INFLUENCE OF TEAM COMPETENCY ON SUCCESSFUL IMPLEMENTATION OF LAND TENURE SECURITY PROJECT IN RWANDA

Biraro, & Mulyungi

INFLUENCE OF TEAM COMPETENCY ON SUCCESSFUL IMPLEMENTATION OF LAND TENURE SECURITY PROJECT IN RWANDA

[1] **Biraro, S., &** [2] **Mulyungi, P.**

[1]*Master's Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Rwanda
[2] Doctor, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Rwanda

ABSTRACT

Over the past decades a team competency has greatly influenced successful implementation of the projects not only in Rwanda but globally. Specifically, the study sought to determine the influence of team competency on successful implementation of land tenure security project in Rwanda. The study adopted both descriptive and quantitative research designs. The target population of this study were be 80 staff from the involved in Rwanda Land Management and use authority from the 15 sectors of Gasabo District and those ones in the headquarter. Stratified random sampling method brought out the aspect of accuracy and reliability to this study, because, each and every individual participated to this study. The study used both primary and secondary data collection methods. The researcher administered the questionnaire to each respondent. Quantitative data was collected and analyzed using SPSS and presented through percentage, mean, frequencies. Pearson correlation was used to assess if the relationship between the independent variables, and dependent variable which is successful implementation of land tenure security project in Rwanda, was significant or not. The study found out that the beta coefficients of team competency had a coefficient of 0.162 which is greater than zero. The t statics was 1.815 which has a p-value of 0.000 which is less than 0.05. This implied that the coefficient of team competency was significant at 0.05 level of significance. This showed that team competency has a significant positive effect on successful implementation of land tenure security project in Rwanda. The study concluded that, team competency positively influences successful implementation of land tenure security project specifically in Gasabo district in Rwanda. Thus, the study concluded that performance of project team was likely to be influenced by having conflict resolution mechanisms, defined roles, and effective leadership that would lead to successful implementation of land tenure security project. Majority of the respondents argued that lack of secure tenure jeopardizes possibilities for sustainable land use. The illegal nature of the tenure impedes optimum use of the land, as residents avoid making any valuable investment for fear of it being destroyed by the legal owner of the land.

Keywords: Team competency, Successful implementation, Land tenure security Project

INTRODUCTION

Worldwide, the increasing number of activities that take place in both private and public sectors to improve performance, the organizations find it difficult to manage all the projects (Baiden & Price, 2011). According to Jaafar and Khalatbari (2013) ways to govern these projects should be put in place to avoid loss of resources that would eventually lead to loss on the part of the organization. For an organization to achieve its goals and objectives project management has been found to be a key strategy. With growing issues on achieving relevance and success, project management is key and should also be adopted as a model in the organization (Carvalho & Rabechini, 2011).

With the increasing number of activities that take place in both private and public sectors to improve performance, the organizations find it difficult to manage all the projects (Samset & Volden, 2015). According to Kara and Kester (2015) ways to govern these projects should be put in place to avoid loss of resources that would eventually lead to loss on the part of the organization. For an organization to achieve its goals and objectives project management has been found to be a key strategy. With growing issues on achieving relevance and success, project management is key and should also be adopted as a model in the organization (Schnetler, Steyn & Van Staden, 2015).

Many countries in the region have incorporated Western law and land registration systems to regulate government and freehold land (Teller & Kock, 2013). Generally, disputes over these (often minor) areas of land can be handled by the introduced Western court system. It is the disputes over customary land and the areas where customary and other interests collide that have proven challenging for land courts and customary dispute resolvers alike, (Antoniadis, 2012). According to Muller and Jugdev (2012), The fact that land is becoming an increasingly scarce resource in many parts of the continent, and also a more and more conflict-ridden resource, has

implied that issues related to land rights and land conflicts now range high on the policy agendas both in African countries and among international donors.

Rwanda is not an exception to land conflict; according to the report of Uwayezu and Mugiraneza (2011) disagreement over inheritance is the most common family-based land related dispute in Rwanda due to unequal inheritance shares. For Huggins, (2015) unequal distribution of land has been a common cause of family-based land conflict throughout much of the country's history. Given the fact that land is the most important asset for rural households, its inheritance often brings about conflicts between right-holders, (Takeuchi & Marara, 2011). This is because land pressure has been a severe problem in Rwanda, where over 90% of the population practices agriculture. Land pressure has resulted in declining overall agricultural production, but increasing production for individuals and groups with favorable land and resource access. Conflicts in Rwanda lie in most cases in competition to access and control scarce land. Even if land scarcity is not the ultimate or most important root cause of the Rwandan conflict; it is, however, a critical component of the complex and intertwined causal factors, (Daconto, et al., 2011)

Rwandan people have fought over land since the beginning of recorded history. Population growth and environmental stresses have exacerbated the perception of land as a dwindling resource, tightening the connection between land and violent conflict. Land is often a significant factor in widespread violence and is also a critical element in peace-building and economic reconstruction in post-conflict situations, (USAID, 2008). Thus, the need of the study on team competency on successful implementation of land tenure security project in Rwanda.

Statement of the Problem

Sound environmental protection and management have to do with foresighted and balanced exploitation of natural resources and generally

prudent land use so that activities aimed at inducing development achieves sustainability. According to Ahmend (2017), the nature of property rights society invests in individuals or groups and the manner in which those rights are exercised have important implications for the sustainable use of land, the conservation of natural resources, and the maintenance of essential ecological processes. Essentially, land tenure can promote land use practices that harm the environment or it can serve to enhance the environment. In this regard, the respective tenure arrangements and the resultant 'bundle of rights or property rights that people hold are critical.

The GoR is keenly aware of the danger of devising solutions that could destabilize the country. The government continues to peacefully absorb and reintegrate demobilized soldiers, former prisoners, and returnees into communities, in a situation of increasing land scarcity due to high population growth. In addition, experiences in other countries in the region suggest that effective decentralization and capacity are often the weak links in land policy implementation. Given that 90 percent of the Rwandan population depends on land as their main source of livelihood, peaceful resolution of competing land claims is critical to continued peace.

Access to land is a topic of crucial importance in Rwanda. Issues relating to land management, land ownership patterns, and land administration, underpin rural agricultural production. Furthermore, soils in many areas are poor and there are widespread symptoms of environmental stress, especially in terms of decreasing soil fertility and soil erosion on upland slopes. This leads to conflict related to the use of the scarce resource, (Tabish & Jha, 2012). In this context, land has been the most common cause of conflict in contemporary rural Rwanda at the extent to which it was one of the encouraging arguments to commit genocide in 1994: political leaders instigated the killings in rural areas by saying: "If you participated in the killing, you will be remunerated with land" (Tackeuchi & Marara,

2011). Considering seriously different land related problems, the Government of Rwanda has actively intervened in the land tenure by putting in place institutions, policies and laws to regulate land issues. It is under the above background that the researcher determined the influence of team competency on successful implementation of land tenure security project in Rwanda.

LITERATURE REVIEW

Team Theory

The Bruce Tuckman theory was created in 1965, and has been applied in countless organizations and scenarios. With four main stages titled forming, storming, norming, and performing; this theory is commonly referred to as the origin for successful team building. The theory assumes a linear relationship of these stages of team development. Teams are the engines which drive projects and in today's corporate environment, it is project teams which hold key to the success of the organization. According to Dirani (2012) work teams and groups are composed of two or more individuals, who exist to perform organizationally relevant tasks, share one or more common goals, interact socially, exhibit task interdependencies (i.e., workflow, goals, outcomes), maintain and manage boundaries, and are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units in the broader entity. The activities done by project teams are interdependent and the success of one activity determines the success or failure of the preceding phase. An understanding of how teams perform is critical to project success. According to Tsiga, Emes and Smith (2016) high performance teams put the mission ahead of their desires, craft and communicate dynamic visions, create an environment of trust and caring, practice and reflect so that they are prepared to perform at faces of challenges. According to Takey and de Carvalho, (2015), thrust refers to agree upon vision, mission, values, and goals among members within a team and, members employ a common strategy and tactics to accomplish goals. Thrust enable

project teams to have clear understanding of project goals, values it will deliver and make them forge a common method to accomplish project goals. All the five factors must be present but Hwang and Ng (2013) quoting Kerzner (2012) opine that, a team cannot be high performing unless the necessary organizational and leadership support also are provided. He further asserts, it does not matter how good a team is on thrust, trust, talent, teaming skills, and task skills, it must have the support from the organization and the leadership fit to be effective. The teams strive to optimize a common objective function but have different information to reach their decisions. The team wants to determine an optimum, the global optimum if it exists. To achieve at an optimum, they use the concept of a person-by-person or person by-person equilibrium (Kamau & Mohamed, 2015). The main problem of team theory is then to determined conditions under which a person-by-person equilibrium is also an optimum or the global optimum, and to compute a person-by-person equilibrium (Schuppen, 2015).

The team theory has received criticism from some scholars. Qureshi and Kang (2015) is of the view that, for effective team functioning both task oriented and social/emotional oriented behaviors are required but some behaviors can be disruptive to completing tasks or maintaining a positive social/emotional environment such as excluding others or blocking suggestions. This implies that individuals whom others find to be difficult or adversarial will suffer discomfort and dissatisfaction. He further observes that, advances in technology have affected the ways in which organizations operate and how individuals communicate within teams. In addition, if resilience and relational conflict are not managed effectively it can cause team members to not trust one another, limit the sharing of information and increase the tension within a team. It can also be argued that, in contemporary world characterized by rapid explosion of Information Technology and ever-changing environment, virtual teams have

evolved and may not necessarily follow the four stages. Supporters of Team Theory among them Filho (2019) argue that, the theory presents an integrated, explanatory, and systemic theory of team dynamic focusing not only on the team-level of analysis but also account for multilayered effects arising from individual members' characteristics and contextual constraints. Team Theory is relevant to the study because it gives an understanding of high performing team.
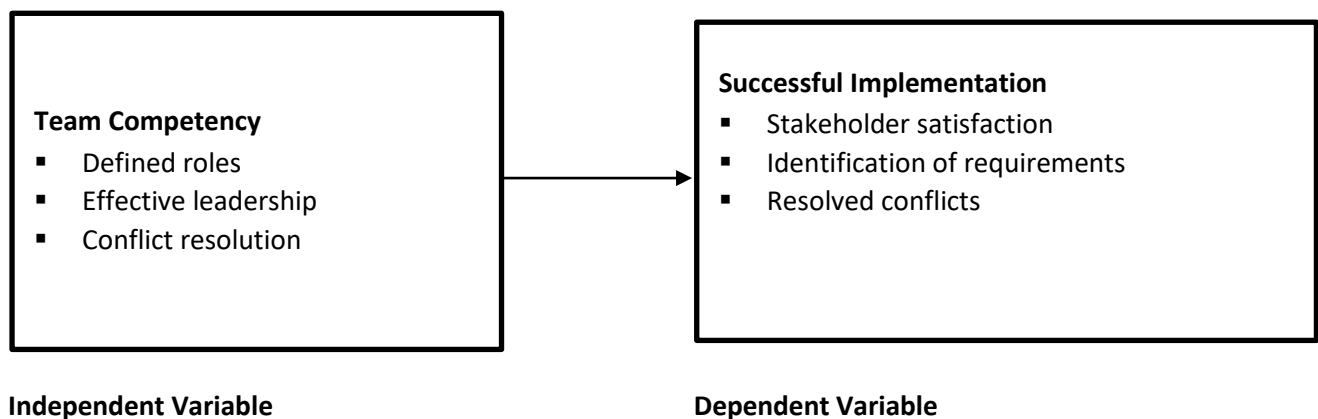
Team competency

Teams are the engines that drive projects and a skillful project team management is vital to project Implementation. According to PMI (2018), project team competency refers to required skills and abilities to complete the project activities in accordance with accepted design limitations. Effective teams will therefore implement projects successfully if members of the team have the necessary skills and abilities to perform project activities (Ling, & Ma, 2014). The project team may require skills and knowledge in project management, conflict resolution, and teamwork. The project leadership should conduct team building activities to ensure a cohesive and integrated project team. This view is supported by Wu and Chen (2014) who opine that, to build effective project teams and to maintain the necessary teamwork, a project leader must understand the aspects of team leadership and the crucial skills of team members. Project teamwork and leadership are intertwined as they depend on each other. Building an effective team is one of the challenges a project leader faces. Increased workforce diversity, challenges brought by information technology coupled with complex projects makes the task of assembling and effective project team difficult. Effective teams offer opportunities for organizations by finding unique, creative, and efficient ways to implement projects by bringing a diverse group of people together to brainstorm, collaborate, and solve tactical problems. According to Meredith and Mantel (2011) Leveraging the diverse talents, background

experiences, and interests of members often leads to more creative solutions during team problem solving efforts. Effective project teams require a strong leader to take them through the project life cycle, help them to develop credibility and influence among team members and establish vision and goals (Buba & Tanko, 2017).

Furthermore, Hornstein (2015) observed that: an effective team will utilize team membership to help designate team roles, and to help provide constructive feedback to one another; feedback is needed to help teams be more effective in their work; clear goals help members to succeed in their roles because they know exactly what is expected of them and what the outcome would be once, they complete their task. According to Novo et al. (2017), drivers of high performing teams include positive climate, sound communication, shared goals, and constructive conflict. The examined the influence of conflict resolution, defined goals and effective leadership on project team competency.

```
┌─────────────────────────┐              ┌─────────────────────────┐
│ Team Competency         │              │ Successful Implementation│
│  ▪ Defined roles        │─────────────▶│  ▪ Stakeholder satisfaction│
│  ▪ Effective leadership  │              │  ▪ Identification of requirements│
│  ▪ Conflict resolution   │              │  ▪ Resolved conflicts    │
└─────────────────────────┘              └─────────────────────────┘
```

Independent Variable   **Dependent Variable**

Figure 1: Conceptual Framework

METHODOLOGY
This study applied both descriptive and quantitative research designs. According to Mugenda and Mugenda (2013), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study were 80 staff from Rwanda Land Management and use authority from the 15 sectors of Gasabo District and those ones in the headquarter. The target population was drawn from a group of individuals who were actively involved in the implementation of land tenure security project. A sample size of 67 respondents determined from a total population of 80 individuals using the formula by Yamane (1967). The researcher used both open-ended and close-ended questionnaires. In this study, pilot testing was done by administering seven questionnaires to the respondents who were not part of the study sample. The 7 staff members were selected from Kicukiro District Headquarters. The pre-test was conducted using Cronbach's Alpha coefficient reliability.

RESULTS AND FINDINGS

Descriptive Statistics Results for team competency
The study sought the view of the respondents in regard to team competencies. Respondents' opinion on team competencies with regard to successful land implementation disputes was captured using 1-Strongly disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 –Strongly agree. The statements, respondents' opinions and their percentages are as shown below.

Table 1: Respondents views on administrative platforms

Statements	1	2	3	4	5	Mean	Std dev
At the center of the project specific knowledge and skills of team members are utilized for the success of the project	0 0.0%	2 3.1%	5 7.8%	26 40.6%	31 48.4%	4.3438	.76051
Under the land dispute project each team members offers ultimate trust to their superiors	0 0.0%	0 0.0%	8 12.5%	34 53.1%	22 34.4%	4.2188	.65390
When it comes to land disputes well defined channels exists to all project team members	0 0.0%	1 1.6%	13 20.3%	24 37.5%	26 40.6%	4.1719	.80779
Inclusivity of all team members is necessary at all stages of the project	0 0.0%	1 1.6%	8 12.5%	30 46.9%	25 39.1%	4.2188	.78617
Team members are allowed to freely exchange ideas within the project	0 0.0%	0 0.0%	15 23.5%	31 48.4%	18 28.1%	4.0469	.72220
Team members are assigned tasks in areas where they have best knowledge	0 0.0%	7 10.9%	10 15.6%	23 35.9%	24 37.5%	4.0000	.99203

Respondents opinion was sought on whether at the center of the project specific knowledge and skills of team members were utilized for the success of the project. Majority of the respondents 48.4% strongly agreed, 40.6% agreed, 7.8% were undecided and 3.1% disagreed. In addition, majority of the respondents consisting of 53.1% agreed that under the land dispute project each team members offers ultimate trust to their superiors, 34.4% strongly agreed, 12.5% were undecided and none disagreed. Furhermore, when it comes to land disputes well defined channels exists to all project team members, majority of the respondents consisting of 40.6% strongly agreed, 37.5% agreed, 20.3% were undecided and 1.6% disagreed. Another statement related to inclusivity within the project was asked. The respondents were required to rate their opinion as to whather inclusivity of all team members is necessary at all stages of the project. Majority of 46.9% agreed, 39.1% strongly agreed, 12.5% were undecided, 1.6% disagreed and none strongly disagreed. Moreover, respondents opinion was sought on whether team members are allowed to freely exchange ideas within the project. 48.4% agreed, 28.1% strongly agreed, 23.5% were undecided, none neither disagreed nor strongly disagreed. Lastly, respondents opinion was sought on whether Team members are assigned tasks in areas where they have best knowledge. Majority of the respondents 37.5% strongly agreed, 35.9% agreed, 15.6% were undecided and 10.9% disagreed.

Correlation between team competency and successful implementation of land tenure security project

Correlation analysis was conducted to empirically determine whether team competency was a significant determinant of successful implementation of land tenure security project. Results indicates that that team competency is significantly correlated to the successful implementation of land tenure security project (r=0.596, p<0.01). There is a Strong positive relationship between team competency and successful implementation of land tenure security project as indicated by correlation of 0.596. This shows that the sampled data can be applied to the general population across land disputes projects at 95% confidence level.

Table 2: Correlation between team competency and successful implementation of land tenure security project

		Team competency	Successful implementation
Team competency	Pearson Correlation	1	
	Sig. (2-tailed)		
Successful implementation	Pearson Correlation	67	
	Sig. (2-tailed)	.596[**]	1
**. Correlation is significant at the 0.01 level (2-tailed).			

Discussion of Results

The findings concurred with Zdonek et al (2017) who opine that, in order to achieve success, the project team must have certain skills and competencies to carry out the entrusted task, and thus, affecting the success of each project. Furthermore, according to Yang, Huang and Wu (2011) effective teams offer opportunities for organizations by finding unique, creative, and efficient ways to implement projects.

The findings of the study are supported by Samset and Volden (2016) who revealed that, project team which had competencies in creativity, leadership, intuitiveness, motivation, and technical were likely to succeed in a project Implementation. Moreover, Wanderi, Mberia and Oduor (2015) found that fostering a team environment based upon trust, mutual respect, and integrity often leads to more effective collaboration, creativity, teamwork, productivity, and profitability.

CONCLUSION AND RECOMMENDATIONS

The study concluded that, team competency positively influences successful implementation of land tenure security project specifically in Gasabo district in Rwanda. Thus, the study concludes that performance of project team is likely to be influenced by having conflict resolution mechanisms, defined roles, and effective leadership that would lead to successful implementation of land tenure security project. Majority of the respondents have argued that lack of secure tenure jeopardizes possibilities for sustainable land use. The illegal nature of the tenure impedes optimum use of the land, as residents avoid making any valuable investment for fear of it being destroyed by the legal owner of the land.

Project management practices under consideration influence successful project implementation but at varying levels. The study recommends that these practices should be given due consideration during project design, planning and implementation. The study thus, advances the understanding of project management practices within project implementation with intention of aiding researchers and policy makers in recognizing their benefits and challenges.

REFERENCES

Ahmed, R. (2017). Impact of Project Manager's Intellectual Competencies on Project Success. Available at SSRN 3044362

Antoniadis, D. N., (2012). Complexity and the Process of Selecting Team Members: *Journal for the Advancement of Performance Information and Value*. Vol. 4 (1)

Baiden, B. K., & Price, A. D. (2011). The Effect of Integration on Project Delivery Team Effectiveness. International Journal of Project Management, 29(2), 129-136.

Buba, S. P. G., & Tanko, B. L. (2017). Project Leadership and Quality Performance of Construction Projects. *International Journal of Built Environment and Sustainability*, 4(2).

Carvalho, M. M., & Rabechini, R. (2011). Fundamentals of project management. Atlas.

Daconto, G., Ikirezi, M., Nduwimana, Y., Nsengimana, E. & I. Nshimiyimana (2011): Finding from public dialogue before the land tenure regularization process. (EEEGL – Enterprise Environment and equity in the Virunga landscape of the great lakes).

Dirani.K.M. (2012). Professional training as a strategy for staff development, a Lebanese context. *European Journal of training and development*, 158-178.

Hornstein, H. A. (2015). The integration of project management and organizational change management is now a necessity. *International Journal of Project Management*, 33(2), 291-298.

Huggins, C. & J. Clover (eds.) (2015): Land Rights, Conflict and Peace in Sub-Saharan Africa

Hwang, B., & Ng, W. J. (2013). Project management knowledge and skills for green: Overcoming challenges. *International Journal of Project Management*, 31(2), 272-284.

Jaafar, M., & Khalatbari, B. (2013). Knowledge and Technical Skills of Project Managers and Time Performance of Power plant Construction Project in Iran. *Middle-East Journal of Scientific Research*, 16(8), 1141-1151.

Kamau, C. G., & Mohamed, H. B. (2015). Efficacy of monitoring and evaluation function in achieving project success in Kenya: a conceptual framework. *Science Journal of business and Management*, 3(3), 82-94.

Kara, N. K., & Kester, Q., (2015). The Impact of Effective Team Management on Team Productivity: A Case Study of Ghana Broadcasting Corporation Education Project. *International Journal of Social Sciences* (2015).

Kerzner, H. R. (2012). Project management case studies. John Wiley & Sons.

Ling, F. Y., &Ma, Y. (2014). Effect of competency and communication on project outcomes in cities in China. Habitat International, 44324-331.

Meredith, J. R., & Mantel Jr, S. J. (2011). Project management: a managerial approach. John Wiley & Sons.

Mugenda M. O. and Mugenda A. (2013), *Research Methods: Qualitative and Quantitative Approaches,* African Centre for Technology Studies, Nairobi.

Mugenda, A.G. (2012). Qualitative research methods. Nairobi: Applied Research and Training Services

Muller, R. & Jugdev, K., (2012). Critical success factors in projects: Pinto, Slevin, and Prescott – the elucidation of project success", *International Journal of Managing Projects in Business*, 5 (4), pp.757 – 775

Ngechu. M. (2012). *Understanding the research process and methods*. An introduction to research methods. Nairobi: Acts Press

Novo, B., Landis, E. A., & Haley, M. L. (2017). Leadership and its role in the success of project management. *Journal of Leadership, Accountability and Ethics*, 14(1), 73.

Project Management Institute. (PMI, 2013). A Guide to the Project Management Body of Knowledge (PMBOK Guide), Fourth Edition. Newtown Square, PA

Project Management Institute [PMI]. (2018). A guide to the project management body knowledge, 6th Edition, Pennsylvania, USA.

Qureshi, S. M., & Kang, C. (2015). Analyzing the organizational factors of project complexity using structural equation modelling. *International Journal of Project Management*, 33(1), 165-176.

Samset, K., & Volden, G. H. (2015). Front -end definition of projects: Ten Paradoxes and Some Reflections Regarding Project Management and project governance. *International Journal of Project Management*, 10(1016), 1-17.

Schnetler, R, Steyn, H. & van Staden, P.G. (2015). Characteristics of matrix structures, & effects on project success. *S. African Journal of Industrial Engineering* Vol 26(1)

Tabish, S., & Jha, K. (2012). Success Traits for a Project. Journal of Engineering and Management, 138(10), 1131-1138.

Tackeuchi, S. &Marara, J. (2011). Features of land conflicts in post-civil war Rwanda. Published in African Study Monographs journal. Supplementary Issue №.42 2011. The Center for African Area Studies, Kyoto University (Japan).

Takey, S. M., & de Carvalho, M. M. (2015). Competency mapping in project management: An action research study in an engineering company. *International Journal of Project Management*, 33(4), 784-796.

Teller, J., & Kock, A. (2013). An empirical investigation on how portfolio risk management influences project portfolio success. *International Journal of Project Management*, 31(6)

Tsiga, Z., Emes, M. & Smith, A. (2016). Critical success factors for the construction industry. *Project Management World Journal*. Vol. V, Issue VII

Uwayezu, E. & Mugiraneza, T. (2011). Land Policy Reform in Rwanda and Land Tenure Security for all Citizens: Provision and Recognition of Women's Rights over Land. (=Gender Issues in Land Administration, Paper No. 4914). Contribution to the 'FIG Working Week 2011, Bridging the Gap between Cultures', Marrakech, Morocco, 18-22 May 2011.

Wanderi, E. N., Mberia, H. & Oduor, J. (2015). "Evaluation of Factors Influencing Total Quality Management Implementation in Rwandan Construction Companies: Case of Fair Construction Company," *Eur. J. Bus. Soc. Sci*., vol. 4, no. 03, pp. 14–28, 2015,

Wu, M.C. & Chen, Y.H. (2014). A factor analysis on teamwork performance – an empirical study of inter-instituted collaboration. Eurasian Journal of Educational Research, 55.

Yang, L. R., Huang, C. F., & Wu, K. S. (2011). The association among project manager's leadership style, teamwork and project success. *International journal of project management*, 29(3), 258-267.

Yin, R. K. (2017). Case study research and applications: Design and methods. Sage publications.

Zdonek, I., Podgórska, M., & Hysa, B. (2017). The competence for project team members in the conditions of remote working. *Foundations of Management*, 9(1) 213-224

Page: 530

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com