

## PROJECT RESOURCE PLANNING AND PROJECT PERFORMANCE AT KIGALI CHANNEL TWO (KC2) PROJECT FROM RWANDA BROADCASTING AGENCY (RBA)

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### ABSTRACT

The aim of this study was to investigate the effect of project resource planning on the performance of project at Kigali channel two project from Rwanda Broadcasting Agency. The study used both descriptive research design and correlational research design. The population of the study was 344 stakeholders of Kigali Channel two project from Rwanda Broadcasting Agency stakeholders while the sample size was 185 stakeholders of Kigali Channel two project stakeholders. Questionnaire, interview and documentary review will be used to collect data and finally the study will also use descriptive statistics and inferential statistics. The Data collected were analyzed and interpreted based on the identified independent and dependent variable. The data will be analyzed using correlation regression and Spearson's correlation to relate the variables, this was used to establish if there is a correlation between dependent variables performance of Kigali Channel two project against independent variable which is Resource planning. Referring to findings from the study Human resources planning contributed highly on performance of KC2 project in from RBA where the respondents agreed with statement at means of 4.39 and standard deviation of 1.1051. This indicated that the respondents agreed with the statement as indicated by the mean and heterogeneity of answers as indicated by the standard deviation where the respondents had same opinions of the statement. The study concluded that the combination of time resource planning, material resource planning, financial resource planning, and human resource planning contribute to 0.657(65.7%) on performance of projects as represented by the adjusted  $R^2$  at 95% confidence interval. The management of KC2 project should be a focus to ensure that projects are within time and budget.

### INTRODUCTION

#### 1.1: Background of study

Globally project planning is widely thought to be an important contributor to project success. Project planning entails scheduling of the various activities comprising the project activities and how they interrelate (Murphy & Ledwith, 2016). The activities comprise the legal or regulatory requirements, procurement processes that include seeking for development projects and funding institution approvals, activities of the funding institutions leading to credit award and the actual site works. The planning aims at optimizing time, cost and procurement of human capacity for development projects within the legal, regulatory and policy framework existing for each specific project (Jabareen, 2016).

Project failures have often been reported more than project success. Standish Group (2009) published that in the USA, only 32% of projects succeed, 44% were challenged and 24% of projects failed. Stewart (2013) further claimed that only 25% of projects remain successful. In Kenya, about 30% of organizations experience failure in their projects (Mathew, 2011). Kerzner (2013) observed that projects may fail to achieve targets and objectives due to low morale, demotivation, poorly managed project team relations and commitment. Thus, transformational top management support and behaviors is a very critical factor for better performance of various projects (Alaghbari, 2017).

Niazi and Painting (2017) acknowledge the challenge of effective project resource scheduling that leads to time delays and cost overruns in construction projects in Afghanistan, highlighting corruption, payments, and financing, among others, as the key factors. Shah (2016) noted that in Australia, project management practices are among the key factors, while in Ghana, payments and complexity are the key factors, and in Malaysia, contractor and management factors lead to time delays and cost overruns (Salunkhe&Patil, 2014). In Africa, the challenge has been extensively studied, but it is yet to be fully addressed. Ineffective project resource scheduling practices have led to time delays and cost overruns that have continued to affect the performance of public projects. Projects in Botswana, Egypt, Zambia, and South Africa face the persistent challenge of effective project resource scheduling (Mukuka, 2015).

In Eastern African countries like Kenya, Crivelli and Gupta (2013) show that project resource scheduling involves the identification of technical, physical, human, and most importantly, financial resources and organizing the resources in a manner that ensures successful project completion. Besides the physical and financial resources, human resources are another critical component of the project resources and should be properly managed and scheduled for the success of the projects (Crivelli& Gupta, 2013).

Many government projects in Rwanda fail to meet or achieve their obligations due to many challenges such as: poor planning; lack of experts; lack of skilled labour; lack of schedule; unavailability of funds due to uncertain circumstances and lack of proper project management process. A lot of projects under construction do not conform to anti-seismic rules, and may endanger lives in case earthquakes happen. The overall quality of the buildings has to improve to be sustainable as they should be. A building should be expected to last long enough up to even centuries, but most of the ones under construction will not last very long (MINECOFIN, 2015).

## **1.2: Statement of the problem**

In Rwanda, despite the growing realization of the role project resource planning played in order to improve the performance of project but many project still facing the challenges like: costly; labour; delays; experienced due to the required quantity and quality of resources not being available could lead to increased price show scamper and overall delay in agriculture project and could also affect the quality delivered by project and end results. In Rwanda, however, some NGO sponsored projected did not realize their intended outcomes and eventually failed.

Rwanda Broadcasting Agency (RBA) is a public service institution. This means that they exercise the broadcasting mandate of serving the public with content that is not influenced by political or commercial interests. its mission as the national public service broadcaster is clearly defined by law n° 42/2013 of 16/06/2013 establishing RBA. Kigali Channel 2 is a TV channel focusing *on entertainment and youth* owned by Rwanda Broadcasting Agency.

According to Media consumption survey conducted in 2021 on 2,500 sample aged between 12 and 80 years, Kigali channel two (KC2) has ranked on 5<sup>th</sup> position among 20 TV channels of the research. KC2 television with 10% of the population of Rwanda views KC2 Channel on daily basis while it is the new born among other channels and according to that report KC2 is only TV station expected that increase the viewership at 18% every year since 2021. TV station even the old ones are closing the doors examples of Royal TV, Family TV, TV5 due to the problem related to resources planning which are also affecting their performances and operation on daily basis.

Not many of the studies have been carried out on the effect of project resource planning on project performance both from private and public intuitions from a Rwandan perspective. The few that have been carried out have not focused into project resource planning as a key project performance factor like study done by Baraka and Jaya Shukla (2021) did the study on project resource management practices; Umulisa, (2015) done on project resource planning but did not ignore to incorporate time planning variable in their

study. The main objective of this study is to assess the link between of project resource planning and the performance of project of Kigali Channel two from Rwanda Broadcasting Agency (RBA).

### **1.3. Objectives of the study**

#### **1.3.1. General objective of the study**

To find the link between project resources planning and project performance of Kigali channel two project from Rwanda broadcasting agency.

#### **1.3.2. Specific objectives**

- (i) To find out the relationship between project human resource planning and the performance of KC2 project from RBA.
- (ii) To establish relationship between project financial resource planning on the performance of KC2 project from RBA.
- (iii) To examine relationship between material resource planning on the performance of KC2 project from RBA.
- (iv) To assess relationship between project time /scheduling planning on the performance of KC2 project from RBA.

### **1.4. Hypotheses**

- $H_1$ : There is a relationship between project resource planning on performance of Kigali Channel two (KC2) project from Rwanda Broadcasting Agency (RBA)
- $H_0 1$ : There is no significant relationship between human resources planning and the performance of Kigali Channel two project from RBA
- $H_0 2$ : There is no significant relationship between financial resources planning and the performance of Kigali Channel two project from RBA;
- $H_{03}$  : There is no significant relationship between materials resource planning and the performance of Kigali Channel two project from RBA ;
- $H_{04}$  : There is no significant relationship between project time resource planning ; and the performance of Kigali Channel two project from RBA

### **1.4. Significance of the study**

The importance of this study was based on following elements:

#### **1.4.1 To the researcher**

The research helped the researcher to get enough knowledge about project resource planning and project performance at Kigali Channel two (KC2) project from Rwanda Broadcasting Agency (RBA). In addition, this study could enable the researcher to fulfill the necessary requirements for the award of master's degree of Business Administration in Project Management of the University of Kigali.

#### **1.4.2 To the University of Kigali (UoK)**

The study after defense will be kept in the library and it could be served as reference by scholars of University of Kigali and other universities in carrying out their research. As scientific interest, the result findings of this research will be used by other researchers who have to carry out the related research topics.

### **1.4.3 To the Rwanda Broadcasting Agency (RBA)**

This research helped RBA where they need to put effort and where to make new innovations the way they do their resource planning and to elaborate the contribution of resource planning on performance of Kigali Channel two (KC2).

### **1.5. Scope of the study**

The scope of the study was delimited to the following: time scope, content scope, geographical scope and methodological scope.

Time scope uses the time span and time display offset parameters to determine the time range. Time period, while writing the scope of the study the researcher should first mention or state categorically the time periods the study will cover. The study will consider information relating to the period of 2021 up today.

The content scope of a paper indicates the extent to which the research area will be explored in the project. Basically, it identifies the depth of your study and the parameters within which the study/project will be operating. The study will be examining a relationship between project resource planning and project performance at Kigali Channel two (KC2) project from Rwanda Broadcasting Agency (RBA).

Geographical scope, the area of the study will be the countries of Rwanda, in all districts: Nyarugenge; Kicukiro; Gasabo; Nyagatare; Gatsibo; Kayanza; Rwamagana; Bugesera; Ngoma; Kirehe; Rulindo; Gakenke; Musanze; Burera; Gicumbi; Kamonyi; Muhanga; Ruhango; Nyanza; Huye; Nyamagabe; Gisagara; Nyaruguru; Nyamasheke; Rusizi; Karongi; Ngororero; Rutsiro; Rubavu and Nyabihu.

Methodological scope, the scope of the study explains the extent to which your research area will be explored, and the parameters the study will operate. It gives the reader and the writer an insight into what the study is aimed at and what should be anticipated. The researcher will use some tools and technics that will help him to get some data and to read him to the objectives of the research and questionnaire, interview and documentary review will be used to collect data.

### **1.6. Limitation of the Study**

Like any other researchers, the researcher may encounter some challenges: Some respondents felt to not be interested and will not give information which is very useful to the researcher; some respondents may be busy and fail to fulfil the appointments schedules.

## **LITERATURE REVIEW**

### **2.0: Introduction**

This chapter reviews the related literature on the main factors influencing performance of projects, especially by basing on project where the researcher presents the theoretical review, related literature review, empirical review, conceptual framework and research gap.

### **2.1: Conceptual Review**

**Project Performance:** is the project completion within the scope of defined budgets, project task, and resource levels by time based on the project calendar. After viewing financial metrics for tasks and resources drilled down to transaction information such as commitments, expenses, and events the performance is also concerned with cost, and earned value information at the project level. This enables managing risks for the project, Tasks to understand how each task is performing in terms of cost and schedule.

Project Resource planning is the process of determining what resources are required to deliver a project, and then allocating and scheduling the work, based on your team's capacity.

### **2.1.1: Human resource planning**

Though we currently term it as Human Resource Planning (HRP), prior to late 1970s, it used to be called manpower planning. HRP is one the first steps in the public funded projects processes and procedures. It is the process of analyzing and identifying the need for, and availability of human resources so that the organization can meet its objectives. The focus of HRP is to ensure that the project has got the right number of human resources, with the right capabilities, at the right times, and in the right places. In HRP, an organization must consider the availability and allocation of people to jobs over long periods of time, not just the next month or even the next year. Additionally, as part of the analyses, HR plans can include several approaches. Actions may include shifting employees to some projects in the organization, laying off employees or otherwise cutting back the number of employees, retraining present employees and/or increasing the number of employees in certain areas (Fariás&Pimenta, 2012).

Human resources planning is crucial during project planning. In order to have a competent human resource to run public funded project, the management should bring on board the personnel who already have the required accepted competences, resolve what additional competences are required, and decide how these additional competences are to be obtained through training. Institutions consider human resource planning as one of the key aspects during project planning process. They hire workforce to ensure economy, efficiency and effectiveness of the processes that are critical to meeting their strategic objectives of the projects. These professionals are required to examine, monitor and analyze activities related to the project structure, and like in most professions there is a certain set of skills that can aid them in their work (Muga, 2012).

### **2.1.2: Financial resource planning**

Financial resources planning and allocation in a project is a complex decision-making process that is influenced by multiple and very often conflicting objectives. Furthermore, institutions are coming under strong social pressure to integrate elements of sustainability into their decision-making process, which makes this process even more complex. Nowadays, the concept of sustainability is widely applied by many projects through their objectives statement and strategy. It is also one of the most popular research fields for scholars. Despite the fact that sustainability is considered one of the most important challenges of our time, the integration of sustainability into project or project portfolio management especially in financial resources planning is not fully recognized (Borchgrevilko&Hambarg, 2012).

From the public funded projects performance point of view, after the public sector attempted to implement the effective financial resources planning, it has helped decision-makers to review their existing activities so as to justify and detail them as those activities would not likely have reviewed before. Whereas, the computerized financial systems had introduced as a system that categorizes activities under programs which enable decision-makers to have program and specified objectives in order to meet public needs and projects altogether. The first benefit of implementing the computerized financial systems is the use of program analysis in budgetary decision-making in public sector. The second benefit of implementing the computerized financial systems would be to enable decision-makers to find out whether they are fulfilling their responsibilities in a way that was decided in their budgetary policies (Schmitt &Jankowitsch, 2015).

An effective financial resource planning procedures must be conducted professionally. Preparations should include an assessment of the past to see if actual and estimated revenue resulted in favorable or unfavorable results. There should also be projections based on past experiences as well as future expectations such as

new program needs, taxable property projects, new businesses and industry, anticipated enrollment trends, inflation, etc. This analysis may require personnel officers, transportation coordinators, food service managers, plant managers, federal program coordinators and at times assistance from outside consultants. The budget preparation and analysis are followed by board review and adoption of the budget. The remainder of the year is devoted to budget control, which is comprised of comparing estimated revenues and appropriations with actual transactions and evaluating budget adjustment requests. Budget preparation and administration are important aspects of overall institution operations (Lee, 2017).

### **2.1.3: Material resource planning**

Material resource plan (MRP) is a model of production that focuses on developing more effective scheduling of production-related costs, including smarter management of inventory and product output. MRP requires business leaders to closely examine production schedules and the forecasting of customer demand. This information can better inform the intervals when a company should order more supplies or inventory and produce new goods. The process is intended to help companies better understand and manage the costs associated with inventory and production. This ultimately helps them develop a more cost-efficient production structure.

A material resource plan breaks production costs down into a fixed and detailed schedule that splits the purchasing of materials or inventory into a specific timeframe. The timeframe is developed in relation to the “push” model of demand, relying on customer forecasts to develop an intelligent inventory schedule. MRP considers the probability of upcoming consumer habits to help a company decide how much of a product to produce and how much inventory to order, rather than relying solely on the historical trends of a product’s sales. This method incorporates business productivity instead of order-by-order production demand. That makes it ideal for industries that require a stable supply of product, such as restaurants, clothing retailers and grocery stores.

One of the primary purposes of MRP is to save companies money on production. This model targets ineffective inventory habits to eliminate overbuying and under-buying of products and materials. MRP works to cut down on product waste, overproduction or under-production of a product, and uninformed production patterns that can harm company profits. Ultimately, MRP’s goal is to help companies better manage their inventory costs, from the expenses of buying and storing unsold inventory to minimizing lost product value. MRP helps sharpen the profit margin of a company and creates a more predictable, stable pattern of supply purchasing that suits both the consumer and the company.

### **2.1.4: Time resource planning**

Project completion is often the most neglected phase of the project life cycle though this study targets tackling it. The key activities in project completion are gathering project records; disseminating information to formalize acceptance of the product, service, or project; and performing project closure. Wolfgang (2014) to maximize the output of project investment suggests the elimination of six losses, which are: reduced yield from start up to stable production; process defects; reduced speed; idling and minor stoppages; set-up and adjustment; and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. There is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and timing.

Time management is the process of organizing and planning how to divide your time between specific activities and priorities. The benefits of time management include better habits and greater productivity.

Improved time management increases your focus, builds confidence, and allows you to plan your time more effectively. By managing their time well employees will meet deadlines, improve their efficiency, be more productive, and deliver better work. They will also have a greater level of job satisfaction because they will feel less stressed, which will aid them with career progression and ultimately lower your business's staff turnover.

## **2.2: Theoretical overview**

This study is underpinned on the following theories such as: theory of constraints; theory of triple constraints; agency theory and theory of resource-based view. The main premises of the theories are highlighted and their relevance to the study outlined.

### **2.2.1: Theory of constraints**

This is a theory by James P. Womack and Daniel T Jones in Lean Thinking in 1996, which maintains that a system is faced by constraints that limit it from achieving its objectives. Some of these limiting factors emanate from production, planning, production control, managing a project, logistics, accounting, and measurement of performance and other paths of business which might impact on performance. In this theory, constraints define the output of a given system whether or not they are recognized. The aim of the top management is finding appropriate ways to minimize the constraints of a system in the organization. This way the organization can effectively be able to realize its goals and maximize profits.

The theory of constraints maintains that a few major constraints keep complex processes such as business functions from reaching optimized performance. Managers have to identify the constraints that affect their business and work to mitigate their impact or remove them. There is always one constraint that has the biggest effect. When a business deals with it, another constraint becomes the most important. Managers can reduce the effects of constraints as they identify them

### **2.2.2: Theory of triple constraint**

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 1984. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2010). It encompasses the three most critical constraint of project execution, monitoring and management. The agreed triple constraints variables are cost, scope and time. This theory provides the criterion that has been used for a long time to measure the implementation, performance and success of projects by assessing whether a project has been executed and delivered within the desired budget, agreed time and scope (Pinto, 2010). In order the Feed the of Kigali Channel two (KC2) project from Rwanda Broadcasting Agency (RBA) to perform well, it is necessary to lessen the constraints that can otherwise diminish the project outcomes such as the quality of deliveries, employees management, and materials. These constraints may pertain to how the project resources are managed in terms of their planning and allocation among others. Hence, this theory help the manager for proper project scope and project cost as critical elements to ensure the activities of project are running smoothly in order to achieve performance of Kigali Channel two (KC2) project from Rwanda Broadcasting Agency (RBA).

The Triple Constraint model is both wrong and not useful. It says that cost is a function of time and scope, that these three factors are related in a defined and predictable way. The Triple Constraint says that if we want to shorten the schedule (time) we must increase cost. It says that if we want to increase scope we must increase cost or schedule. However, the data says otherwise. Why is it that the majority of projects that are over budget are also late? This runs contrary to the constraint. Why is it that projects that are both late and over budget also have a tendency to under deliver (scope)? Again, this is not consistent with the Triple Constraint.

A poor mental model prevents progress and the Triple Constraint has done just that. It influences how we measure projects. We have used the measures of delivered functionality, actual cost and schedule versus planned for as long as can be remembered. Yet, despite the best efforts of many we continue to achieve relatively poor project results. The Triple Constraint model is at the core of the problem. Our belief in the Triple Constraint has forced us to focus on the only other factor available, people, as the primary factor for change. People are important; however, they are only one component. According to this study, we need to be able to measure the expected and actual business success of a project. We need a mental model that will help us to focus on where the opportunities lie. We need a mental model that will help us make the right decisions effectively. We need a tool that allows us to measure the net value delivered by a project and by the project management process.

### **2.2.3: Agency theory**

According to the theory, project managers of asset left on their own are expected to act on the best interest of those who have appointed or elected them. This implies that the entire project ought to be carried out in a manner to benefit owners (Lan, 2010). In agency theory terms, the project beneficiaries are principals and project managers are the agents. Therefore, the agents, since they hold power on behalf of the principal, are expected to exercise control for the benefit of the principal by ensuring sufficient returns. Agency theory is applicable to the study in that it supports the works of project managers in ensuring that resources such as time, finance, human and materials are utilized to the best interest of the citizens/beneficiaries.

This theory is one-sided, emphasizing economic factors while ignoring (among other things) political factors, internal government problems, and the roles of other stakeholders. According to the agent theory, the holder of the corporation employs managers or directors and give them the authority to manage the company for the corporation's shareholders (Clarke, 2004). The agency relations among two parties are explained as the agreement among the owners (principals) and the managers (agents) (Jensen & Meckling, 1976). According to the agency theory, shareholders suppose managers to work and make decisions in the interests of them. However, managers may make decisions not in the best interests of the shareholders (Padilla, 2002). The separation of ownership and control make a natural conflict between the owners (principals) and the managers (agents) (Aguilera, 2008).

This clash of interest can also be increased by unsuccessful administration and monitoring in relation to shareholders because of shareholders being sprinkled and therefore not capable, or missing the motivation, to carry out essential controlling functions. As a result, the managers of an organizations may be capable to pursue their own interest at the cost of shareholders (Hart, 1995). Hence, two problems involving the theory of agency happen in the agency relations. The main methods employed by firms and their shareholders to overcome the agency problem are performance driven share and bonus schemes. It is proposed that a performance measure such as economic value added can and should be used to overcome the agency problem to benefit both shareholders and management.

### **2.2.4: Resource based view theory**

This study was guided by Barney's (1991) Resource-Based View (RBV) theory that posits that a firm is defined as a set of resources. Barney (1991) suggested that a firm's competitive advantage is its value-creating strategy, one that is significantly distinct from the current or future strategy of the competitors. Therefore, in this view, the firm's resources are its source of sustained competitive advantage. That is, the resources that a firm has are their primary source of competitive advantage, and the resources can either be strength or a weakness, including both the intangible and tangible resources available to the company.

The RBV theory is applicable to the current study since one of the critical aspects of project management includes project resource planning/scheduling/management. This theory is thus fundamental as it stresses on the correct form of planning, scheduling, towards ensuring that projects are successful.

### **2.3: Empirical review**

A typical explanation of the project manager goal is to bring a project on time, within the budget cost, and to meet the intended performance or product goals. Thus, the task of project manager is based on the assumption that the performance or end product goals are always perfect and well defined in advance. The entire project management must do this to prepare a concrete project plan and follow this plan all the way to success even if planning does not guarantee project success, lack of planning will probably guarantee failure. Worldwide, before starting any project, first thing project managers must perform is project planning, reasonable project manager surely understand the role of planning project well. Carefully planned project takes into account necessary aspects of a project and provide a plan which project team can refer during project implementation.

The general performance of the global nature of business and projects depends largely on overall performance of the team assigned to the project. That is why many institutions increased attention towards team. Thus, the success or failure of the implementation process indicate the performance of the project team, staying on budget and schedule, meeting project goals, and maintaining good working relationships in the team and entire organization.

Abdi (2020), did the study on the resource planning practices and the performance of road infrastructure projects in Wajir County, Kenya. The aim of this study was the assessment of how practices of managing resources are affecting performance of road infrastructural projects in Wajir County. Analysis of quantitative data was done using descriptive and inferential statistics with use of Statistical Package for Social Sciences. Resource planning, resource scheduling, resource allocation and resource monitoring were found to have a positive and significant effect on project performance. The study concluded that a key benefit to resource planning is that it helps organizations to fulfill task specifications efficiently. Successful resource scheduling allows in different ways to solve problems related to resource availability and job efficiency. Reporting requires daily tracking of key elements of project performance in terms of inputs, actions and outcomes. .

#### **2.3.1: Human resource planning and project performance**

Huang (2010) studied the influence of human resource management practices on employees' performance (job satisfaction levels, intention to leave, and organizational commitment). The study targeted employees in the construction industry. The study found that a company's human resource management practices contribute to increased performance and therefore help it to grow as well as gain sustainable competitive advantage. These researches bade to explain the relationship between human resource management practices and financial performance and sustenance of a competitive advantage in a dynamic environment but did consider the project performance aspects.

The establishment of the link between human resource planning and organizational performance is quite straightforward. With ease, one can maintain that in regard to Nigerian private and public organizations, the human resource planning process that has been fraught with unexpected bottlenecks and irregularities and is yet largely the causative agent known to have occasioned ineffectiveness of the nation's bureaucracies and disappearance of sustainability of national values, democracy, good governance, growth, development and related indices. At this juncture, while bearing in mind the logic of this subheading, we shortly examine the visible correlation between the two ideas namely – human resource planning and organizational performance by revealing and explicating allied issues with respect to the dialectical correlation of the ideas afforested.

They are Lack of skillful manpower – Human resource technical knowhow is a vital ingredient that would ensure organizational performance in the right direction. We are to note that, “Human resource planning can only be as good as the ability of the company to predict what will happen outside the company, economic trends, upturns, downturns, what competitors are doing and raft of other things the company has no control over. Often HR staffs do not have the skills and background to predict these events with any success (Roberts, n.d).” It is awful and regrettable that a lot of companies, public enterprises and even government agencies do not have HR staff with requisite technical knowhow. This is attributable to the problem of brain drain which has been spotted as a reoccurring cancer with obdurate footprints within the organization and outside. With this hindrance, organizational performance will be poor when compared to the intended result(s) that the organization is to attain through its human resource in the planning unit. The logic is therefore the more organizations parade unskilled/half-baked HR staff in charge of its planning role, the less the chances of the organization performing optimally. Inability to forecast, the part of the jobs entrenched in the human resource planning process is forecasting the skills and staffs needed in future in their right proportions. In this regard, a good human resource planner must be able to accurately forecast the number of employees and requisite prowess which are profoundly the sine qua non for their (human resource) selection in future. However, this is quite the central problematique of the human resource planning endeavor. But what is the cause of this challenge? Roberts (n.d) aptly captured it when he reasoned that, “The pace of change is so quick in the work place that it’s hard to predict what skills and therefore, what employees, will be needed in even the near future.” The point is that if one does not know the skills needed in the near future, forecasting the kind of employees needed for future tasks becomes cumbersome and seemingly unachievable. Thereby constituting a major problem to effective organizational performance in an organization fraught with such challenge.

### **2.3.2: Financial resource planning and project performance**

Karlsson (2011) studied the effects of financial planning on project performance. Descriptive survey design was used and the study targeted projects in Sweden. The study found that education, culture and financial status are the background factors affecting methods and approaches in the management of projects. However, many middle level managers lack authority assigned. This is because managers have responsibility of a certain area within which they can make decisions over and this is a problem since it was not considered in this study. Many of the construction companies are flatter and power is extensively given to middle management. This is as well connected to the higher level of authority in the organization and may affect how finances are utilized.

One of the curtail key of the good performance of the project is when all financials are well planned at given time, and how will be used at every step of the project completion and who will be in charge of it. This is very important fact of performance of the project. Same challenges come when those who are in charge of financial plan and management are not enough skilled and did not consider some risks of project and this may cause the failure of the project performance, that is why every stakeholder of the project should be trained about financial planning and management.

### **2.3.3: Material usage planning and project performance**

It is very difficult to separate the performance of the project from the plan of the materials used during its implementation because a well-planned material usage in one of the key factors of the good project performance. Plenert and Best (2012) studied the influence of material level on project performance. The study was a survey of construction companies. Descriptive analysis was utilized, and the study found that most of the JIT cost benefits took place when inflation increases bringing about great increases in the cost of carrying inventory. The study recommended that firms must be capable of only focusing our planning on

materials needed, and when they are needed. The study failed to indicate clearly the relationship between material usage and project performance.

Kress (2014) studied the effects of material planning on project performance through a survey design of selected constructions firms. The study targeted construction projects not completed in time in London. The study found that the project management primary objective is to meet otherwise surpass the material usage sponsors anticipation of the project. According to the study these anticipations are usually expressed within 3 groupings a given project generates preferred result: with minimum defects; for the expected cost and within the expected period. However, the study did not consider many forces intervening and attempting to push projects off target.

#### **2.3.4: Project time planning and project performance**

Dong et al., (2018) conducted an assessment of resource scheduling in multi software projects. The study utilized a comparative study design. The assessment revealed that resource scheduling was fundamental in providing project schedules that were effective besides enhancing efficiency in using project resources. It was emphasized that failure to perform resource scheduling would result to inefficiency in utilizing project resources and heightened costs. According to the research, resource scheduling provided a better view of how the project ought to be implemented which was attained through the placement of schedules within activities of the project, for instance the date for commencement and completion of the tasks and resources required to perform them. However, the contextual setting of this study varies from the one being focused. Also, this study utilized comparative design of study, which varies from the descriptive one being relied upon.

Loid (1999) studied time planning functions effects on performance of the project. The study was a survey of construction projects. The study targeted projects not completed in time and the respondents were project managers and sponsors. The study found that function is defined as the prior planning of the project at any time based on present certainties as well as revised prospects. The study also found that this is reasonable since the constraints as well it is not easy and sometimes not possible at all to detect deviance from plans. It could be on this preface assert that; planning ought to be thorough to make control achievable, since it loses promptly its worth if nonconformity from it cannot be revealed as well as amended promptly

#### **2.4: The conceptual framework**

A conceptual framework is a written or visual presentation that explains the relationship and effect between independent variable and dependent variable in this study, human resource planning practices, financial resource planning practices, time resource planning practices and Material resource planning are considered as indicators of independent variable while project performance within project time, cost, quality delivery and client satisfaction as indicators of dependent variable that is affected by the independent variable.

The researcher concept is that project resource planning means human resource planning, financial resource planning, Time resource planning and material resource planning improves on project performance of an organization inform of time taken to finish the project, cost of the project and quality of the project the cost spent to finish the project and with the Beneficiary satisfaction for the project.

INDIPENDENVARIABLES DEPENDENT VARIABLES

**Project resource planning**

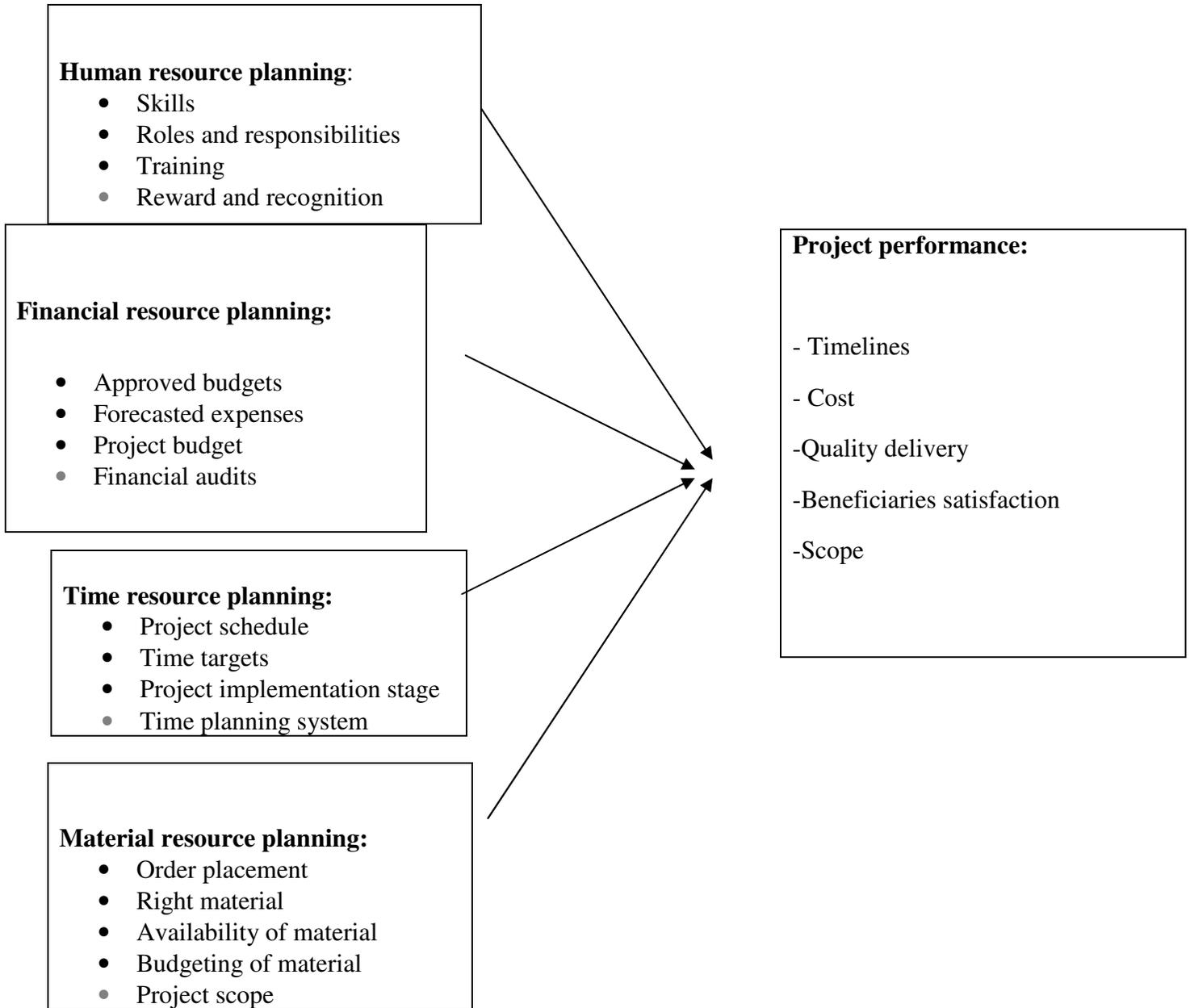


Figure 2.1) conceptual framework

Source: Researcher compilation, (2023)

## **2.5: Summary and research gap**

### **2.5.1. Concept of variables gaps**

According to Hobday (2018), the effectiveness of public funded projects and the project-based organizations in managing complex products and systems gives example of arguments from a top-down-perspective. In the public funded projects, there is always “high pressured work environment that leaves little space for formal training or staff development”, and a “lack of incentives for human resource development”. He also claims that project-based organizations can raise insecurity over career development because of the dispersion of technical leadership across projects.

Effective financial resource planning procedures must be conducted professionally. Preparations should include an assessment of the past to see if actual and estimated revenue resulted in favorable or unfavorable results. This analysis may require personnel officers, transportation coordinators, food service managers, plant managers, federal program coordinators and at times assistance from outside consultants. Even though sustainability is considered one of the most important challenges of our time, the integration of sustainability into project or project portfolio management especially in financial resources planning is not fully recognized (Borchgrevilko&Hambarg, 2012).the computerized financial systems had introduced as a system that categorizes activities under programs which enable decision-makers to have program and specified objectives in order to meet public needs and projects altogether.

Material Resource Plan is a model of production that focuses on developing more effective scheduling of production-related costs, including smarter management of inventory and product output. MRP requires business leaders to closely examine production schedules and the forecasting of customer demand. This information can better inform the intervals when a company should order more supplies or inventory and produce new goods.MRP considers the probability of upcoming consumer habits to help a company decide how much of a product to produce and how much inventory to order, rather than relying solely on the historical trends of a product’s sales. MRP is useful, it requires consistent work and maintenance. To enjoy the benefits of MRP, you must ensure your accounting is up to date and accurate. If not, MRP can go from being a useful structural tool to an endeavor that eats up time and money without producing results.

### **2.5.2. Gaps in theories**

The theory of constraints maintains that a few major constraints keep complex processes such as business functions from reaching optimized performance. Managers have to identify the constraints that affect their business and work to mitigate their impact or remove them. There is always one constraint that has the biggest effect. When a business deals with it, another constraint becomes the most important. Managers can reduce the effects of constraints as they identify them and use the theory of constraints to guide them in continuously improving company performance.A second limitation of the theory of constraints is its lack of consideration of variable factors. Constraints such as demand for a product might vary independently from any action taken through implementation of the theory. If product demand is a temporary constraint and rises because of market dynamics, resources invested in increasing the demand might have been more beneficial in expanding production capacity.

The Triple Constraint model is both wrong and not useful. It says that cost is a function of time and scope, that these three factors are related in a defined and predictable way. The Triple Constraint says that if we want to shorten the schedule (time) we must increase cost. It says that if we want to increase scope we must increase cost or schedule.However, the data says otherwise. Why is it that the majority of projects that are over budget are also late?

According to Agency theory, project managers of asset left on their own are expected to act on the best interest of those who have appointed or elected them. This implies that the entire project ought to be carried out in a manner to benefit owners (Lan, 2010). In agency theory terms, the project beneficiaries are principals and project managers are the agents. Therefore, the agents, since they hold power on behalf of the principal, are expected to exercise control for the benefit of the principal by ensuring sufficient returns.. The Research Based View theory is applicable to the current study since one of the critical aspects of project management includes project resource planning/scheduling/management. This theory is thus fundamental as it stresses the correct form of planning, scheduling, towards ensuring that projects are successful.

### **2.5.3 Gaps in Empirical Review**

Huang (2010) studied the influence of human resource management practices on employees' performance(job satisfaction levels, intention to leave, and organizational commitment). The study targeted employees in the construction industry. The study found that a company's human resource management practices contribute to increased performance and therefore help it to grow as well as gain sustainable competitive advantage. These researches bade to explain the relationship between human resource management practices and financial performance and sustenance of a competitive advantage in a dynamic environment but did consider the project performance aspects. If Human resource staffs do not have the skills and background to predict these events with any success (Roberts, 2010).” It is awful and regrettable that a lot of companies, public enterprises and even government agencies do not have HR staff with requisite technical knowhow. This is attributable to the problem of brain drain which has been spotted as a reoccurring cancer with obdurate footprints within the organisation and outside. With this hindrance, organisational performance will be poor when compared to the intended result(s) that the organisation is to attain through its human resource in the planning unit. The logic is therefore the more organisations parade unskilled/half-baked HR staff in charge of its planning role, the less the chances of the organisation performing optimally.

Dong (2018) conducted an assessment of resource scheduling in multisoftware projects. The study utilized a comparative study design. The assessment revealed that resource scheduling was fundamental in providing project schedules that were effective besides enhancing efficiency in using project resources. It was emphasized that failure to perform resource scheduling would result to inefficiency in utilizing project resources and heightened costs. According to the research, resource scheduling provided a better view of how the project ought to be implemented which was attained through the placement of schedules within activities of the project, for instance the date for commencement and completion of the tasks and resources required to perform them. The study targeted projects not completed in time and the respondents were project managers and sponsors. The study found that function is defined as the prior planning of the project at any time based on present certainties as well as revised prospects. The study also found that this is reasonable since the constraints as well It is not easy and sometimes not possible at all to detect deviance from plans. It could be on this preface assert that, planning ought to be thorough to make control achievable, since it loses promptly its worth if nonconformity from it cannot be revealed as well as amended promptly.

## **RESEARCH METHODOLOGY**

### **3.0: Overview**

This chapter tries to explain how the study was conducted. It is made up of methods, techniques of data collection, source of information and approaches both qualitative and quantitative that will be used in the

study. For any research carried out, the choice of methods and techniques to be used should depend on the objectives and purpose it has.

**3.1: Research design**

The study used descriptive survey and correlational research design. The study will use descriptive research design for description of the various project resource planning practices such as human resource planning practices, financial resource planning practices, time resource planning practices and material resource planning as independent variable and also descriptive research design will be used to describe the performance of Kigali Channel two (KC2) project by using both quantitative and qualitative approach.

**3.2: Population of the study**

**3.2.1 Define the population**

Population must be defined in terms of elements, sampling units, extent and Time. Because there is very rarely enough time or money to gather information from everyone or everything in a population, the goal becomes finding a representative sample (or subset) of that population.

Population is the term typically used to refer to the number of people in a single area.

Based on the nature of research objectives, the study used 344 stakeholders of Kigali Channel two project which include 22 corporate managers from RBA at HQ and countrywide, 238: journalists; editors and content producers, 84 technicians and engineers from RBA in Rwanda.

**3.2: Sample size**

Since, total population is 344 stakeholders of Kigali Channel two (KC2) project which is great than 100, the researcher used Yamane (1967) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample size to be questionable in the research.

$$n = \frac{N}{1 + N(e^2)}$$

Where the marginal error is 95% and

n= the sample size,

N= the sample frame and

e= the confidence or level of precision (5%).

$$n = 344 / (1 + 344(0.05)^2) = 344 / (1 + 344(0.0025)) = 344 / (1 + 0.86) = 344 / 1.86 = 184.9 = 185$$

This study collected data on 185 stakeholders of Kigali Channel two from RBA

*Table 1(3.4:) sample size*

Categories of population	Population size	Sample size	Techniques of selection
Managers	22	12	Simple random sampling
Journalist/Editors/Content Producers	238	128	Simple random sampling
Engineers/Operators/Technicians	84	45	Simple random sampling
<b>Total stakeholders</b>	344	185	simple sampling technique

**Source:**FFRHW project, 2022

**3.5: Data collection instruments**

The researcher therefore compounds the use of questionnaire and documentary analysis in the process of collecting primary data. There are three basic types of questionnaires; closed ended, open-ended and a combination of both. It includes close-ended of pre-determined answers and a few open-ended questions.

Likert scales are good in measuring perception, attitude, values and behavior. The Likert scale has scales that assist in converting the qualitative responses into quantitative values (Mugenda&Mugenda, 2011). Open ended questions will also be useful because it helped the respondents to provide their perception and opinion regarding the influence of resource scheduling on the performance of Kigali Channel two (KC2) Project from RBA. The questionnaire will be used to collect information from 185 stakeholders of Kigali Channel two project from RBA.

### **3.6: Documentation methods**

In collecting secondary data, the researcher will use documentation review method. This is the data collection process that will base on reading textbooks, documents and other sources which include internet, report, newspapers, journals, government papers and the dissertations with information relating to accounting information system and practices.

### **3.7: Validity and reliability**

Validity explains how well the collected data covers the actual area of investigations (Ghauri and Gronhaug,2005). The accuracy and consistency of survey/questionnaires forms a significant aspect of research methodology which are known as Validity and reliability. Often new researchers are confused with selections and conducting of proper validity type to test their research instrument (Questionnaire/Survey).

Reliability concerns the extent to which a measurement of phenomenon provides stable and consist of results (Carmines and Zeller ,1979). Reliability is also concerned with repeatability. For example, a scale or test is said to be reliable if repeat measurement made by it under a constant condition will give the same results (Moser and Kalton, 1989).

The issues of validity and reliability are critical to the overall results of any research project. To ensure content is valid, the researcher set up and administered adequate questionnaires to selected respondents considered as best for the purpose of the study. Thereafter, all questions will be checked to detect possible errors and eliminate unnecessary information. In addition, to ensure that the survey instrument will be designed to collect the necessary data for research questions, a draft of the survey instrument will be designed to collect the necessary data for the research questions, a draft of the survey instruments will give to the supervisor of the research for review to avoid potential ambiguities and wording which might lead to unwanted answers.

### **3.8.0: Data processing and analysis**

#### **3. 8.1: Data processing**

The data collected will be processed and analyzed. This involved data coding, editing and tabulation especially quantitative data. The purpose of all these is to make the information clear and understandable for other people.

#### **3.8.2: Coding**

It generally refers to the process of labelling and grouping similar types of data to make generating themes and analyzing the data more manageable. To ensure that all answers are coherently and logically recorded to provide consistent information to facilitate the understanding of phenomenon and cross check the data collected, the process of editing and coding will be considered. The responses to the questionnaire will be analyzed descriptively and reported as frequency of responses and percentages and later is analyzed and interpreted using tables.

### **3.8.3: Editing**

Data editing is defined as the process involving the review and adjustment of collected survey data. The purpose is to control the quality of the collected data. Data editing can be performed manually, with the assistance of a computer or a combination of both. The editing helps the researcher to examine data, detect any errors and omission, and to correct them where possible. This will be done through checking, inspection, correcting and modifying collected data to ensure the completeness, accuracy, uniformity and comprehensiveness.

### **3.8.4: Tabular presentation**

It is a table that helps to represent even a large amount of data in an engaging, easy to read, and coordinated manner. The data is arranged in rows and columns. This is one of the most popularly used forms of presentation of data as data tables are simple to prepare and read.

The most significant benefit of tabulation is that it coordinates data for additional statistical treatment and decision making.

Tabular presentations will be used for presentation of data in form of frequency and percentages. The graphs indicate the number of occurrence of responses to questions statically. The data and the presentations were in form of tables and graphs. Graphical presentations give clear understanding of the research interpretations for clear and easy understanding of the phenomenon studied.

Advantages of tabular presentation are ease of representation: A large amount of data can be easily confined in a data table. Evidently, it is the simplest form of data presentation.

Ease of analysis: Data tables are frequently used for statistical analysis like calculation of central tendency, dispersion etc.

Helps in comparison: In a data table, the rows and columns which are required to be compared can be placed next to each other. To point out, this facilitates comparison as it becomes easy to compare each value.

Economical: Construction of a data table is easy and presents the data in a manner which is really easy on the eyes of a reader. Moreover, it saves time as well as space.

### **3.8.5: Data analysis**

Data collected will be analyzed using descriptive statistics because the data obtained in this study will be quantitative. According to Hong (2009), quantitative data are observations measured on a numerical scale. Results collect also entered the statistical analysis. This analysis indicated variations of the response in the sample, response to the various questions and variations among different groups. Presentation of the results and findings will be in terms of tables and graphs.

Qualitative analysis techniques will be used. The Qualitative analysis techniques will be complemented with some statistics that will be mainly obtained from the secondary data that will be obtained through documentary analysis from the case study organization.

Data from questionnaire was coded and logged in the computer using Statistical Package for Social Science (SPSS V 21.0). This involved coding closed ended items in order to run simple descriptive analysis to get reports on data status. Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Frequency tables were used to present the data for easy comparison. The study also conducted a Pearson's correlation analysis to establish the relationship between the variables.

**Correlation analysis:** The correlation analysis was used to find out the relationship between project resource planning resource such as: human resource planning; Financial resource planning; Time resource planning and materials resource planning as independent variable and performance of Kigali Channel two project from RBA as dependent variable

**Multiple regression models:** Multiple regression analysis was used to find out the effect of each predictor of stakeholder mapping and analysis, human resource planning, project financial planning, project time planning and project material planning as independent variable on performance of kc2 project as dependent variable

**Model specification:** The following statistics model was used as follow:

The equation ( $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$ )

Where  $B_o$  = constant

{ $\beta_1, \beta_2$  and  $\beta_3$ } = coefficients of independent variables and  $e$  = error term

$Y$  = performance of kc2 project

$X_1$  = human resource planning

$X_2$  = Financial resource planning

$X_3$  = Time resource planning

$X_4$  = Material resource planning

### **3.8.6: Ethical consideration**

According to Resnik (2015) ethical considerations are very important in the research process. All scientific works like the present research must consider certain considerations and limitations such as ethics of conducting social science research (Homan, 1991). Therefore, the research will build upon close cooperation and dialogue with research 185 persons and 185 respondents, with confidence and individual respect as integral parts. Concerning to honesty, the researcher with an introductory letter from University of Kigali Coordinator firstly to RBA; explaining that the research will be for the academic purposes only. The respondents of questionnaires will be ensuring that all given information would be treated with cautiousness and their personal identity would be kept anonymous and that the study is for academic purposes only. It will make clear that the participation is voluntary and that the respondents will be free to agree or decline participation in research. Respondents will be not coerced into participating in the study. The participants inform consent to make the choice to participate or not. They guarantee that their privacy will be protected by strict standard of anonymity. The whole research process effort will be also made to conduct a study that does not run the risk of manipulating the outcome by subjectivity or judgment.

## **DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS**

### **4.0: Overview**

This chapter presents the detailed findings of the objectives which the researcher sought to achieve. Data was collected from the field using questionnaires. These data were later analyzed using the Statistical Package for Social Sciences (SPSS) version 16.0. In SPSS, the indicators of effect of monitoring and Evaluation on success of economic recovery fund project phase 1 were measured on a nominal scale and the mean and standard deviation of the responses was derived to this analysis. 1

The frequencies and percentages of the responses on a 5-point like scale from 1=strongly agree to 5=strongly disagree were also derived from this analysis for the different indicators of effect Project resource planning on the project performance of Kigali channel two (kc2) project from Rwanda broadcasting. The Pearson correlation was also used to establish a relationship between the independent variable, Project resource planning and project performance at Kigali channel two (kc2) project from Rwanda broadcasting (RBA) at 0.01

significance level, 2-tailed test. 185 questionnaires were administrated ,all have been answered and returned back

**4.1: Profile of respondents**

Under this section the profile of respond of questionnaire is presented. Researcher describes mainly the Gender, Ages, education Level, Experience of respondents from RBA institution in Rwanda. Frequencies and percentages have been used to show the responses from the respondents.

**4.1.1:Gender of the respondents**

This sub section concerns the evaluation of the gender of the respondents that participated in this study.

*Table 4.1 Gender of the respondents*

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	109	58.92%	58.92	58.92
Female	76	41.08%	41.08	100.00
<b>Total</b>	<b>185</b>	<b>100.00%</b>	<b>100.00</b>	

**Source: field Data (2023)**

The findings in table 4.1 shows that 109 representing 58.92% of respondents are males and 76 representing 41.08 of the respondents are female. This shows that male and female are represented in this study.

**4.1.2: Marital Status**

This sub section aims at showing the marital status of the respondents in two categories, single and married

*Table 2.2 Marital Status of the respondents*

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	120	64.86%	64.86	64.86
Single	65	35.14%	35.14	100.00
<b>Total</b>	<b>185</b>	<b>100.00%</b>	<b>100.00</b>	

**Source: Primary Data (2022)**

The findings from table 4.2 indicated that 120 respondents representing 64.86 % of the respondents are married and are able to explain their point of view on Project resource planning and project performance of kigali channel two project from Rwanda broadcasting agency, 65 respondents representing 35.14 % of the respondents are singles. Regarding the marital status, it is clearly seen that in this majority of respondents are married.

**4.2.1: Age of the respondents**

This sub section shows the age group of the respondents. They are categorized into five categories namely, from 20-30 years old, 31-40 years old, 41-50years old, above 51years old.

**4.3: Educational qualification of the respondents**

This sub section shows the findings of the educational qualification of the respondents in terms of five categories, namely, bachelors' degree, masters (graduate/postgraduate) and others.

Table 4.3:) Educational Level of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
High school	56	30.27%	30.27	30.27
Undergraduate	100	54.05%	54.05	84.32
Postgraduate	29	15.68%	15.68	100.00
<b>Total</b>	<b>185</b>	<b>100.00%</b>	<b>100.00</b>	

**Source: Primary Data (2022)**

The results in table 4.3 showed that 56 representing 30.27 % of the respondents have done high school, 100 representing 54.05% of the respondents have done bachelors' degree, 29 representing 15.68 % of the respondents hold master’s qualification. These findings indicated that the respondents come from different categories of educational background from high school, Bachelors' degree to master’s degree and from other categories.

**4.1.5: Respondents working experience.**

All respondents in the sample were asked the period of time they have been involved in their respective areas of work and they provided the following answers presented in table 4.5, below. The data was described in form percentage in the table and was later fully discussed under the table as indicated here below.

Table 4.4 Respondents working experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 3 years	56	30.27%	30.27	30.27
Between 4 and 6 years	77	41.62%	41.62	71.89
7 years and above	52	28.11%	28.11	100.00
<b>Total</b>	<b>185</b>	<b>100.00%</b>	<b>100.00</b>	

**Source field Data (2022)**

The results in table 6(4.1.5.a:) shows that 56 respondents with 30.27 % have been in this occupation less than 3 years, 77 respondents with 41.62 % have been in this occupation between 4 and 6 years and 52

respondents with 28.11 % have been in this occupation 7 years and above. This implies that majority of respondents have very experience where 47.1 % have been in business between 4 and 6 years.

**Table5:)** Respondents point of view on human resource planning on performance of kc2 project from RBA.

Statements	N	Mean	Std. Deviation
<i>Having skilled human resource and employees who know their roles and responsibilities affected the performance of KC2 from RBA.</i>	185	4.5500	.944
<i>Continuas trainings ,rewards and recognitions affected the Performance of KC2 project from RBA .</i>	185	4.6500	.933
<b>Average</b>		<b>4.39</b>	<b>1.105</b>

**Source:** field Data (2023)

The findings in table 5 indicated that for the first statement that stated that "Having skilled human resource and employees who know their roles and responsibilities affected the performance of KC2 project from RBA " the respondents agreed with a mean of 4.55 and standard deviation of .94451 with the statement. This indicated that the respondents agreed with the statement as indicated by the mean and heterogeneity of answers as indicated by the standard deviation where the respondents had same opinions of the statement. The second statement evaluated was "Continuoustrainings, rewards and recognitions affected the performance of KC2 project." where the respondents agreed with a mean of 4.65 and standard deviation of .9333. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On average the respondents agreed with a mean of 4.39 and standard deviation of 1.1051on Human Resource planning.

**Table 6** Respondents point of view on effect of financial resource planning on Performance of Kigali Channel two Project (KC2).

Statements	N	Mean	Std. Deviation
<i>Approving on time a budget and forecasting expenses facilitated on the performance of KC2 project</i>	185	2.0500	1.276
<i>Having enough project budget and regular financial audits Is critical for performance of kc2 project</i>	185	3.6000	1.759
<b>Average</b>		<b>3.825</b>	<b>1.517</b>

**Source:** Primary Data (2023)

The findings in table 6 indicated that for the statement that "Approving on time a budget and forecasting expenses facilitated On the performance of KC2 project"the respondents strong agreed with a mean of 2.05 and standard deviation of 1.276 with the statement. This indicated that the respondents strong agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement was having enough project budget and regular financial audits Is critical for performance of kc2 project"where the respondents agreed with a mean of 3.6 and standard deviation of 1.75. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

On average the respondents agreed with a mean of 3.825 and standard deviation of 1.517 this indicates that the respondents have enough understanding about the relationship between financial resources planning on Performance of Kigali Channel two Project (KC2).

**. Table 7 Respondents point of view on effect of time resource planning on performance of KC2 project from RBA**

Statements	N	Mean	Std. Deviation
<i>Schuduled project with time targets affect the performance of Kc2 Project from RBA</i>	185	4.35	1.039
<i>A well organized and defined time planning system contributes on performance of KC2project from RBA</i>	185	2.30	1.454
<i>Project implementation stage is a base of good performance Of KC2 project</i>	185	4.15	1.136
<b>Average</b>		<b>3.6</b>	<b>1.207</b>

**Source:** *Field data (2023)*

**Source: Primary Data (2023)**

The findings in table 7 indicated that for the first statement that stated that “Schuduled project with time targets affect the performance of Kc2 Project from RBAthe respondents agreed with a mean of 4.35 and standard deviation of 1.039 with the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “A well organized and defined time planning system contributes on performance of KC2project from RBA

Where the respondents strong agreed with a mean of 2.30 and standard deviation of 1.454. This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was Project implementation stage is a base of good performance Of KC2 project" this was measured by a mean of 4.15 and standard deviation of 1.136. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On the average the respondents agreed with a mean of 3.6 and standard deviation of 1.207. This indicates that most respondents confirm that time resource planning contributed on performance of KC2 project from RBA.

**Table 8 Respondents point of view on materials resource planning on performance of KC2 project from RBA.**

Statements	N	Mean	Std. Deviation
Placing orderly and having right materials contributed the performance of KC2 from RBA.	185	4.1500	.912
Availability of materials affected the Performance of KC2 project from RBA.	185	4.3500	.900
<b>Average</b>		<b>4.25</b>	<b>.906</b>

Source: field Data (2023)

The findings in table 8 indicated that for the statement that Placing orderly and having right materials contributed the performance of KC2 from RBA. “the respondents strong agreed with a mean of 4.15 and standard deviation of .912 with the statement. This indicated that the respondents strong agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement was “Availability of materials affected the Performance of KC2 project from RBA. where the respondents agreed with a mean of 4.35 and standard deviation of .900. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

On average the respondents agreed with a mean of 4.25 and standard deviation of .906 . This indicates that the respondents have enough understanding on materials resource planning on performance of KC2 project from RBA.

#### 4.2: Data analysis

This section of the chapter was tackled with the assistance of SPSS. The section articulates the significance relationship between the research variables which include project resource planning and performance of Kigali channel two project from (RBA).

#### 4.3: Relationship between project resource planning and performance of Kigali channel two project from RBA

To carry out this assessment facilitated the researcher to comprehend the relationship that lies between an independent variable and independent variable of this study. For that matter, correlation analysis was based on the measure of the relationship between these two variables.

##### 4.3.1 Correlation coefficients

Table 9. Correlation coefficients

	X1	X2	X3	X4	Y
X1= Human resource planning	Pearson Correlation 1				
X2= Financial resource planning	Pearson Correlation .555*	1			
X3= Material resource planning	Pearson Correlation .390*	.189**	1		

X4= Time resource planning	Pearson Correlation	.074	.215**	.051	1	
Y= performance of Kigali Channel two project	Pearson Correlation	.504*	.302**	.385**	.469**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

\* . Correlation is significant at the 0.05 level (2-tailed).

The results from the table 9 indicated that there is significant moderate positive correlation between human resource planning and performance of KC2 project as shown by correlation ( $r = 0.504^{**}$ ;  $p = 0.000 < 0.05$ ) which implies that an improve in human resource planning would lead to increase of performance of KC2 project. The results proved a positive correlation between performance of KC2 project and human resource planning, financial resource planning, material usage planning and time management. The study findings agree with Belout and Gauvreau (2004) findings there is a positive correlation between planning of HR, time planning, material resource planning, financial planning and project performance. Wright (2009) findings confirm and agree with the current study that there is a direct connection between selection of human resources, material planning, financial planning and time management with project performance.

The results from the table 3, indicated that there is significant weak positive correlation between financial resource planning and performance of KC2 project as shown by correlation ( $r = 0.302^{**}$ ;  $p = 0.000 < 0.05$ ) which implies that an improve in financial resource planning would lead to increase of performance of KC2 project. Productivity. Furthermore, the findings show that improving financial resource planning will greatly improve project performance.

This study backs up Antvik and Sjöholm's (2013) findings on the impact of financial planning on project performance. According to the findings of the study, cost estimation should be based on the scope of the project, and financial planning has a significant and positive impact on project performance.

The results from the table, indicated that there is significant weak positive correlation between material resource planning and performance of KC2 project as shown by correlation ( $r = 0.385^{**}$ ;  $p = 0.000 < 0.05$ ) which implies that an improve in material resource planning would lead to increase of performance of KC2 project. The findings of Sivakumar (2019).) On the impact of material level on project performance are consistent with those of this study.

The results from the table, indicated that there is significant weak positive correlation between time resource planning and performance of KC2 project as shown by correlation ( $r = 0.469^{**}$ ;  $p = 0.000 < 0.05$ ) which implies that an improve in time resource planning would lead to increase of performance of KC2 project.

### 4.3.2 Regression Analysis

**4.3.2.1 .Multiple linear regression analysis:** The researcher conducted a multiple regression analysis so as to test the effect of project resource planning practices such as project financial resource planning; project human resource planning; project material resource planning and project time /scheduling planning as independent variable and performance KC2 project. The study performed model summary, ANOVA and multiple regression models to estimate the relationships between the study variables.

**Model summary**

Table Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825	.680	.657	.22266

Predictors: (Constant), X4= Time resource planning, X3= Material resource planning, X2= Financial resource planning, X1= Human resource planning

The model summary basically indicates the adjusted R squared which is a coefficient of determination that expresses the variation in the dependent variable as a result of changes in the independent variable. The study findings presented in table revealed the value of R squared was 0.680, an indication that there was a variation of 68 % on performance due to changes in human resource planning, financial resource planning, materials resource planning; and time resource planning. The results indicated in the table show further that 65.7 % of the changes in performance in KC2 project could be accounted on human resource planning, financial resource planning, time resource planning, and material usage planning. Therefore, there is a significant and positive relationship between the study variables as marked in the model summary table.

**Analysis of variance (ANOVA)**

Table10:.) Analysis of variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.332	4	2.083	41.66	.000 <sup>b</sup>
	Residual	8.924	180	.050		
	Total	17.256	184			

- a. Dependent Variable: Y= performance of kc2 project
- b. Predictors: (Constant), X4= Time resource planning, X3= Material resource planning, X2= Financial resource planning, X1= Human resource planning

As it is presented in table, the ANOVA findings revealed that independent variables are statistically significant to the dependent variable. The ANOVA test discovered that P-value of 0.000 less than alpha (5%), is the significance level. This means that the given data fit well with the multiple regression models which is an indication that human resource planning, financial resource planning, Materials usage planning, and time resource planning of Kigali Channel two project. Hence, the significance value which was also less than 0.05 is an indication that the model was statistically significant.

Therefore, the study’s ANOVA results confirmed to the researcher that there is a significant effect of project resource planning on the performance of kc2 project. From the study results, we therefore, reject null hypotheses that indicated no significant relationships between variables and therefore there is a significant relationship between project resource planning and performance of Kigali Channel two project (KC2 project) from Rwanda Broadcasting agency (RBA).

**Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.285	.260		4.941	.000
X1= Human resource planning	.322	.052	.430	6.238	.000
X2= Financial resource planning	.055	.051	.071	1.083	.280
X3= Material resource planning	.135	.038	.208	3.577	.000
X4= Time resource planning	.301	.037	.442	8.042	.000

a. Dependent Variable: Y= Performance of KC2 project

As per the SPSS generated table , the equation  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$  becomes:  
 $Y=1.285+ 0.322X_1+ 0.055X_2+ 0.135X_3+0.301X_4$

From the study presented in table, the established regression equation was:

$$\text{Performance (P)} = \alpha + \beta_1\text{HR (Human resource planning)} + \beta_2\text{FR (Financial resource planning)} + \beta_3 \text{T (Time resource planning)} + \beta_4\text{M (Material usage planning)} + \epsilon$$

Using the regression equation above and holding all factors constant (human resource planning, financial resource planning, material usage planning and project time resource) performance of KC2 project was 1.285.

The findings in table revealed that human resource planning have significance positive effect on performance of KC2 project as indicated by  $\beta_1= 0.322$ ,  $p\text{-value}=0.000<0.05$ ,  $t= 6.238$ . This shows that taking all other independent variables at zero, a unit increase in human resource planning will lead to increase in performance of KC2 project from RBA by 0.322units. This means that indicate an increase in human resource planning will significantly increase project performance. The study findings with Farman *et al.* (2103), found that strategies of reward are a significant and positively form part of the organizational performance. However, the findings disagreed with Bratton and Gold (2007), found that human resource planning does not significantly determine performance but through a good reward system might bring about a proliferation in the employees' productivity.

The findings in table , revealed that financial resource planning have insignificance positive effect on performance of KC2 project from RBA as indicated by  $\beta_2= 0.055$ ,  $p\text{-value}=0.280<0.05$ ,  $t= 1.083$ . This shows that taking all other independent variables at zero, a unit increase in financial resource planning will lead to increase in performance of KC2 project by 0.055units but not significant. These findings are in disagreement with Agyei(2015) study findings on the impact of financial planning on project performance. The findings in table , revealed that material resource planning have significance positive effect on performance of KC2 project from RBA as indicated by  $\beta_3= 0.135$ ,  $p\text{-value}=0.000<0.05$ ,  $t= 3.577$ . This shows that taking all other independent variables at zero, a unit increase in material resource planning will

lead to increase in performance of KC2 project by 0.135 units. The study findings agree with Plenert and Best (2012) study findings on the influence of material level on project performance.

The findings in table , revealed that time resource planning have significance positive effect on performance of Kc2 project as indicated by  $\beta_4= 0.301$ ,  $p\text{-value}=0.000<0.05$ ,  $t= 8.042$ . This shows that taking all other independent variables at zero, a unit increase in time resource planning will lead to increase in performance of KC2 project by 0.301 units. Lloyd (2013) agrees with this study that time planning ought to be sufficiently detailed to make control possible and this significantly increases the performance of the projects.

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1: Overview**

This chapter portrays the summary of findings and the conclusions and recommendations basing on the stated objectives of study. It also suggested further researches subsequent to the gaps discovered by the present research.

### **5.2: Summary of findings**

The general objective of this study was to find the effect of project resource planning on Performance of Kigali Channel two (KC2) project from Rwanda Broadcasting Agency (RBA). The study used descriptive and analytical research design for project resource planning on Performance of Kigali Channel two (KC2) project from Rwanda Broadcasting Agency (RBA). In this framework, the questionnaire was used to collect primary data from sampled respondents and it was assisted by documentation review method for further understanding of the problem under study. The study based its findings on the data collected from 185 respondents who filled the questionnaires. This represented a response rate of 100% of the total sampled number; which was an excellent indicator to draw conclusion from. The study considered performance of KC2 project as dependent variable and human resource planning, financial resource planning, Time resource planning and Materials usage planning as its independent variables.

The study findings revealed that 58.9 % (majority) of the respondents were males while only 41.08 % were females. This was an indication that KC2 project are incompetent when it comes to gender balance due to the fact that both males and females were less than 30% as the government policy of promoting both gender but most especially the females. It was revealed that 56 respondents represented by 30.2 % of the total respondents have been working in similar project in period less than 3 years. In addition, those that had worked for such project in the period between 4 and 6 years and above 7 years were represented by 41.6% and 28.1% respectively. Findings clearly elaborated that, it is clear that 15.6%, 54.05% and 30.2%, are for the respondents who had masters, bachelors and high school courses respectively. The study results established that this project engaged respondents are literates hence they are competent as regards to project's findings.

#### **5.2.1: Human resources planning and performance of KC2 project in from RBA**

Having skilled human resource and employees who know their roles and responsibilities affected the performance of KC2 project from RBA " the respondents agreed with a mean of 4.55 and standard deviation of .94451 with the statement. This indicated that the respondents agreed with the statement as indicated by the mean and heterogeneity of answers as indicated by the standard deviation where the respondents had same opinions of the statement.

Continuous trainings, rewards and recognitions affected the performance of KC2 project." where the respondents agreed with a mean of 4.65 and standard deviation of .9333. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as

indicated by the standard deviation where the respondents had different opinions of the statement. On average the respondents agreed with a mean of 4.39 and standard deviation of 1.1051 on Human Resource planning. Therefore we reject first null hypothesis that stated that there is no significant relationship between human resource planning and performance of Kigali Channel two project .

### **5.2.2: Financial resources planning and performance of Kigali channel two project**

Some presented statements about effect of financial resource planning on Performance of Kigali Channel two Project (KC2). Approving on time a budget and forecasting expenses facilitated on the performance of KC2 project “the respondents strong agreed with a mean of 2.05 and standard deviation of 1.276 with the statement. This indicated that the respondents strong agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement was having enough project budget and regular financial audits is critical for performance of kc2 project “where the respondents agreed with a mean of 3.6 and standard deviation of 1.75. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

On average the respondents agreed with a mean of 3.825 and standard deviation of 1.517 this indicates that the respondents have enough understanding about the relationship between financial resources planning on Performance of Kigali Channel two Project (KC2). Therefore we reject the second null hypothesis that stated that there is no significant relationship between financials resource planning and performance of Kigali Channel two project from RBA

### **5.2.3: Time resource planning and performance of Kigali channel two project**

Some presented statements about effect of financial resource planning on performance of Kigali Channel two project (KC2), respondents revealed that generally project resource planning affected on performance of KC2 project from RBA. The findings in table 7 indicated that for the first statement that stated that “Schuduled project with time targets affect the performance of Kc2 Project from RBA the respondents agreed with a mean of 4.35 and standard deviation of 1.039 with the statement. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement evaluated was “A well organized and defined time planning system contributes on performance of KC2 project from RBA

Where the respondents strong agreed with a mean of 2.30 and standard deviation of 1.454. This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was Project implementation stage is a base of good performance Of KC2 project" this was measured by a mean of 4.15 and standard deviation of 1.136. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement. On the average the respondents agreed with a mean of 3.6 and standard deviation of 1.207. This indicates that most respondents confirm that time resource planning contributed on performance of KC2 project from RBA. Therefore we reject the third null hypothesis that stated that there is no significant relationship between time resource and performance of Kigali Channel two project from RBA.

#### **5.2.4: Materials usage resource planning on performance of KC2 project from RBA.**

The respondents agreed on first statement that stated that “Scheduled project with time targets affect the performance of Kc2 Project from RBA. the respondents strong agreed with a mean of 4.15 and standard deviation of .912 with the statement. This indicated that the respondents strong agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The second statement was “Availability of materials affected the Performance of KC2 project from RBA. where the respondents agreed with a mean of 4.35 and standard deviation of .900. This indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

On average the respondents agreed with a mean of 4.25 and standard deviation of .906 . This indicates that the respondents have enough understanding on materials resource planning on performance of KC2 project from RBA. Therefore we reject the last null hypothesis that stated that there is no significant relationship between materials resource planning and performance of Kigali Channel two project

#### **5.2.5: Relationship between project resource planning and performance of KC2 project from RBA**

Finally, Spearman correlation coefficient also referred to as Spearman's rho was used to find out the relationship between project resource planning and the performance of KC2 project. The results from the table, indicated that there is significant moderate positive correlation between human resource planning and performance of KC2 project as shown by correlation ( $r= 0.504^{**}$ ;  $p=0.000<0.05$ ) which implies that an improve in human resource planning would lead to increase of performance of KC2 project. The results proved a positive correlation between performance of KC2 project and human resource planning, financial resource planning, material usage planning and time management. The study findings agree with Belout and Gauvreau (2004) findings there is a positive correlation between planning of HR, time planning, material resource planning, financial planning and project performance.

The results from the table 3, indicated that there is significant weak positive correlation between financial resource planning and performance of KC2 project as shown by correlation ( $r= 0.302^{**}$ ;  $p=0.000<0.05$ ) which implies that an improve in financial resource planning would lead to increase of performance of KC2 project and productivity. Furthermore, the findings show that improving financial resource planning will greatly improve project performance. This study backs up Antvik and Sjöholm's (2013) findings on the impact of financial planning on project performance. According to the findings of the study, cost estimation should be based on the scope of the project, and financial planning has a significant and positive impact on project performance.

The results from the table, indicated that there is significant weak positive correlation between material resource planning and performance of KC2 project as shown by correlation ( $r= 0.385^{**}$ ;  $p=0.000<0.05$ ) which implies that an improve in material resource planning would lead to increase of performance of KC2 project.

The results from the table, indicated that there is significant weak positive correlation between time resource planning and performance of KC2 project as shown by correlation ( $r= 0.469^{**}$ ;  $p=0.000<0.05$ ) which implies that an improve in time resource planning would lead to increase of performance of KC2 project.

From these presented regressions analysis results in which each component of project resource planning would contribute to project performance of KC2 project from RBA in by a big range, this evidences that all the variables were statistically significant in contributing to project performance of Kigali channel two project from RBA.

### **5.3: Conclusion**

The researcher concluded that performance of KC2 project has resource plans that include strategic plans, short term plans, intermediate plans, implementation and evaluation plans. The study concluded that the combination of time resource planning, material resource planning, financial resource planning, and human resource planning contribute to 0.657(65.7%) on performance of projects as represented by the adjusted R<sup>2</sup> at 95% confidence interval. The management of KC2 project should be a focus to ensure that projects are within time and budget.

### **5.4: Recommendations**

Based on the objectives of the study, the following recommendations were made.

The management of KC2 project should improve on recruitment and selection besides other human resource planning practices to achieve high performance

Concerning financial resource planning, the study notes that project budget is a critical part of the budget and it has a major influence on both the planning and execution parts of a project.

The study recommended that for a successful project planning, material usage planning should be a focus. This is because accurate material scheduling improves productivity by decreasing the necessary lead-time, giving the project a higher quality of production and service.

The management of KC2 project should always put more emphasis on ensuring that project resources are effectively planned for so as to realize improved performance.

The projects should employ human resource with capacity to effectively manage and use resource so as to produce the required performance.

### **5.5: Suggestions for further study**

Due to insufficient resources and time, the researcher could not cover everything concerning the topic of the study. Therefore, the research is needed on how well measurements taken in response to prototypes to predict actual role of the project resource planning in the workplace. The study theories provided a foundation for further research on the role the personnel. The researcher suggests a study on: “Role of strategic planning on the performance of public funded projects in Rwanda”.

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