

# EFFECT OF RESOURCE PLANNING ON PROJECT IMPLEMENTATION IN THE ENERGY SECTOR IN KENYA: A CASE OF KenGEN COMPANY, MURANG'A BRANCH

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**Abstract:** The objective of this study was to try to find out effect of resource planning on project implementation in the energy sector in Kenya. The specific objectives of this study were: to determine effect of resource technology on project implementation; to evaluate effect of financial planning on project implementation; to assess effect of project time planning on project implementation and finally to determine effect of human resource planning on the project implementation. The study adopted a case of research design. The target population of the study was 58 and particularly in the following departments: Finance, supply and chain, Operations management and Administration and Security and Integrity Departments. The sample size of the research study was 35. The research study adopted a stratified sampling technique in selecting the sample. The main instruments for data collection was a questionnaire (structured) that allowed uniformity of responses to questions. The data that was collected was analyzed using SPSS whereby, descriptive statistics such as the frequency distribution and percentage was used to summarize data, which was presented in tables, graphs and pie charts. Regression analysis was used to determine the relationship between the independent and dependent variables of the study that were already set out in the objectives of the research study. The regression analysis revealed that resource technology contributed 30.5%, financial planning contributed 31.9%, project time planning contributed 86.3% and human resource planning 76.5% to project implementation at KenGen Murangá County branch. Therefore, this study confirmed that there was a positive association between resource technology, financial planning, project time planning and human resource planning and project implementation at KenGen Murangá branch. The study recommended that the stakeholders should have a good planning framework that will positively influence the project implementation. The study established that project time planning influenced highly the project implementation at KenGen Murangá branch. The researcher, therefore, recommends that project time planning should be effective to improve the project implementation.

**Keywords:** Resource Planning, Project Implementation.

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## 1. INTRODUCTION

### 1.1 Background of the study

In the last two decades, developing countries have tried to adopt a strong resource management both at national and local (County) Governments levels in their different sectors of operation in order to achieve the desired objectives. Resource planning was ordinarily seen as a top administrative issue but of late, it has been discovered and emblazed through devolution, that every individual in an organization has to do planning in order to achieve the set out goals of that

organization. An efficient resource planning is paramount to national development through the achievement of targets of completed projects (Loucks & Van Beek, 2017).

According to Chandra, (2008) a project is an investment that presents a now and future costs that have been estimated to cater for intended resources to be used in the project implementation. A public project is one where the utilization of concerned resources by different Government sectors mandated to achieve certain goals through set out objectives for the greater benefit of the public. Project implementation tries to visualize the plans to become a reality. Therefore, the logical conclusion after evaluating, deciding, visioning, planning, applying for funds and finding the financial and other resources of the project (Loucks & Van Beek, 2017).

This is also done by collaborating all structures and activities bearing in mind the end goal in order to realize a pre-planned dream with its associated merits to the wider community that will be involved directly or indirectly. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management, it is only accomplished through the appropriate application and integration of the five process groups. The five processes include initiating, planning, executing (implementing), monitoring, controlling, and closing (Kerzner & Saladis, 2017).

By having effective and efficient strategies that are made through well thought decisions, a project is brought into its success. Since a project is a complex endeavor involving different stakeholders in its execution, through myriad of factors (Kimazi, 2012). One of this of the many could be demand oriented. Mostly, the demand is driven by the rapid population growth at both locally and regionally, infrastructure that is out of fashion, exponential growth of urban centers and ever-emerging markets (Jagboro, 2012).

An increased demand creates challenges to stakeholders, users, contractors to eagerly awaited infrastructure projects (Taleb, 2009). The main objective of resource planning in project implementation is to ensure quality, reduction cost wastage and completion of projects in time in order to deliver the value and in return improve the community economically and socially at large.

### 1.1.1 Local Perspective of resource planning in Project Implementation

According to Njihia and Mwirigi, (2014), there is significant and positive relationship between Resource planning and project implementation. In another study by Nyaguthii and Oyugi, (2013), resource planning has a positive relationship with project implementation. In another study by Aranda-Jan and Loukanova,(2014) resource planning effect on organizational performance and have a positive relationship between resources planning and project implementation. Study by Karanja, (2014) in their study in the Indian hotel industry also found out that resources planning have a strong relationship to productivity, and productivity impact on project implementation.

### 1.2 Statement of the problem

There are frequent power blackouts and inadequate supply of energy in the country notwithstanding vision 2030 of making Kenya an industrialized state through digitalization of most of the sectors in the work place and the domestic equipment's at large that solely depends on energy to function .This undercuts the efforts through investment of enormous resources accompanied with relevant policies put by the government of the day to make the country's economy a 24 hour class economy. Despite electricity production being expensive in Kenya as compared to South Africa, most companies have tried to become most efficient and competitive in the market by changing into digital corporations whereby almost all crucial business process and customer relationships are digitalized (Barasa, 2014). In 2010, KenGen embraced Resource Planning, which was anticipated to convert its weakness into strengths and finally countering threats. However, the Resource Planning is a complicated process that plays an imperative role in project implementation; it can also be catastrophic to those companies that are unable to achieve the implementation process.

Resource planning has become a big challenge in many companies. The problem is illustrated by the unsatisfying low success rate of the already well-formulated intended strategies. According to Hill and Schilling, (2014), over 65% of resource planning fails to be implemented collectively. A fortune Magazine pointed out that 7 out of 10 CEO s fail to do so not because of, resource planning, but because of bad execution and 33.3% companies have been achieving significant success (Hill & Schilling, (2014). This clearly shows that resource planning is key and has effect on project implementation.

According to Sherman and Ford, (2014), apart from its significant role in allowing the project operation to run effectively, Resource Planning has been considered one of costly method of getting zero or negative return on the investment (ROI). The adoption of Resource planning has been considered the most critical factor in the project implementation and if not properly incorporated, it may lead to collapse of a company In this case; KenGen has to be aware of the challenges of embracing Resource Planning technique (Shaul & Tauber, 2013). There are several reasons as to why companies have decided to adopt Resource Planning: competition, strategy, business practices and technology (Sherman & Ford, 2014). KenGEN has to develop measures to minimize the cost of operation by using cost effective management practices, paperless environment and adopting the best practices.

Project implementations are known to attract massive resources of millions and billions of shillings if not dollars. If no proper planning is done on how to utilize them, there is a high likelihood of embezzlement through dubious means of awarding of contracts to unqualified contractors hence resulting to white elephant of projects. Therefore, it is good to determine the effect of resource planning in the energy sector in Kenya. Therefore, the study will entail a case of KenGen Company Murangá branch.

Several studies have been conducted on resource planning and project implementation. Notable researchers in this area are – Miako and Machuki, (2016) dealt with effectiveness and problems of resource planning of financial institutions in Kenya, Hussein, (2014), considered challenges to project implementation at Kenya Revenue Authority; Idris, (2014) delved into challenges in project implementation at the (ECK) Electoral Commission of Kenya. The study conducted by Kiplagat, (2015) identified human resource planning as the major challenges facing Rift Valley Water Services Board in the implementation of ERP. Due to contextual, sectorial and managerial differences among organizations studied. The information obtained from the studies above on project implementation cannot be used to gainfully explain effect of resource planning on the project implementation in a case of KenGen Murangá branch. A study was carried out on KenGen to point out effect of resource planning on the project implementation. This study addressed knowledge gap by answering the following research question; what is the effect of Resource Planning on project implementation.

Resource Planning is gaining a lot of competitive advantage and cost reduction in enhancing its efficiency in controlling product sales and inventory (Njihia & Mwirigi, 2014). According to study conducted by (Nyaguthii and Oyugi, 2013), Resource Planning has a significant effect on the implementation of company projects. It was also reported to have a positive impact on business activities such as improving working capital, lower inventory levels, implementing a Total Quality Management (TQM) culture, enhance raw materials, sell, and conveying of products to clientele. The Resource Planning has also helped in improving jobs of supporting inflexible systems, which is in most cases leads to increased costs, data redundancy, and inaccuracy and finally several inefficiencies (Karanja, 2014). It is based on this background that this study aims at evaluating effect of Resource Planning on the project implementation in the energy sector in Kenya particularly KenGEN.

### **1.3 Objective of the Study**

#### **1.3.1 General Objective**

The general objective of this study was to examine effect of resource planning on the project implementation in energy sector in Kenya: A case of KenGEN Company Murangá branch.

#### **1.3.2 Specific Objectives**

The specific objectives of the study were as follows:

- i) To determine effect of resource technology on project implementation.
- ii) To evaluate effect of financial planning on the project implementation.
- iii) To assess effect of project time planning on the project implementation.
- iv) To establish effect of human resource planning on the project implementation.

## 2. LITURATURE REVIEW

### 2.1 Introduction

This chapter presents previous studies that have been done, and theories advanced towards project resource planning. Therefore, it has theoretical review focusing on theories that explain effects of resource planning on project resource implementation. Secondly, it has the empirical review of the studies that have been done on resource planning in project management. A conceptual framework has been included to summarize the literature reviewed.

### 2.2 Theoretical Review

#### 2.2.1 Resource-Based View Theory (RBV)

The resource-based view (RBV) of Wernerfelt, (1984) proposes that the organizational effectiveness can be accomplished by innovatively providing exemplary services to its clients. The extant literature emphasizes on the strategic identification and use of resources by a company for developing a sustained competitive advantage (Ferlie & Currie, 2016). International business theorists also explain the success and failures of firms across boundaries by considering the competitiveness of their subsidiaries or local alliances in emerging markets (Barney & Mackey, 2016).

According to Ketokivi, (2016), Local knowledge provided by a subsidiary or local alliance becomes an important resource for conceptualizing value as per the local requirements. The study will adopt this theory in explaining the resources, which are input into a company's production procedure; can be classified into three categories as; physical capital, human capital and organizational capital (Barney & Mackey, 2016). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns.

In the current competitive business environment, the resource-based theory will play an imperative role in collection of evolving capabilities, which emerges from dynamically in pursuit of above-average returns. Consequently, differences in KenGEN's Murangá branch performances across time are anticipated to be driven primarily by their unique resources and capabilities rather than by an industry's structural characteristics.

#### 2.2.2 Theory of Strategic Balancing

Strategic balancing is based on the principle that the strategy of a company is equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors' behavior, including the system of Human Resource values (Wolf & Floyd, 2017). An alliance wavers between multiple antagonistic poles that represent cooperation and competition. This gives room to various configurations of alliances, which disappear only if the alliance swings towards a majority of poles of confrontation.

The strategic balancing gathers three models, namely the relational, symbiotic and deployment models. Competition proves to be part of the relational model and the model of deployment. It can be subject to alternation between the two antagonistic strategies, the one being predominantly cooperative as described by the relational model and the other being predominantly competing as characterized by the model of deployment (Wolf & Floyd, 2017).

The model assumes that the firm takes turn at adopting the two strategies in order to keep their alliance balanced. Owing to the fact that specific developments in the business environment need to be closely monitored, it is imperative that senior corporate intelligence professionals think in terms of integrating competitive intelligence work with marketing intelligence work. Corporate intelligence staffs, therefore, need to work closely with marketing staff in order that intelligence activity occurs within a strategic marketing context.

The focus of attention may remain the analysis and interpretation of potential risk and counter intelligence that protects blind spots, but intelligence is evolving and can be reinterpreted from a theory building perspective and a problem-solving perspective. In this study, the model assumes that KenGEN initiatives incorporate intelligence that will influence in intelligent employees being at the center of the change process within the company. Competitive intelligence programs are mainly located in one of three functions within a business: marketing, planning and R & D (Calof & Smith, 2015). McDonald and Wilson, (2016) approach is useful because it allows corporate intelligence staff to identify strategic issues and as a result senior management at KenGen Murangá branch can ensure that, there are actionable intelligence results in the company.

### 2.2.3 Agency Theory

Tricker and Tricker, (2015) describes agency theory as one of the most important theoretical paradigms in accounting research during the past 20 years, having its roots at the information economics literature. Clarke, (2014) points out that agency theory grew out of risk sharing research by economists in the 1960s and 1970s to include the situation that occurs when cooperating parties have different goals and divisions of labor. Clarke, (2014) explains the agency theory originated in natural sciences in efforts to understand the relationships between objects. This theory has been widely applied to various studies of organizations.

Misangyi and Acharya, (2014) have also described agency theory as a theory that has been proposed as a framework to dealing with many issues in human behavior. The agency Theory is concerned with relationships; it views the organization as a system that consists of individuals who work together with a common goal of building an organization. Organizations should focus on the role played by each individual in the organization. Project planning systems are important to the organizations, the human factor is also important too. The relationship between the systems and humans should be as smooth as possible as both factors affect the implementation of the systems immensely. An organization should prepare its employees before implementing a system and carry out training and user involvement throughout the implementation. Majority of organizations within the telecommunication sector in Kenya, often carry out facilitation workshops to train their employees and keep on refreshing the knowledge they have with newer technology according to the present time.

Misangyi and Acharya, (2014) contends that agency theory became popular as a communication theory because it is believed that communication helps in defining and sustaining a system. Without communication, a system will likely to fall out of homeostasis because the feedback loop or channel is not functioning properly. He emphasizes that communication is the key to keeping an interpersonal system operating at its best. Agency theory plays an important role in communication theories because it helps develop strategies for effective communication, whether they are in individual, group or intercultural communication within an organization. This theory is significant to the study in that it provides new, validated measures of prequalification efforts, monitoring, incentive alignment, moral hazards and the adverse selection constructs that are important in permitting decision making process on the implementation of the systems for projects in the telecommunication sectors in Kenya at the same time, it is highly appropriate in the energy sector in Kenya more so, KenGen Murangá branch.

### 2.2.4 Stakeholders Theory

Stakeholders' theory is whereby an institution, individual, organization, agent or a group of people that will be affected directly or indirectly by the company's or an organization's by daily to daily activities (Freeman, 1984). This theory purports that an institution or organization is not only accountable for its stakeholders' interests, but also for the interests of employees' clients and the local operating environment (Piacentini, et al, 2000). Therefore, economic, moral and social responsibilities are taken care of which are beyond the main ones like legal and economic responsibilities that are believed to be an organizations core. Stakeholder theory, it follows the similar principles like sustainable development concept and also covers aspects like business responsibilities: environment, economic and social. It gives more explanation about the purpose and strategic direction of KenGen through the ideology that managers needs to simultaneously integrate the real and genuine interests of all concerned stakeholders during deliberating business decisions among them projects implementation. Therefore, stakeholders should derive benefits from KenGen's projects as they're meant to be involved in project implementation activities by virtue of their different status they hold in the company specifically on resource planning during major and minor project implementation in the energy sector in Kenya particularly KenGen Murangá branch.

### 2.3 Conceptual Framework

Is the researcher's own position on the problem that gives direction to the study (Roy, 2017). It may be an adaptation of the model used in a previous study, with modifications to suit the inquiry. A part from the direction of the study, through a conceptual framework, the researcher can be able to show the relationships of the different constructs that he or she wants to investigate (Anderson, 2017). This study's conceptual framework consists of both independent and dependent variables. Whereby, resource planning and project implementation are independent and dependent variables respectively.

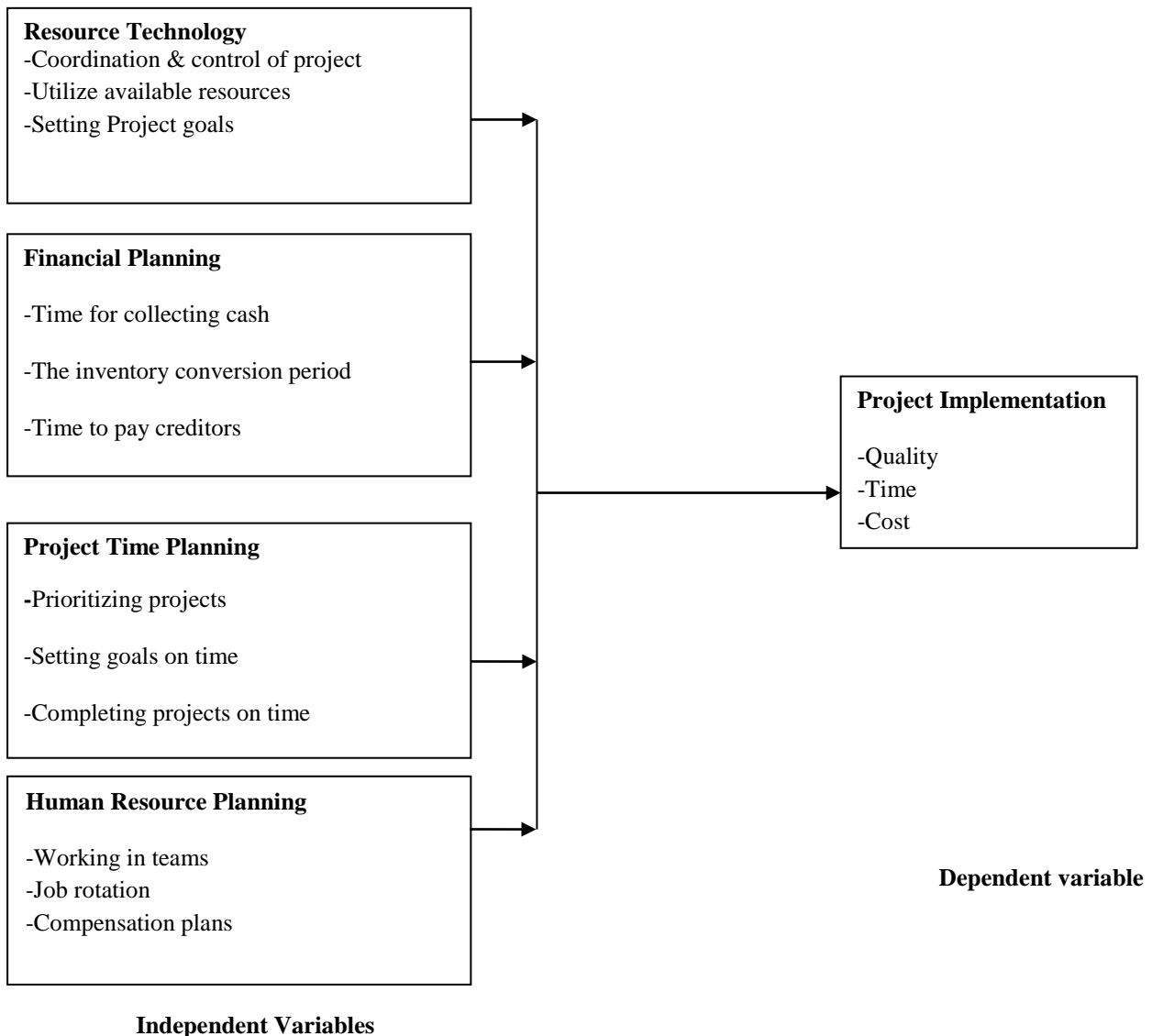


Figure 2.1: Conceptual Framework

## 2.4 Empirical Review

### 2.4.1 Resource Technology

It has been hypothesized that companies that have effectively adopted resource technology, have recorded better project implementation as compared to those that have not. Marcelino-Sádaba and Villanueva, (2014), argues that firm's record improved project implementation once they effectively embrace resource technology. Carrying out the various steps in the resource technology implementation process is expected to facilitate the realization of organizational effectiveness. By defining a company's purpose and goals, resource technology application provides direction to the organization and enhances coordination and control of project activities.

The relationship between resource technology application and project implementation needs analysis to get a better understanding how resource technology is applied in practice and will improve organizational performance. Project resource technology planning often fails due to problems or barriers encountered at the implementation stage. Mixed evidence about the relationship between resource technology application and project implementation makes the debate about its effectiveness as a tool of project management an ongoing one (Peppard & Ward, 2016).



The study conducted by Marcelino-Sádaba and Villanueva, (2014) indicated that resource technology planning and application plays a crucial role in providing direction so project members know where the team is heading to, where to expend their major efforts and how to utilize their available resources. It guides in defining the business the firm is in, the ends it seeks and the means it will use to accomplish those ends. The process of resource technology planning and application shapes a company's strategy choice using systematic, logical and rational approach. It helps to reveals, clarifies opportunities and threats at the work place, and provides a framework for solving them.

Resource technology makes work easier towards desired goals. Technology plan defines performance to be measured, while performance measurement provides feedback against the planed target (Cassidy, 2016). Resource technology planning applies a system approach by looking at a company as a system composed of subsystems. It permits managers to look at the organization as a whole and the interrelationships of parts. It provides a framework for coordination and control of organization's activities, decision-making throughout the company and forces the setting of objectives, which provides a basis for measuring performance (Verzuh, 2015).

Hammer, (2015) argues that the technology planning process can be used as a means of repository and transforming the organization. Cassidy, (2016), postulate that the essence of application of a modern technology is to build a strong enough market position and an organization capable to produce successful performance despite unforeseeable events, potent competitive and internal difficulties. As presented above the researchers have not indicated the methodologies adopted and extent at which the project resource technology affects the project implementation. The study will therefore determine the extent at which the project resource technology application affects project implementation in KenGen Murangá branch.

#### **2.4.2 Financial Planning**

Mir and Pinnington, (2014) conducting a study on establish the relationship between financial planning practices and business project implementation in western Uganda with a view to establishing a coherent model directed at improving business performance and it was hypothesized that financial reporting positively influences Business performance. The study adopted a positivist (quantitative paradigm) with cross sectional and correlational designs. The study used a respondent sample of 335 FIRMS operating in Mbarara, Sheema and Bushenyi whose owners/managers were the unit of enquiry. Structural Equations Modeling with Analysis of Moment Structures were used to form statistical modeling. The findings in respect of the main purpose of the study indicated that financial planning practices accounted for 33.8% of the variance in business project performance.

The results also indicated that working capital panning influences highly, since it predicts over 22% of the variance in project performance. The present study supported a multi-theoretic approach in explaining project performance in Uganda. The study supports the pecking order theory in explaining the financing of Firms together with resource based view as the theories that help in explaining business project implementation (Mir & Pinnington, 2014). The study confirmed effective financial planning practices factor structure of observed variables and the latent variables.

Mathuva (2009) determined the effect of working capital management components on corporate profitability by using a sample of 30 firms listed on the Nairobi Stock Exchange (NSE) for the periods 1993 to 2008. The findings from his study revealed that there exists a highly significant negative relationship between the time it takes firms to collect cash from their customers. The results also revealed that there exists a highly significant positive relationship between the period taken to convert inventories into sales (the inventory conversion period) and profitability, and there exists a highly significant positive relationship between the time it takes the firm to pay its creditors and profitability.

The same results are not at variance with Makori and Jagongo, (2013) results, which showed statistical, significant between working capital and firm performance. Muinde (2013) conducted a study on financial reporting and analysis practices adopted by small and medium enterprises in Kenya and to establish the relationship between financial reporting and analysis practices and financial performance in Kenya. The study adopted a descriptive cross-sectional research design. The target population comprised of the top 100 Firms in Kenya for the year 2012. The researcher used simple random sampling to select 50 respondents.

Primary data is information gathered directly from respondents and for this study, the researcher used questionnaires. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through

percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. The study found that there is a strong positive relationship between financial reporting, financial analysis, financial management and management accounting and financial project performance. The researchers have not determined whether the relationship was significant as such, the current study will determine if there is a significant effect of financial planning on project implementation a case of KenGEN Company Murang'a branch.

### 2.4.3 Project Time Planning

The need for project time planning has gained popularity and thus its importance not only as a motivating element behind employees' performance and project implementation, but also as the bases for the overall performance of the organization. In the business world, time is one of the most important assets for any organization. Unfortunately, many businesses fail to keep up with or realize the "time" factor. This happens because of the miss management of "time" (Schwalbe, 2015).

It has become imperative that organizations train their employees in systematic project time planning so that they can achieve productivity results in a progressive period. Organizational performance means the place of an organization in relation to its competitors about market share, profits, and capital base. Such organizations are built through the positive contributions of its employees to organizational success (Adebisi, 2013). Gallos, (2014) posited that brilliant leaders with vision, determination and focus build such high performing organizations that deliver effective services and products to its clients at all times. Such organizations are good project time planners and instrument of change through efficient and effective management of project time and resources. In such organization, there is renewed rigor and a yearning for continuous learning, application of new strategies through research and development and growth taking into consideration the value and essence of time (Gallos, 2014).

Project time is tied to every activity in the form of project schedule of an organization in the project implementation. It sets smart goals and measures its successes and failure of not taking into consideration time. This clearly shows the importance of project time and its positive or negative impact on organization's project implementation. For effective time planning for organization's project execution, managers as well as employees can decide during planning stage which tasks fall into the categories of essential tasks, important task and low value tasks by asking which tasks are most valuable to the organization's project implementation, which tasks does my manager consider most important, if I cannot complete all the tasks which should I complete first through priority (Scott & Davis, 2015). These will keep the pace of progress and growth of an organization.

### 2.4.4 Human Resource Planning

Over the years, researchers have devoted a great deal of time and attention to establishing and examining the relationship between Human resources planning with project implementation. Based on the evidence and findings, it is becoming increasingly clear that effective Human Resource planning is an important component that can influence project implementation effectiveness leading to realization of expected output. Even though the relationship between Human Resource planning and project implementation is considered a 'black box', that is, lack of clarity as to "what exactly leads to what" (Armstrong & Taylor, 2014) however, the positive relationship between Human Resource planning and project implementation cannot be over emphasized.

Empirical research surrounding the effect of Human Resource planning on project implementation debate over the last decade or so demonstrates evidence that "HRM does matter" (Hoch & Dulebohn, 2013). Ram and Tagg, (2014) contends the distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organizations. The work produced by Phillips and Phillips, (2016), that examined the effect of Human Resource planning and corporate turnover, profitability and market value found that his HR index was significantly related to the gross rate of return on assets (a measure of profitability) and Tobin's Q (the ratio of the market value of a firm to its book value).

This means that if appropriate HR planning policies, processes and strategies are introduced a substantial impact on project performance can be made. It is important to realize that the effect of Human Resource planning policies depends on its alignment with other business strategies. Interestingly, Kerzner, (2013) examining the impact of Human Resource planning practices on project performance found little support for a positive relationship between HRM practices and firm profitability.



Studies have indicated that certain HRM planning practices, such as working in teams, greater discretion and autonomy in the workplace and various employees' involvement and payment schemes motivate workers and increase productivity (Kerzner, 2013). Cross-functional teams, job rotation, quality circles and integration of functions may all contribute positively and timely to project implementation (Leigh & Blakely, 2016). Through an investigation of the relationship between HRM planning practices and the performance of 101 foreign-owned subsidiaries in Russia provides support for the assertion that investments in of effective Human Resource planning can substantially help in project implementation.

Leigh and Blakely, (2016) examining the effect of Human Resource planning on turnover and project implementation among a sample of firms in New Zealand noted that HR practices had an impact on turnover and that the relationship between retention and productivity was positive when firms implemented of effective Human Resource planning, but negative when they did not.

There has been the research into particular of effects of Project Human Resource planning out of the bundle that contributes significantly to organizational performance. Ramasamy, (2015) analyzed 104 articles and established 18 that the top four mostly investigated human resource planning practices that have a positive impact on project implementation are recruitment and selection, planning, training and development, contingency and reward and performance management.

In Nishii and Paluch, (2017), study involving 160 respondents of two manufacturing firms in Cambodia and Taiwan, it was asserted that a positive relationship exists between Human Resource Management practices; human resource planning, staffing, incentives, appraisal, training, teamwork, employee participation, status difference, and employment security on firm performance in areas of quality, cost, and production flexibility. According to Ramasamy, (2015) innovative firms treat HRM practices as the organization's strategy to encourage team responsibilities, enhance organizational culture, and build up customer relationships through participation and empowerment.

Agarwal and Farndale, (2017) accounted that organizations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function employees who exhibited improved individual and organizational performance. It has been established that the adoption of certain bundles of HRM practices has the ability to positively influence firm performance by creating powerful connections or to detract from performance when certain combinations of practices are inadvertently placed in the mix (Agarwal & Farndale, 2017). High performance work systems and creativity implementation: the role of psychological capital and psychological safety.

Nishii and Paluch, (2017), examined of effects of Human Resource planning in China to assess the impact of these practices on project implementation and employee relationship climate and found that these have direct and positive effect on financial and operational performance and the employee relationship climate. The above researchers have not indicated whether there was a significant relationship between Project human resource planning and project implementation. Therefore, the current study will determine the significant relationship between effects of human resource planning on the project implementation a case of KenGEN, Murang'a branch, Kenya.

#### **2.4.5 Project Implementation**

Project Implementation according to Leach, (2014), effective project implementation or simply put, project success can be measured on the basis of time, cost and quality (performance), commonly known as the triple constraint. These three factors represent the Key Performance Indicators (KPIs). To establish whether a project has been effectively implemented, or better still, if the project has been successful, one has to go back to the initial project goals of time, cost and quality (performance) and be able to measure the extent of their individual achievement.

According to Kendrick, (2015), a successful project must be on time, on budget and deliver quality (features and functions). Anything less will be either a failed project or a challenged project. Thus the envisaged initial project cost, time and project quality (performance) are the three fundamental cornerstones for measuring the effectiveness of any public project. Bell, (2014) espouse the view that implementation is about converting a strategic plan into action and doing what needs to be done to achieve the targeted strategic goals and objectives. In most cases, if not all, projects form the heart of those strategies and as such, a successfully implemented project would determine the success of any given strategy for creating a competitive edge.

The global orientation and increased performance-based competition, combined with rapidly changing technology and economic conditions, all contribute to market place uncertainty. This uncertainty requires greater flexibility on the part of the individual companies and distribution channels, which in turn, demands for more flexibility in channel relationships.

Project implementation is a complex process usually comprising of multiple variables that influence implementation including resources management, the operational systems, the organizational culture and the leadership of the organization. Projects are designed, planned and implemented in tandem with the sequence displayed by the project cycle. The Log Frame is the specific planning tool that is used to design, appraise, manage, monitor and evaluate the passage of a project through the project life cycle from policy framework to final evaluation. It presents the objectives-related activities and corresponding assumptions and pre-conditions of the project design of different hierarchical level matrix format (Savolainen & Ahonen, 2015). Projects are often initiated in the context of a turbulent, unpredictable and dynamic environment.

Many projects, therefore, are usually bedeviled by challenges, constraints and risks, as they are execution through completion. Consequently, despite the significant input of human and financial resources, many fall short of expectation. Many failed to meet the priority needs of target beneficiaries, costs escalated, stated outputs were not achieved or if achieved were not sustained, implementation dates slipped by or adverse outcomes were not anticipated.

Projects are influenced by a multiple of factors that can be external or internal to the organization responsible for its management and execution. These include poor project management, inadequate opportunities for potential beneficiaries to participate in project identification and design, poor linkages between project activities and project purpose, insufficient attention to external environment during project design, among others. It has also been recognized that projects were likely to succeed when account was taken of socio-economic context in which they operated (Savolainen & Ahonen, 2015). The important thing for the project manager is to recognize what these factors are and how they influences the project during the various phases from inception to final hand-over, or even disposal.

### 3. RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter discusses the methodology that was incorporated in the study of the effect of resource planning in project implementation. The chapter entails: research design, target population, the sample and sampling procedure, data collection instruments, data collection procedures, pilot study, data analysis and interpretation.

#### 3.2 Research Design.

This study adopted a descriptive survey, Kothari, (2014) describes descriptive research is including survey and facts finding inquiries adding that the major purpose of descriptive research is a description of affairs as it exists at present. A descriptive research determines and reports the way things are and attempts to describe such things as possible behavior, attitudes, values and characteristics, Mugenda & Mugenda, (2013). The primary use of descriptive statistics is to describe information or data using numbers (create a number of pictures of the information). The characteristics of groups of numbers representing information or data are called descriptive statistics.

#### 3.3 Target Population.

A target population can be defined as the specific population about which information is gathered. According to Kothari (2014), a population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated. The target population comprised of 58 employees in KenGen, Murang'a branch engaged in implementation of public projects. The respondents were drawn from the company's list of employees. Electricity Generating Company, which according to the Human Resource Department of the Company was 58 employees at that time.

#### 3.4 Sample Size and Sampling Procedure.

A sample size is a subset of the total population that is used to give the general views of the target population (Kothari, 2004). The sample size for this study was 35 respondents drawn from the target population of 58 from KenGen Murang'a branch. This represent 60 percent of the population, based on Mugenda and Mugenda's (2003) the sample size of 30% is

enough to represent the population. Determination of the sample size was important to the researcher since it is useful to bringing out credible representation of the population.

The study adopted stratified random sampling to obtain respondents from the departments; supply Chain department, Finance department, Operations management department, Administration department and security and integrity department. Whereby, the numbers were assigned to an element that was written on small pieces of paper (ballot) and folded to conceal them. They were placed in a container that was properly shuffled, after that, a paper was picked randomly. The number on the picked ballot was recoded.

The main aim of sampling technique or procedure was to obtain a sizeable number of objects, events, subjects and cases that represented the target population (Savin-Baden and Major, 2013). By using (Nassiuma, 2001) formula:

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

Where by:

n- Sample

N- Population

C- Coefficient of Variation

e- Level of Precision

With confidence level of 95%, coefficient of variation of 0.5 and precision level of 5%. This research adopted a stratified random sampling technique in selecting the sample. The sample size is indicated in the table that follows:

Total sample for the whole population of KenGen was 35

**Table 3.1: Sample size**

<b>Departments:</b>	<b>Population</b>	<b>Sample size</b>	<b>%</b>
Supply Chain department	12	7	20.0
Finance department	7	4	11.4
Operations management department	8	5	14.3
Administration department	11	7	20.0
security and integrity department	20	12	34.3
<b>Total</b>	<b>58</b>	<b>35</b>	<b>100.0</b>

The numbers were assigned elements that were written on small ballot papers and folded to conceal them in order to be picked by the respondents from the stratum. They were placed in a bucket and were properly shuffled, after that a ballot paper was picked randomly by the population of targeted Departments. The number on the picked ballot paper was recorded down. The exercise was repeated until the required sample size was achieved. The technique produced estimates of overall population parameters that were with greater precision and without bias since the number was randomly picked (Mark Saunders, et al, 2009). The use of sampling technique enabled the researcher to save cost, time and energy associated with studying the targeted population (Mark Saunders, et al, 2009). The selected respondents were then issued with questionnaires.

### 3.5 Data Collection Instruments

The study employed both primary and secondary data. Primary data was gathered through questionnaires, whereas secondary data was collected through reports obtained from the company and other Government reports. This was supplemented by the primary data received from questionnaires. The study used questionnaires containing both structured and unstructured questions. Each item in the questionnaire was developed to address a specific objective or research question of the study.

Structured questions were closed-ended questions with a predetermined set of responses from which the respondent chose his or her response. This type of questions made it easy for the researcher to analyze the data and save on time and cost of

the study. Conversely, the study also used unstructured questions. These were open-ended questions, which allowed the respondent to use his/her own words in answering the questions. The respondents were allowed to provide in-depth information to the greatest extent possible based on their knowledge about the issue that was being asked about (Mugenda & Mugenda, 2013).

The questionnaires were self-administered whereby respondents were asked to complete the questionnaires themselves. The questionnaires designed in this study comprised of two sections. The first part covered the demographic and operational characteristics designed to determine fundamental issues including the characteristics of the respondent. The second part focused on the study objectives. Questionnaires were preferred because they were cheap and easier to administer as compared to other methods of collecting data like interview, observation, field studies and other relevant methods.

### 3.6 Data Collection Procedure

These procedures were provided for the collection, processing, analyzing, and reporting data. They were intended to improve the usefulness, timeliness, accuracy, and comparability of data that inform key policy decisions, and describe processes that were to result in high data. The study involved data management by ascertaining whether data was available in the organizations through the examination of available documents and reports. First, the researcher obtained an authorization letter from the University, which clearly indicated the authenticity and the purpose the study was carried. The letter was obtained a fortnight before the commencement of data collection exercise. In any case, any extra authorization letter or document that was to be required was to be sought at that particular time or date. The letter then was to be presented to the relevant energy companies under the study. Upon acceptance and permission being granted, the researcher availed himself for the commencement of the exercise after the shortest time that was available.

The researcher made a call to the company under study himself, in order to meet the targeted population under respondents and be in a position to put clear the aim of the study at the same time to dispel any wrong information (myths, prejudices) that might have been against the study by assurance of confidentiality of the information they were to volunteer to offer and even advised them not to write their names in the questionnaires. The researcher immediately proceeded to administer the questionnaires and collected them immediately after they were being filled, in order to minimize cases of unanswered questionnaires. However, a few questionnaires were collected latter under special circumstances through special arrangements. This exercise of collection of data took five working days (Monday to Friday) in order to accommodate those who required ample time to fill them. Immediately after five days the questionnaires were collected and sorted out for data analysis in order to avoid data tampering.

### 3.7 Pilot Study

Resnick, (2015) a pilot study is a small scale preliminary study conducted in order to evaluate feasibility, time, cost, adverse events and effect of size (statistical variability) in an attempt to predict an appropriate sample size and improve upon the study design prior to the performance of full scale study.

The questionnaire used in this study was pre-tested before actual data collection. The instrument was pre-tested in KenGen Murang'a County branch whereby 10 questionnaires were issued to 10 selected staff members who were excluded from the actual study, were allowed to fill them. A successful pilot study is supposed to use 1-10% of the sample study (Mugenda and Mugenda, 2003). In that view, it aided to highlight shortcomings of the questionnaire that were undetectable during the drafting stage, by doing so appropriate corrections were done.

#### 3.7.1 Validity of the Research Instruments.

Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda & Mugenda, 2013). In other words, validity is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. Validity, according to Csikszentmihalyi and Larson, (2014) is the degree to which a test measures what it purports to measure. Validity was ensured through the data collecting instrument whereby, the researcher shared the information in the questionnaires with the lecturers and colleague students to establish whether the questions were relevant. Then ambiguous questions were discarded and the relevant ones were harmonized to ensure that the questionnaire was valid.

### 3.7.2 Reliability of the Research Instruments.

Kothari (2008) states that an instrument is said to be reliable if it yields consistent results over a period. Test-retest reliability method was used to determine the consistency of the questionnaires that were administered. Pannerselvam (2006) on the other hands states that reliability simply means the extent to which a particular instrument yields consistent results after every repeated trial. This ensured the authenticity of results collected and avoided distortion. To test for internal consistency group of items, the questionnaire was tested using a statistics Cronbach coefficient alpha for the extent they measured or explained the variable. A cut-off of 0.7 was acceptable in assessing reliability for multi-item scales. According to Best & Kahn (2005), a reliability coefficient of 0.7 and above is sufficient for an instrument. Hence, the coefficient obtained lied in this range, the researcher considered the instrument reliable.

### 3.8 Data Analysis and Interpretation

Data obtained from the field in the raw form was difficult to interpret; such data had to be cleaned, coded, keypunched into a computer and analyzed, (Mugenda & Mugenda, 2013). Data collected, was tabulated and analyzed for purposes of clarity, with the aid of SPSS version 24 software. It is a computer program used for statistical analysis and has the ability to handle statistical presentation with an array of formulas for ease of interpretation.

A multivariate regression model was applied to determine the effect of each of the four variables in relation to the project implementation in the energy sector as per the objectives of the study.

The regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Projects Implementation,

$\beta_0$ =Constant Term

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$ = Beta Coefficients,

$X_1$ = Project Resource Technology,

$X_2$ =Project Financial Planning,

$X_3$ = Project Time Planning and

$X_4$ = Human Resource Planning,

$\alpha$  = Error Term

## 4. RESEARCH FINDING AND DISCUSSION

### 4.1 Introduction

The chapter discusses the analysis of data, interpretation and the presentation of the research findings. Data analysis is the process of reducing or summarizing a large amount of collected data to data that addresses the initial proposition of the study (Chandran, 2004). This chapter presents the research findings as related to the research questions that guided the study. The main purpose of the study was to determine effect of resource planning on project implementation in the energy sector in Kenya: a case of KenGEN Company, Murang'a branch. The study emphasized by looking at project technology resource, project financial planning, project time planning and project Human resource planning on their effect on project implementation.

### 4.2 Distribution of Questionnaires and the Return Rate

It is the extent to which the final data sets including all sampled members and worked out as the number of respondents with whom questionnaires are completed and divided by the total number of respondents in the entire sample including non-respondents (Orodho, 2003). The researcher targeted 58 respondents from KenGen Company Murangá branch. However, 35 questionnaires were filled and returned. The rate translated to 100.0% .The response rate was excellent and it was achieved due to the researcher's personal effort of making regular visits to remind the respondents to fill and return the questionnaires. This response rate was sufficient as it was above 30% as agreed by Babbie (2002).



**Table 4.2: Response rate**

	Frequency	Percentage
Completed	35	100%
Not completed	0	0.0%
<b>Total</b>	<b>35</b>	<b>100.0</b>

#### 4.3 Demographic Characteristics of the respondents

This section looked deeper into the background information provided by the respondents in terms of gender, age, level of education, job level, work experience and department of employment.

##### 4.3.1 Gender of the respondents

The study sought to determine the gender of the respondents. The findings are shown in Table 4.5 below.

**Table 4.3: Distribution of respondents by Gender**

	Frequency	Percent
Male	20	57.14%
Female	15	42.86%
<b>Total</b>	<b>35</b>	<b>100.0%</b>

From the findings presented in Table 4.3, 57.14% of the respondents covered in this study were male while 42.86% were female. This indicates that the company followed a third rule of gender equity. Since majority of the respondents were male this might be attributed by the nature of the work done at KenGen Murangá branch.

##### 4.3.2 Age

The researcher requested the respondents to indicate their age bracket. The results are shown in Table below

**Table 4.4: Age**

	Frequency	Percent
Up to 24 years	3	8.6%
25 -35 years	8	22.9%
35 to 45 years	15	42.9%
45 to 55 years	5	14.3%
Over 55 years	4	11.4%
<b>Total</b>	<b>35</b>	<b>100.0%</b>

The above table presents the distribution of respondents based on their age. The findings shows that majority (42.9%) of respondents indicated that they were aged between 35 to 45 years. The table also states that 22.9% were aged between 25 to 35 years, 14.3% aged between 45 to 55 years while some (8.6%) stated that they were aged below 24 years. The findings implied that majority of employees are old enough to understand the company's activities, the researcher therefore, anticipated that the findings were to be reliable.

##### 4.3.3 Education Level

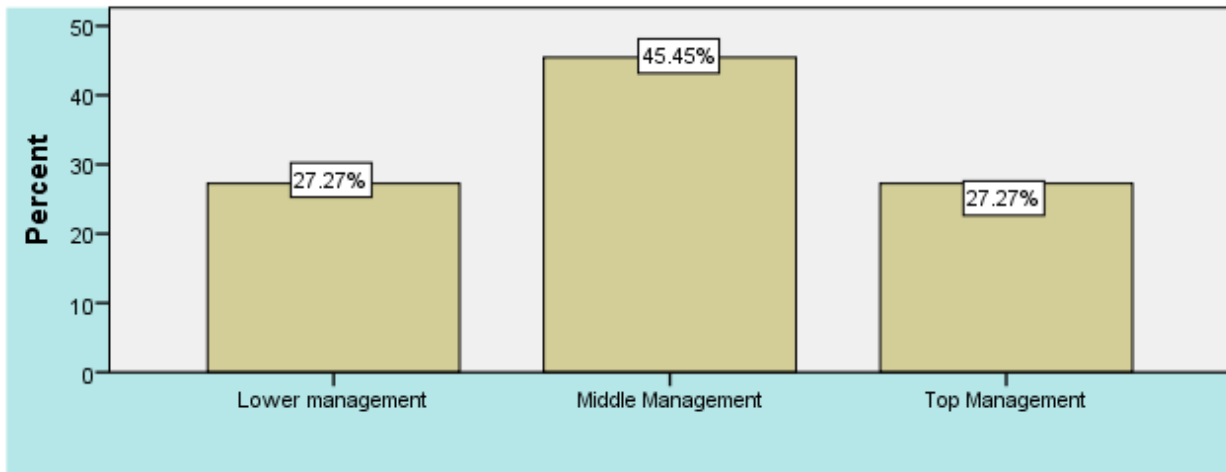
The respondents were asked to indicate their education level; the findings are shown in the table below:

**Table 4.5: Education level**

	Frequency	Percent
KCSE	3	.57%
Certificate	7	20.00%
Diploma	7	20.00%
Bachelor's degree	15	42.86%
Postgraduate degree	3	8.57%
<b>Total</b>	<b>35</b>	<b>100.00%</b>

Table above shows the distribution of the respondents by their education level, the majority (42.86%) of respondents had attained Bachelor's degree, and 20.00% had attained Certificate and Diploma while 8.57% had Postgraduate degree. This indicated that most respondents were educated therefore, information obtained was reliable. Also it implied that there were diversified ideas and views in the KenGen Murangá company branch.

#### 4.3.4 Job Level

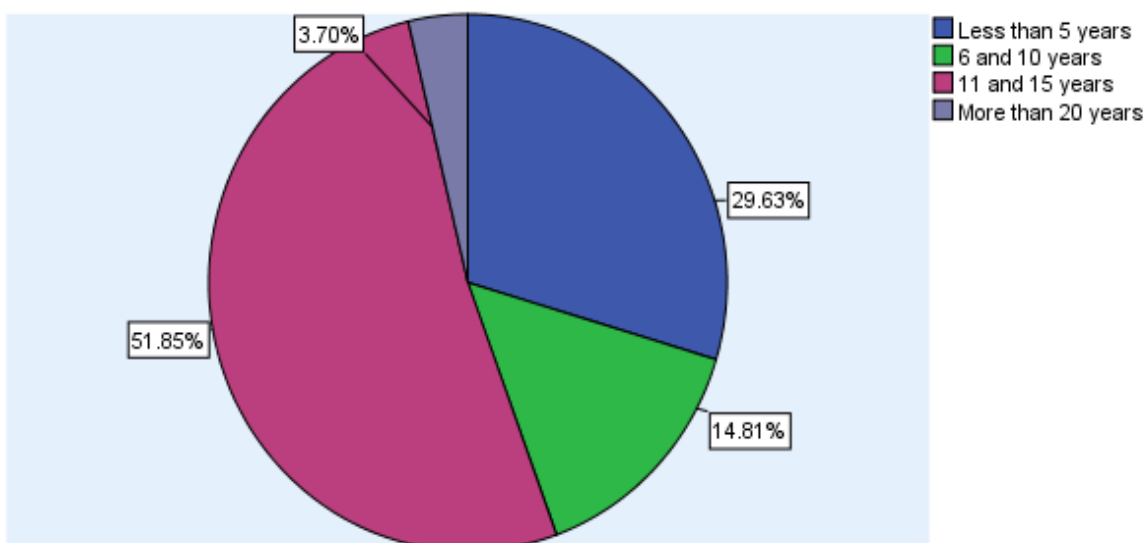


**Figure 4.2: Job Level**

Figure 4.2 presents the respondents distribution based on the job level. The findings show that most participants (45.45%) were working in the middle management while 27.27% were from lower and top management. This finding implied that the respondents had inner understanding of issues about the company. The middle and lower level workers were many because they are involved directly in the implementation of the project as top managers who are a few are involved directly in strategic planning and decision-making processes in project implementation and management in general.

#### 4.3.5 Work Experience

The study also aimed to assess the work experience of the respondents; their responses were as shown below:



**Figure 4.3: Experience**

The Figure 4.3 shows the respondents' distribution based on their years of experience. Majority (51.85%) indicated that they had worked in the company for a period between 11 to 15 years. The findings also indicated that (29.63%) had worked for less than five years, 14.81% had worked for 6 to 10 years. The findings shows that the employees had worked in the company for at least five years, implying that they had enough knowledge about the company's activities.

Adequate experience is likely to improve project implementation in the KenGen Murangá branch. This aligns with the agency theory that affirms that many factors that had propelled project team performance were from the human side Misangyi and Acharya, (2014). Among the factors include conflict management and problem solving techniques in an organization, which are important determinants of the project implementation to completion. Employees' experience coupled with skills promotes a climate of active participation and minimal dysfunctional conflicts which creates an atmosphere of consistency, proper articulation of expectations and trust in an organization (Mullay's, 2004). This will make departments to make decisions that will maximize value for the company, (Lunerburg, 2010).

Despite the fact that majority of the respondents were of the view that appointments were based on merit through the experience and qualifications, there were dissenting opinions, that some employees were promoted through patronage which may hinder project implementation process. In a research study carried out by Blunt, Turner & Lindroth, (2012) on how patronage networks operates in sub-national governments in Indonesia. It found out that, patronage had a negative effect on the quality and quantity of service delivery. It also, presented a challenge to social justice.

If promotions are not based on merit through the experience one has gained over a period over time. The workers will feel being discriminated for promotions they deserved, apathy will creep in and project implementation process will face challenges. Therefore, it's good to involve workers based on merit through the experience they have acquired in the company.

#### 4.3.6 Department of employment

The researcher sought to ask the respondent's department, the findings are as shown in the figure below:

**Table 4.6: Department**

Department	KenGen (%)
Supply Chain	27.78
Finance	11.10
Operations Management	16.72
Administration	11.10
Security & Integrity	33.30
<b>TOTAL</b>	<b>100.00</b>

The table 4.6 presents the respondent's department whereby majority (33.30%) respondents were from security and integrity department, 27.78% was from supply chain department, 16.72% from operations management department. The findings also show that 11.10% were from Finance and administration departments each. The respondents were equally distributed from all the departments; this implies that the researcher captured the necessary information that was relevant in making the conclusion.

These findings agreed with the study findings carried out by Jepkeitany and Kwasira (2015) on the influence of human experience and competency in project implementation that gave recommendations that companies should have keen attention of the technical skills of the project officers through a vigorous recruitment exercise, in service courses like professional seminars, conferences and in house trainings.

Also the research findings concurs with those of (Kouwenhoven, Howie & Plomp, 2003), which states that for effective management and efficient running of the project, policy makers must have core skills and competencies in relation to the field of their involvement in order the company to achieve the intended goal through the laid down objectives. In the third world countries, the top policy makers have been blamed of making poor policies which are impractical in their execution.

The findings show that 16.72% of the workforce worked under operational management and therefore, they were inadequate which is likely to have an effect on project implementation process at KenGen Murangá branch. This is

against the theory of Resource Based View theory which states that departments should make decisions that maximize the profits through the available scarce resources. The inadequate workforce should be equipped thoroughly with the right skills through regular refresher courses in order to achieve the company's goal (Lunerburg, 2010).

#### 4.4 Resource Technology

The first objective of the study sought to determine the effect of resource technology on project implementation. This was pursued by use of structured questions and the possible responses were structured as follows: 1= strongly agrees, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree, the findings were presented in Tables below:

**Table 4.7: Resource Technology**

Statements on Resource Technology	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Resource technology affects coordination and control of project implementation	0%	10%	30%	20%	40%
The degree of implementation of the project is affected by how the resource technology available.	0%	10%	30%	25%	35%
The way in which resource technology planning is done has a bearing effect on the goals of the entire project	0%	0%	0%	40%	50%
Strategically managing the resource technology during project implementation improves the quality of the whole project	10%	10%	20%	20%	40%
Monitoring the project strategically by use of technology ensures terms and conditions are adhered to and have an effect to the success of project implementation in a positive way.	10%	10%	0%	20%	60%

The above table presents the employees responses based on the effects of Resource Technology on the project implementation. Majority (40%, 35% and 50%) of the participants strongly agreed that resource technology planning had an effect on coordination and control of project implementation. The degree of implementation of the project was affected by how the resource technology available strategically and the way in which resource technology planning was done, had a bearing on the goals of the entire project respectively. The findings also shows that (40% and 60%) strongly agreed that strategically managing the resources technology during project implementation improved the quality of the whole project and Monitoring the project strategically ensured terms and conditions were adhered to and had an effect on the success of project implementation in a positive way respectively.

The findings therefore, agreed with the views by Marcelino-Sádaba and Villanueva, (2014), that company's records improved project implementation once they effectively embrace resource technology.

Cassidy, (2016), in his studies confirms that the essence of application of a modern technology is to build a strong enough market position and an organization capable to produce successful performance despite unforeseeable events, potent competitive and internal difficulties.

#### 4.5 Financial Planning

The second objective of the study sought to determine the effect of financial planning on the project implementation. This was pursued by use of structured questions and the possible responses were structured as follows: 1 represented strongly agrees, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree, the findings were presented in Tables below:

Table 4.8: *Financial Planning*

Statement on financial planning	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our organization invest enough time for collecting cash	5%	5%	30%	40%	30%
Inventory conversion period taken by our organization is short	10%	10%	10%	50%	20%
Shortest time is dedicated towards payment of creditors	30%	10%	10%	20%	30%
Significant benefits to the project implementation are made as a results from efficient financial management	10%	20%	20%	20%	30%
Completing projects on time is due to proper Financial management	10%	20%	10%	20%	40%
Quality objectives are attained as a result of adequate funds that are invested in project implementation	0%	20%	10%	20%	50%

The table above shows the employee's response based on the effects of financial planning on the project implementation. Majority (40% and 50%) agreed that the organization invested enough time for collecting cash and inventory conversion period taken by their organization was short respectively. The table also shows that majority (30%) of employees strongly agreed that shortest time was dedicated towards payment of creditors and significant benefits to the project implementation were made as results from efficient financial management respectively. The findings also shows that majority of respondents (40% and 50%) of the employees strongly agreed that completing projects on time was due to proper financial management and Quality objectives were attained as a result of adequate funds that were invested in project implementation respectively.

The study agrees with studies of pecking order theory by Mir and Pinnington, (2014), that there is a big relationship between financial planning practices and project implementation. Together with Resource Based Views as the theories that help in explaining business project implementation. Therefore, the study confirmed that effective financial planning practices had a positive effect on project implementation.

#### 4.6 Project Time Planning

The third objective of the study sought to determine the effect of project time planning on the project implementation. This was pursued by use of structured questions and the possible responses were structured as follows: 1 represented strongly agrees, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree, the findings were presented in Tables below:

Table 4.9: *Project Time Planning*

Statement on project time planning	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
When handling projects in our organization, timescale and sequence of activities is done aiding setting of goals in time	10%	10%	10%	40%	30%
Having timescale and sequence of activities helps in proper time management of project by prioritizing main events.	10%	20%	0%	50%	20%



Project scheduling reduces the general cost of the project	0%	0%	10%	30%	60%
Quality of the project is affected positively by the project scheduling	0%	0%	20%	10%	70%
Our organization uses Gantt charts, PERT and critical path methods in project scheduling to guide completion on time	0%	60%	10%	20%	10%

The findings from the table shows that majority (40% and 50%) of the respondents agreed that when handling projects in their organization, timescale and sequence of activities was done aiding setting of goals in time and having timescale and sequence of activities helped proper time management of project by prioritizing main events respectively. The findings also show that most employees (60% and 70%) strongly agreed that Project scheduling reduced the general cost of the project and the Quality of the projects was affected positively by the project scheduling correspondently. It was clear that employees agreed to the statement that their organization used Gantt charts, PERT and critical path methods in project scheduling to guide completion of projects on time which represented by 70% of the total population sampled.

The above findings concurs with the studies carried out by Gallos, (2014), that there was need for continuous learning , application of new strategies through research, development and growth taking into consideration the value and essence of time.

Therefore, the study concludes that project time is tied to every activity in the form of project implementation and projects should be completed through priority, (Scott & Davis, 2015).

#### 4.7 Human Resource Planning

The study sought to determine effect of Human Resource Planning on the project implementation. The employees were asked to indicate their level of agreement based on the Human Resource Planning statements; 1 represented strongly agrees, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree, the findings were presented in Tables below:

**Table 4.10: Human Resource Planning**

Statement on human resource planning	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
When handling projects in our organization, teamwork is well coordinated and observed	10%	20%	40%	20%	10%
Having duty rotter and sequence of activities helps job or duty rotation during project implementation	0%	10%	20%	55%	15%
Our organization uses laid down mechanism to solve any crisis whenever it occurs	10%	10%	20%	35%	25%
Well elaborate compensation plan boost working morale of staff before, during and after project implantation	0%	0%	20%	30%	50%
Our organization uses performance recognition to award promotions, sponsorship	0%	30%	10%	20%	40%

The table above shows that majority (40%) were neutral on the statement on projects in their organization that teamwork was well coordinated and observed. While (55% and 35%) greed that having duty rotter and sequence of activities helped job or duty rotation during project implementation and their organization used laid down mechanism to solve any crisis whenever it occurred respectively. The table further indicates that (50% and 40%) of total population sampled strongly agreed that the company had a well elaborate compensation plan that boosted working morale of staff before, during and after project implantation and the organization used performance recognition to award promotions and sponsorship.

The research study disagree with Armstrong & Taylor, (2014) studies of considering Human Resource planning on project implementation as `black box` that is lack of clarity as to `` what exactly leads to what.``

Therefore, the study will be in support with other studies of Hoch & Dulebohn, (2013) and Ram and Tagg, (2014), on Human Resource Management on project implementation that agreed that performance is achieved through the people in an organization. The studies also, agrees with the work of Philips and Philips, (2016), that examined the effect of Human Resource planning and corporate turnover, profitability and market value found that HR index was significantly related to the gross rate of return on assets.

Therefore, appropriate HR planning policies, processes and strategies are integral part in project implementation.

#### 4.8 Project Implementation

The respondents were asked to rate the extent to which they agreed with the statements regarding project implementation. This was followed by the use of structured questions and the possible responses were structured as follows 1 represented strongly agree, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree, the findings were presented in tables below:

**Table 4.11: Project implementation**

Project implementation Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Completion of projects within stipulated time	30%	10%	10%	10%	40%
Projects completed within cost estimates	20%	10%	10%	10%	50%
Quality completion of projects	20%	10%	5%	5%	60%

The table 4.11 indicates that majority (40%, 50% and 60%) of the respondents strongly agreed that the projects were completed within the stipulated time, within Projects cost estimates and Quality of proposed projects respectively. This implied that the project management team was keen in implementing the project.

#### 4.9 Regression

This section presents a summary of regression analysis between the independent variables including resource technology, financial planning, project time planning and human resource planning and the dependent variable namely the project implementation.

**Table 4.12: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 <sup>a</sup>	.456	0.645	.123

a. Predictors: (Constant), resource technology, financial planning, project time planning and human resource planning.

From the model summary above the *R*, value represents the level of association where *R* is 0.675, which indicates a strong positive association between resource technology, financial planning, and project time planning and human resource planning and project implementation.

**Table 4.13: ANOVA Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	258.284	4	64.571	130.446	.007 <sup>b</sup>
Residual	27.204	55	.495		
Total	285.488	59			

a. Dependent Variable: project implementation

b. Predictors: (Constant), Predictors: (Constant), resource technology, financial planning, project time planning and human resource planning.

The ANOVA table 4.13 indicates that Predictors: (Constant), resource technology, financial planning, project time planning and human resource planning, significantly predict the project implementation as shown by the P value which is <0.05.

**Table 4.14: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	-1.282	.275		-4.664	.000
Resource Technology	.305	.178	-.225	-1.709	.092
Financial Planning	.319	.175	.130	1.826	.072
Project Time Planning	.863	.148	.712	5.838	.010
Human Resource Planning	.765	.074	.463	10.295	.080

a. Dependent Variable: Project Implementation

The Coefficients table 4.14 provides us with a Constant ( $\beta_0$ ) (1.282) and the co-efficient of resource technology variable (.305), financial planning (0.319), project time planning (0.863) and human resource planning (0.765) which helps in formulation of the linear regression equation.

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + E$$

$Y$  = Project Implementation

$\beta_0$  = Intercept

$\beta_1$  = slope of a line of variable 1, resource technology .

$X_1$  = variable 1, resource technology.

$\beta_2$  = Slope of line variable 2, financial planning

$X_2$  = Variable 2, financial planning .

$\beta_3$  = slope of line variable 3, project time planning .

$X_3$  = variable 3, project time planning.

$\beta_4$  = slope of line variable 4, human resource planning

$X_4$  = variable 4, human resource planning

$\varepsilon$  = error term

$$Y = -1.282 + 0.305X_1 + 0.319X_2 + 0.863X_3 + 0.765X_4$$

The results in table 4.14, shows that project time planning had the most significant positive effect on project implementation. From the above regression model, resource technology, financial planning, project time planning and human resource planning would be 1.282

Through the regression model, the independent variables were optimized to have a feel quantitatively of the effect that they would have on the dependent variable. The findings depict that, while other factors are held constant, a unit increase in resource technology would yield a 0.305 increase in project implementation. A unit increase in financial planning would yield 0.319 in project implementation. A unit increase in project time planning would yield a 0.863 in project implementation. Finally, a unit increase in human resource would yield a 0.765 in project implementation at KenGen Murangá branch.

However, at 5% of significance and 95% level of confidence project technology, financial planning, project time planning and human resource planning had a significance effect on project implementation with p-values of 0.092, 0.072, 0.010, 0.080 respectively and therefore, their coefficients should be retained in the final model.

## 5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

This chapter presents the summary of the findings, conclusions and recommendations by this study. Suggestions for further research are also made at the end of the Chapter.

### 5.2 Summary of the Major Findings

The aim of this research study was to determine effect of resource planning on project implementation in the energy sector. The research focused on effect of resource technology, financial planning, time planning and human resource planning on project implementation in the energy sector in Kenya. A case of KenGen Murangá branch.

In total 35 questionnaires were distributed at KenGen Murangá. The response rate was 100% of which 57.14% were male and 42.86 were females. 42.9 represented the majority of the respondents aged between 35 and 45 years. It was also discovered that 42.86% were bachelor degree holders. The study also found that 45.5% of respondents were working in the middle level management who were the majority. The age between eleven and fifteen composed the highest work experience of 51.85%. At the departmental level security and integrity comprised 31.35%, which was the highest number of employees in the company. Since most of the departments had less than 30% of the work force, it implied the project completion time may be hindered through delay if well measures are not put into place hence negative effect to project implementation in the KenGen Company specifically Murangá branch.

#### 5.2.1 Effect of Resource Technology on Project Implementation

The researcher found out that most employees 40%, 35% and 50% of the employees strongly agreed that Strategic resource planning affected coordination and control of project implementation also, the degree of implementation of the project was affected by how of the resource available strategically and the way in which strategic resource planning was done had a bearing on the goals of the entire project respectively. The study also found out that 40% and 60% that strategically managing the resources during project implementation improved the quality of the whole project and finally, monitoring the project strategically ensured terms and conditions were adhered to which affected the success of project implementation in a positive way respectively.

The study found out that there was a significant relationship between resource technologies on project implementation that contributed to about 30.5% of project implementation at KenGen. This finding goes hand in hand with the conclusion made by Marcelino-Sádaba and Villanueva, (2014), that firm's record improved project implementation once they effectively embraced resource technology. The researchers continued by stating that numerous resources technology implementation processes facilitated the realization of organizational effectiveness. The findings also concur with the study conducted by Peppard and Ward, (2016), indicated that there is a significant relationship between resource technology application and project implementation needs analysis.

#### 5.2.2 Effect of Financial Planning on the Project Implementation

The study found out that most employees believed that financial planning had effect on the project implementation. As such, 40% and 50% agreed that the organization invested enough time for collecting cash and Inventory conversion period taken by their organization was short respectively. The study also shows that 30% of employees strongly agreed that shortest time was dedicated towards payment of creditors and significant benefits to the project implementation were made as results from efficient financial management respectively. The study found out that 40% and 50% of the employees strongly agreed that completing projects on time was due to proper financial management and Quality objectives were attained because of adequate funds that were invested in project implementation respectively.

The researcher found out that there was a significant relationship between financial planning and project implementation and it contributed to 31.9% of project implementation. This finding was similar to the conclusion made by Mir and Pinnington, (2014) who conducted a study on establish the relationship between financial planning practices and business project implementation in western Uganda. The study found out that there is a significant relationship between financial planning practices which accounted for 33.8% of the variance in business project performance.

This was contrary to the study conducted by Mathuva (2009) that assessed the effect of working capital management components on corporate profitability by using a sample of 30 firms listed on the Nairobi Stock Exchange (NSE) for the periods 1993 to 2008. The study concluded that there is a highly significant negative relationship between the times the firm it takes to collect cash from their customers.

### 5.2.3 Effect of Project Time planning on the Project Implementation

The researcher found out that most employees 40% and 50% agreed that when handling projects in their organization, timescale and sequence of activities were done aiding setting of goals in time and by having timescale and sequence of activities they helped in proper time management of projects by prioritizing the main events respectively. The study also found out that 60% and 70% strongly agreed that Project scheduling reduces the general cost of the project and Quality of the project was affected positively by the project scheduling correspondently. It was clear that employees agreed to the statement that their organization uses Gantt charts, PERT and critical path methods in project scheduling to guide completion on time represented by 70%.

The study also found out that there is a strong relationship between project's time planning on the project implementation, project time planning contributed to 86.3% of project implementation. This finding concurs with the conclusion made by Scott and Davis, (2015), that stated an effective time planning for an organization's project execution, managers as well as employees can decide during planning stage that tasks fall into the categories of essential tasks and this positively affected project implementation.

### 5.2.4 Effect of Human Resource Planning on the Project Implementation

The study found out that 40% employees failed to agree or disagree on the statement when a project in their organization whether teamwork was well coordinated and observed. Although 55% and 35% agreed that having duty rotter and sequence of activities helped job or duty rotation during project implementation and the company used the laid down mechanism to solve any crisis whenever it occurred respectively. The researcher further found out that 50% and 40% of employees strongly agreed that the company had a well elaborate compensation plan that boosted working morale of staff before, during and after project implantation and the organization used performance recognition to award promotions and sponsorship.

The researcher also found out that there was a significant relationship between human resources planning on the project implementation, which contributed to about 76.5% to project implementation at KenGen Murangá branch.

This was similar to the study conducted by Leigh and Blakely, (2016) examining the effect of Human Resource planning on turnover and project implementation among a sample of firms in New Zealand noted that HR practices had an impact on turnover and that the relationship between retention and productivity was positive when firms implemented effective Human Resource planning. This was supported by the study done by Ramasamy, (2015) innovative firms treat HRM practices as the organization's strategy to encourage team responsibilities, enhance organizational culture, and influencing the project implementation.

## 5.3 Conclusions

On resource technology, the study concludes that, the company has the technology in place that is well defined to cater for the needs of the company at all times. However, from the findings, the resource technology that was employed in the company needs to be updated and incorporated in project scheduling, budgeting, procurement and monitoring the recruitment process. The project resource technology employed therefore can be concluded that it was functional but lacked modernization.

Financial planning was done as expected as the financial department had enough workforce that was competent and up to the task. This facilitated timely collection of cash, inventory conversion was short and the time the company took to pay its creditors was short but lacked elaborate framework.

Under Project time planning, it was established that project scheduling had a huge role to play in project implementation. Through the use of critical scheduling tools like Gantt charts and PERT models had an impeccable role on implementation of projects by guaranteeing their success. The Gantt charts and PERT models ensured, there was prioritization of projects, setting of goals on time and completion of projects as stipulated in the project schedules.



Finally, human resource planning in an organization was paramount in project implementation. The research study established that the company had a competent workforce with the required skills, experience and adherence to a third rule of gender representation which enhanced teamwork during project implementation. Job rotation was also observed amongst the staff members within same departments. Finally, compensation plan was in place which was elaborate and each and every employee was aware of it hence promoted their morale.

#### 5.4 Recommendations

The research study established that resource planning has a great effect on project implementation, hence there is need to be monitored in a more appropriate and used in an efficient way for the realization of an endeavor to be implemented successfully. KenGen resources needs to be effectively utilized to enable more projects completed without any wastage.

The resource technology, that is needed to be applied in order to guarantee efficiency, faster and easier completion of projects should be an updated one. Financial planning, project time planning and human resource planning should be monitored and evaluated by using the latest technology that should be employed by KenGen hence efficiency to be realized in project implementation.

Financial planning had a significant effect on project implementation. The researcher, therefore, recommends that the stakeholders should have a good financial planning framework that will positively influence the project implementation.

Project time planning through Gantt and PERT models needs to be enhanced and adhered to strictly in order to have project on course as stipulated from the onset. Human resource planning influenced highly the project implementation at KenGen Murangá branch. A good human resource planning will guarantee right knowledge, skills, experience and attitudes to be deployed at the rightful positions, which will improve the project implementation as there will be high motivation.

#### 5.5 Suggestions for Further Research

The study has determined effect of resource planning on the project implementation in energy sector in Kenya: A case of KenGEN Company Murangá branch. The researcher feels the facts obtained in this particular branch cannot be used to generalize the entire KenGen and therefore, proposes further research studies to be done in other branches on the similar topic.

To this end, this research study recommends further studies to be carried out to investigate the factors affecting project implementation in the energy sector in Kenya. Moreover, a more detailed study should be carried out to investigate the level of performance of project implementation in other companies in Kenya. Role of strategic resource planning in projects implementation in other energy companies in Kenya. Effect of an organization's culture in project implementation.

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