

addressed within the project. The correlation analysis also indicated a positive and significant relationship between order placement, monitoring of placed orders, and planned procurements ($r = .684^{**}$, $p < 0.001$), ($r = .819^{**}$, $p < 0.001$). Monitoring of placed orders positively correlated with planned procurement ($r = .560^{**}$, $p < 0.001$).

Regression analysis

The study measuring constructs were largely quantitative in nature and thus regression analysis was the most appropriate tool to use. The predictive power of the independent variable on the dependent variable is the reason regression is used. The results are seen in tables below.

Table: Model Summary^b

Model	R	R Square	Adjusted R square	Std. Error of the estimate
1	.844 ^a	.712	.701	.50768

a. Predictors: (Constant); Human resource, Financial resource, and Material & Equipment planning practices

b. Dependent Variable: Implementation of the UKIA project

Source: Primary data (2021)

Table above indicates that the R- value is 0.844, which is indicative of a positive direction of the regression results. Basically, R is the range between the observed and predicted values that characterize the dependent variable and they range from -1 to +1 (Wong & Hiew, 2005). The coefficient of determination R^2 value was 0.712. This clearly indicated that 71.2% of the variance in dependent (Implementation of the project) was explained and predictable by independent variables (Human resource planning practices, Financial resource planning practices, and Material & Equipment resource planning practices).

Table: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.930	.223		4.180	.000
	Human Resource	.433	.053	.409	8.142	.000
	Financial resources	.204	.058	.176	3.532	.001

Time & Equipment	.151	.053	.129	2.829	.005
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Source: Primary data, 2021

The results from table above show that the produced t-value of constant (t=4.180) as significant at .000 per cent level, which again confirms the fitness of the model. This means that there is statistically significant influence of Human resource planning practices, financial resource planning practices, and Material & Equipment resource planning practices on the implementation of the UKIA project.

Based on the Beta or regression coefficients, and the fact that all their p-values are below 0.05, all the variables, human resource, financial resource, and material & equipment resource planning practices have a positive significant influence on the implementation of the UKIA project.

$$Y = 0.930 + 0.433 X_1 + 0.204 X_2 + 0.151 X_3 + e$$

Where: X_1 = Human resources Planning; X_2 = Financial resource planning; X_3 = Material & Equipment planning.

Table: Analysis of Variance - ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	
	Regression	30.727	3	10.242	15.545	.000 ^a
1	Residual	90.925	138	.659		
	Total	121.653	141			

c. Predictors: (Constant); Human resource, Financial resource, and Material & Equipment planning practices

d. Dependent Variable: Implementation of the project

Source: Primary data (2021)

The results for the F-Statistics (F=15.545) was significant at 0.000 level, which consequently confirms the fitness of the model and hence, there is statistically significant influence of human resource planning practices, Financial resource planning practices, and Material & Equipment resource planning practices on the implementation of the UKIA project.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The study sought to determine the effect of resource planning practices on the implementation of UKIA project. Target population for the study was 82 project members within RCAA. A

sample size of 68 participants was purposefully selected basing on the duration on the project. The position and authority of members were considered for inclusion into the study because there were thought to have sufficient knowledge on the operations and management of the project. Such knowledge was necessary for correctly responding to the questionnaire. Questionnaires were used to collect primary data, which was later analysed using SPSS.

Human resource planning practices were seen by most of the respondents to influence the implementation of the project. Correlation analysis between human resource planning practices and project implementation indicate positive and yet significant relationship between teamwork, training of the project team members and project implementation. The study revealed that there existed teamwork in the project and that project members were trained.

Financial resource planning practices were found to influence the project implementation. Practices such as budgeting, forecasting, and having plans for money generation were found to exist in the project. Correlation analysis between financial resource planning practices and project implementation indicated that there was a positive and significant relationship between budgeting, forecasting, plans for money generation and project implementation. Order placement, monitoring of placed orders, and planned procurement practices were found to exist within the project. Correlation between material resource planning practices namely; order placement, monitoring of placed orders, planned procurement and project performance gave evidence that this practices had influence on the project implementation. Procurement of required material was found to be done within the project budget. Project members were provided with the right quantity of material in the right time.

Conclusion

Human resource planning practices influenced the implementation of UKIA project. Human resource planning practices such as teamwork and training of the project team members influence the implementation of the project. The positive relationship between teamwork, training of the project team members and project implementation was significant. This implies that increasing teamwork of the project and training project team members would lead to an increase in project implementation. The study revealed that there was the teamwork among project team members and they were trained about the necessary skills in the project.

Financial resource planning practices influenced the project implementation. Practices such as budgeting, forecasting, and having plans for money generation existed in the project. A

positive and significant relationship between financial resource planning practices including: budgeting, forecasting, and having plans for money generation can lead to improved project implementation. The project had approved budget and there was tracking of the performance of resources allocated to various project activities.

Material and equipment resource planning practices has influence on UKIA project implementation. Order placement, monitoring of placed orders, planned procurement and project implementation significantly correlated. This is evident that the practices had influence on the project implementation. Procurement of required material was done within the project budget and project members were provided with the right quantity of material in the right time.

Recommendations

In relation to the outcome of this work, we would like to put forward some recommendations for resource planning practices on implementation of projects in Rwanda

This study intended to analyse effect of resource planning practices on implementation of projects in Rwanda a case of the upgrade of Kigali international Airport (UKIA) project of civil aviation authority. As the study did not overcome all aspects of planning on implementation of projects in Rwanda the researcher carried out a research in Kigali international Airport (UKIA) and following areas are recommended:

- i) To improve different and proper human resource planning practices on implementation of projects in Rwanda
- ii) To plan and forecast all financial resources accordingly before preparation and presentation of the project
- iii) To effectively plan procure material and equipment resources, monitor the placed orders, and effectives allocate resources to various project activities in the project.

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