (F = 3361.156) and p-value (Sig. =.000), indicating a strong relationship between non-monetary rewards and team performance. This contradicts the hypothesis that there is no significant influence of non-monetary rewards on team performance.

Table 4.11: Regression coefficients between Non-monetary rewards and team performance

Model		Unstandardized Coef.		Standardized coef.	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	0.208	0.069		3.010	0.003
	NMR	1.04	0.018	0.986	57.975	0.000

a. Dependent Variable: Team performance

The study found a strong positive relationship between non-monetary rewards and team performance in the RUDP II project. The standardized Beta coefficient is 0.986, indicating a strong positive impact. The t-value is 57.975, indicating a highly significant effect. The p-value is 0.000, indicating a statistically significant relationship. The findings align with Kemoh's 2019 study on motivation and team empowerment in UNICEF Somalia Support Centre. The study also examined the effect of team empowerment on performance. 1

X1 = Team empowerment (TE), ε = error term

Table 4.12: Model summary on effect of Team empowerment on team performance

Model	R	R Square	Adjusted R square	Std Error of the estimate
3	.982a	0.964	0.964	0.23993

a. Predictors: (Constant): TEAM EMPOWERMENT

Team empowerment significantly impacts RUDP II project team performance, with an adjusted R Square of 0.964, outperforming other factors at a 3.6% level..

Table 4.17: ANOVA between team empowerment and team performance

Model		Sum of squares	df	Mean square	F	Sig.
3	Regression	153.969	1	153.969	2674.553	.000b
	Residual	5.699	99	0.058		
	Total	**159.669**	**100**			

a. Predictors: (Constant): Team Empowerment

b. Dependent variable: Team performance

The study's results show a strong relationship between team empowerment and team performance, with a high F-statistic and a p-value below the typical alpha level of 0.05, rejecting the hypothesis that team empowerment doesn't significantly impact performance in RUDP II..

Table 4.13: Regression coefficients between Team empowerment and team performance

Model		Unstandardized Coef.		Standardized coef.	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	0.675	0.086		7.858	0.000
	TE	1.112	0.021	0.982	51.716	0.000

a. Dependent Variable: Team performance

The study reveals a strong positive relationship between team empowerment and team performance in the RUDP II project. The standardized Beta coefficient for team empowerment is 0.982, indicating a strong positive relationship. The t-value for team empowerment is 51.716, suggesting a highly significant effect. This indicates that 1 unit increase in team empowerment would increase team performance in RUDP II per 0.982 units. The findings align with previous research on motivation and project team performance in Nigeria. Monetary rewards, such as salary increments and bonuses, are key motivators for project team members, demonstrating their universal recognition. Non-monetary rewards, such as recognition, flexible working conditions, and decision-making roles, also play a crucial role in enhancing team performance. These rewards, such as recognition and decision-making roles, foster a sense of ownership and accountability, leading to better performance outcomes. Team empowerment, as highlighted in both theoretical and empirical discussions, is an essential element in ensuring high-performing teams, especially in complex projects like RUDP II. II.

5.Discussion of Findings

Empowerment, which involves giving employees autonomy, decision-making, and support, has the strongest correlation with.982**. These findings align with Ramu's 2019 study, which found that 66.67% of employees

feel motivated by recognition and rewarded efforts, while 28.57% feel motivated by salary increments. The study reveals a strong positive relationship between monetary rewards and team performance in the RUDP II project. The standardized Beta coefficient is 0.975, indicating a strong positive relationship. The t-value is 44.117, indicating a highly significant effect. The p-value is 0.000, below the 5% level of significance. The findings align with Ekundayo and Babalola's (2020) study on the relationship between motivation and employee performance in Lagos insurance companies. The study also examined the effect of non-monetary rewards on team performance using a multiple linear regression model. The results were accepted at a 5% significance level. The standardized Beta coefficient is 0.986, indicating a strong positive impact. The t-value is 57.975, indicating a highly significant effect. The p-value is 0.000, indicating a statistically significant relationship. The findings align with Kemoh's 2019 study on motivation and team empowerment in UNICEF Somalia Support Centre.

The findings align with previous research on motivation and project team performance in Nigeria. Monetary rewards, such as salary increments and bonuses, are key motivators for project team members, demonstrating their universal recognition. Non-monetary rewards, such as recognition, flexible working conditions, and decision-making roles, also play a crucial role in enhancing team performance. These rewards, such as recognition and decision-making roles, foster a sense of ownership and accountability, leading to better performance outcomes.

5.Conclusion and Recommendations

The study's objectives were to ascertain how monetary awards affected the RUDP II project's team performance, evaluate the impact of non-monetary rewards on team performance, and examine the role that team empowerment played in team performance. The findings demonstrated a favorable, robust, and significant link between team performance and monetary awards, which have a major impact on team performance. Non-monetary incentives also made a big difference, accounting for 97.1% of the team's performance. According to the study's findings, financial incentives significantly impact team performance in the RUDP II project by boosting motivation, which in turn improves output and goal attainment. Non-monetary incentives encourage sustained dedication and collaboration, which improves cohesiveness, output quality, and performance in general. Giving team members more authority increases accountability and engagement, which boosts individual output and creates a cooperative work environment that helps projects reach their objectives. The study suggests that in order to enhance team performance, job security issues should be addressed, clear communication tactics regarding employment stability should be provided, assurances should be given, and support mechanisms like counselling or stress management programs should be made available. Employees may feel more confident about their long-term prospects if possibilities for skill development and career advancement are provided inside the project, which will ultimately lessen stress and worry. Future studies should look at motivational strategies that might have impacted team performance in the RUDP II project, as well as other initiatives in Rwanda.

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