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Abstract

The general objective of this study was to examine the effect of investment strategies on the performance of pension fund projects, specifically focusing on project planning practices and the performance of housing projects constructed by Rwanda Social Security Board (RSSB). The study was anchored in systems theory of change, agency theory, the theory of planning, and stewardship theory, which were linked to the study variables. Both descriptive and correlational research designs were employed to establish an effective sample size for the research variables. The target population consisted of 148 individuals, and a sample size of 109 respondents was determined using the Yamane formula. Simple random and purposive sampling methods were used for recruitment. To ensure the validity and reliability of the data, this study utilized primary data obtained through pilot-tested questionnaires. The collected data was analyzed using descriptive statistics and inferential statistics. SPSS software was utilized for data analysis. The results for the first objective indicated that 56 (53.8%) respondents accepted that RSSB has an adequate number of personnel. Additionally, 60.6% agreed on the effectiveness of the training programs, and 78.8% agreed on the cost of human resource utilization. Results for the second objective showed that 65.7% strongly agreed that RSSB has an approved budget, and 73.1% agreed with forecasted expenses. The third objective's findings revealed that 68.3% agreed with order placement, 76.0% agreed with the availability of the right materials, and 64.4% agreed with project scope. Positive correlations were found between order placement and project quality management (r=0.711, p-value=0.000), time management (r=0.701, p-value=0.00), and cost management (r=0.885, p-value=0.000). Regarding the fourth objective, positive correlations were observed between project time targets and project quality management (r=0.798, p-value=0.000), time management (r=0.793, p-value=0.00), and cost management (r=0.740, p-value=0.000). Results for the project implementation stage indicated a positive association with project quality management (r=0.425, p-value=0.000), time management (r=0.450, p-value=0.000), and cost management (r=0.267, p-value=0.00). Based on the findings, the study recommends that senior staff establish effective project planning practices by involving all stakeholders in the planning process. It is also recommended that RSSB staff members improve project team management to enhance the performance of house construction projects undertaken by RSSB. Future research should be conducted on project implementation practices in different sectors of study.

Keywords: *Human resource planning, financial resource planning, material usage planning, time management, performance, housing projects, Rwanda Social Security Board (RSSB)*

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1.0 Background of the Study

Globally, the performance of a project is determined by personal capabilities as well as skills of the available potential leaders than a mere understanding of the projects' constraints (Williams, 2014). The need for effective project management has called for a better project management approach that consider human capital and leadership skill as necessary tools in project management (Nyandika & Ngugi, 2014). Project performance and success in terms of effectiveness measures revealed five major component factors: Customer Satisfaction, Learning and Exploitation, Stakeholder Objectives, User Satisfaction and Operational Assurance (Ofori, 2013). The indicators of proper project performance include; aligning project outcomes with customer needs expectations and specifications (Pitts, *et al.*, 2012). According to Lisa (2013) other measures of project performance includes; project completed according to desired specifications, completion of project using the specified budget and completion of project within the promised schedule of time. The project performance relies heavily upon on key indicators such as time taken to complete, meeting the standards set by varies authorities (Ruuska, 2016). The current study will use quality management, cost management and completion time as the measures of project performance.

Project planning is the process in which schedules, workforce, milestones, equipment, as well as budget estimates are specified otherwise estimating the time, cost, effort and employees' resources required in the execution of the project (Selaru, 2012). It is the project resources systematic arrangement in the best way to attain objective of the project (Serrador, 2013). It can also be described as one of the essential tools that stakeholders utilize to make sure that projects are successful (Simeone, 2014). It can as well be described as the process in which project objectives are defined, project framework determined, while methods, tactics, targets strategies, and deadlines are set to attain the set objectives while communicating the same to the relevant stakeholders. Nowadays, Human Resource Management Practices (HRMP) is being renewed within organizations and steadily affirming its strategic role. HRMP are one area, which influences intention of employees to leave, job satisfaction levels and organizational commitment hence affecting the performance of a project (Turner & Muller, 2015).

Project time planning practices includes all planning procedures necessary for timely project completion. According to Vicent and Denis (2014) the planning processes in time knowledge area are activity definition, activity sequencing, schedule development, activity duration estimating and resource estimating of the activity. Previously developed work-breakdown structure (WBS) guide the development of time schedules. The process of activity resource estimation encompasses determination of what resources are needed as well as the quantity of each resource that will be used in the project. Needed resources may be material, equipment and personnel hence material planning practices. The process as well includes determination of when each resource will be available to the project especially the material used in the project (Project Management Body of Knowledge, 2014). Generally, there are two resource estimation methods; bottom-up and top-down. The projects' higher management conducts it and it is founded on experience from projects, which are similar. The bottom-up method, which involves each definite work classification in the process, is also called qualitative based estimations.

Cost planning aims at completing the project within the approved budget. (Project Management Body of Knowledge, 2014). Budgets in projects are very important as they influence all areas in both planning and execution. When a budget for a project is professional developed, project costs are controlled it aids in development of a sound and well-functioning cash flow. The estimation of cost ought to be centered on the scope of the project, the WBS and be linked to the plan of the project. Wambua (2013) reported that due to the presence of several factors of uncertainty in a project, a reserve cost could be assigned to activities with a low work packages level. Project developments must include consideration of goal measurement methods and financial planning practices. Some processes of planning include this step; other planning processes leave this question to be attended to by a separate process.

1.1 Problem Statement

The performance of pension fund project in Rwanda has continued to portray an unimpressive trend over the years, falling short of industry expectations. A survey conducted by the Zamara group revealed that pension funds' overall returns stood at 1.9% of total investments in 2015, a decrease from 8.6% in 2014. However, returns increased in 2016, where pension fund investments yielded 4.2%. The returns in 2017 and 2018 were 2.5% and 3.8%, respectively. While most of the project managers utilize most of their time figuring out how to meet the objectives of the projects they are carrying out, most of these projects within Rwanda are not completed within the stipulated time. The main challenges experienced in this delay being human capital and financial resources (Kennedy, 2016). A study by Pearce and Robinson (2013) on influence of project planning on projects performance found that there is a positive correlation between project planning and project performance and that the study recommended that firms should plan for projects resources to ensure that they get an edge over competitors' as well enabling survival in the end. Time spend on planning helps increase chances of success for the project while lessening risks associated with the project (Wang & Gibson, 2012). Other researchers on the effects of project planning practices on project performance such as Morris P.W.G (2010), Terry Cooke- Davies (2014), Lianying Zhang, Weijie Fan (2013), found that scanty planning and analysis leads to a failed project while good planning increases the chances of success of the project.

However, there is scanty of empirical studies on the effects of project planning practices on project performance in Rwanda. For the last five years, several plans on how the city's infrastructure projects and most important how the house can be decongested have been mooted and laws created, but less than 10 projects have been actualized. Competing interests, duplication of roles, endless planning and grandstanding by stakeholders are standing in the way of an efficient housing projects and poorly constructed infrastructures. This study sought to bridge this gap by determining effects of project planning practices on construction projects performance in Rwanda with reference to the Rwanda Social Security Board (RSSB). It focused on the effect of human resource planning, financial resource planning, material usage planning, and time management.

1.2 Research Objectives

i. To assess the effect of human resource planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB).
ii. To find out the effect of financial resource planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB).
iii. To ascertain the effect of material usage planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB).
iv. To establish the effect of time management on performance of housing projects constructed by Rwanda Social Security Board (RSSB)

2.0 Literature Review

The literature review is presented in sections (empirical literature, theoretical framework and conceptual framework)

2.1 Empirical Literature

Abu -Hanieh, *et al*., (2013). studied the determinants of labor productivity in project performance. Descriptive analysis was used and the study targeted employees of various projects. The study found a positive association between planning of HR and project performance. The study recommended that organizations should put in place worker involvement program, which will enable workers with opportunities to reflect their own work experiences and attitudes, and their own hopes for the future. The study concentrated only on the human inputs but non-human inputs in a project such as finance and material planning were not factored in this study. The impact of other practices of HR (selection, training, technical expertise, leadership and management style) and project performance participation of 190 US Petro-chemical refineries have been studied (Adera, 2013). The findings from this study confirmed that there is a direct relationship between selection, training, leadership and management styles with motivation of employees.

Antivik and Sjoholn (2013) investigated effect of cost in project success. The research was a census and revealed that cost estimation in project is grounded on project scope, Work Breakdown Structure and associated with project plan. The study argued that for project to attain correct estimation, people would be determined relying on specific activities.According to PMBOK (2014) using a descriptive research design discovered that project cost planning practices, (cost budgeting, estimation and project success). For this research, cost design were pertinent to achieve a given project in a project cost planning. The project is pertinent and had effect in all project phases. The research proposed that it is pertinent to preserve track of cost for different phases and total cost in project. Therefore, the work did not indicate how the association strength between project cost planning and project or program performance.

Antvik and Sjöholm (2013) studied the impact of cost in project performance. The study was a census. The study found that estimation of cost ought to be grounded on the scope of the project, the WBS and be linked to the plan of the project. The study also found that for the project to reach a correct estimation, the cost of individual activities must be estimated based on the specific activity conditions. Due to the various factors of uncertainty in a project, it is wise to reserve some cost dedicated to activities with high risk and a low level

of detailed information. PMBOK (2014) investigated the influence of cost planning on project performance. This study utilized a descriptive research design. The respondents of the study were project managers. The study found that project cost planning practices, which includes the cost budgeting as well as cost estimating process, affects project performance. According to the study, cost-planning practices are essential to complete a given project within the agreed budget. The project's budget is crucial, and it has an influence in all areas in both projects planning as well as implementation. The study recommended that it is crucial to keep track of expenses for various work packages and total costs in a project.

Kress (2014) studied the effects of material planning on project performance through a survey design of selected constructions firms. The study targeted construction projects not completed in time in London. The study found that the project management primary objective is to meet otherwise surpass the material usage sponsors anticipation of the project. According to the study these anticipations are usually expressed within 3 groupings; a given project generates preferred result with minimum defects. Cost: A given project generates preferred result for the expected cost Schedule: A given project generates the preferred result within the expected period. However, the study did not consider many forces intervening and attempting to push projects off target. Telsang (2014) studied project planning process and its effect on performance of the project. Descriptive research design was used. This study targeted projects in India. The study found that planning gives a definition of the actions as well as activities, targets of cost and time, and milestones of performance, which will bring about successful project implementation as well as project objectives achievement. The study also found that the plan must make an indication of the human resources, equipment, materials, facilities, as well as other resources that are essential to ensure project completion.

Lloyd (2013) studied time planning functions effects on performance of the project. The study was a survey of construction projects. The study targeted projects not completed in time and the respondents were project managers and sponsors. The study found that function is defined as the prior planning of the project at any time based on present certainties as well as revised prospects. The study also found that this is reasonable since the constraints as well as even objectives of the project can change during the process of implementation. It is not easy and sometimes not possible at all to detect deviance from plans. It could be on this preface assert that; planning ought to be thorough to make control achievable, since it loses promptly its worth if nonconformity from it can't be revealed as well as amended promptly.

2.2 Theoretical Framework

Theoretical framework consists in providing information on relevant theories used in conducting any study. The present research adopted theory of planning, theory of change, agency theory and Stewardship Theory.

2.2.1 Planning Theory

Planning Theory is defined in the context of various processes encapsulated in the project management book guide. According to Alabi *et al* (2019) planning processes include scope, resource, cost, budget and risk. As a result, any project must be achieved in their framework of implementation. The most pertinent skeleton of any project is the planning phase.

Planning model is pertinent in the field of project management in order to establish factors influencing success and results of any project. Through the consideration that translation of a plan into practices is the process of achieving results (Bourne & Walker, 2016). Planning theory in project was relevant to the present study through the identification of prominent determinant of scope development and other change as planned, copying with them based on the ultimate project design with the reduction or alleviation of negative effects. Therefore, it was pertinent that each adjustment or variation should be exposed to the formal revision and endorsement processes that take into consideration cost and effects but also quality determination and principle. Therefore, planning theory was relevant since it was intended to help students navigate the complexities of planning practice by developing their sensitivities to particular issues and values, which can offer a helpful point of departure when planners have to take difficult decisions.

2.2.2 Agency Theory

Jensen and Meckling advanced this theory, it emphasized on the effect that managerial decisions have on performance of organizations. This theory reports that, in some cases, the agent may act contrary to the principal's ultimate interest, majorly when both parties are utility maximizers (Panda & Leepsa, 2017). The theory establishes that when control in the institution is different, the managers may become self-centered and self-indulgent, with minimal attention paid to the shareholders' interests (Rashid, 2015). Panda and Leepsa (2017) criticizes the theory as one that pursues lawful consensus between principal and the agent for a limited or unrestricted duration which is not certain. This theory was appropriate for the study and it underpinned the medium-term investments variable. The theory associates itself with scenarios whereby a party (agent) is engaged by a different party (principal) to take actions on its behalf. Comparatively, defined contribution pension funds in Rwanda are mandated to make investment decisions and take actions on behalf of the pensioners. The principal is required to be knowledgeable on the agent's actions to make it easier to mitigate agency opportunism as it binds him (the agent) to act and behave in favor of the principal's interests. This theory is significant in managing projects and it indeed emphasizes on the need of taking the interest of the stakeholder in all management decision of the projects. Agency theory is applicable to the study in that it supports the works of project managers in ensuring that resources such as time, finance, human and materials are utilized to the best interest of the citizens/beneficiaries.

2.2.3 Theory of Change

Theory of change is helpful in clarifying results and describing techniques to copy with unfavorable social phenomenon. This model pertinent in designing and focusing on the planning framework in initial phase of designing not of execution phase (Serrador, 2013). The pertinent stakeholders, anticipations, expected results and some key parameters are accessible as a basis for the planning practices. As this model improves awareness of beneficiaries and stakeholders, this help in using planned deliverables and outcomes and improve the effect awareness. This approach help stakeholders to consider a wide range of services, observing at the issue the project is responding, the larger situation and adjustment in correlations with stakeholders and unplanned results. Theory of Change is described as an explanatory means of how all components are necessary to meet expected outcomes for

any project. This is a combination of components like results, achievement and requirements contained in a graphical presentation (Williams, 2014).In this study, the theory of change relevant was very relevant because it has helped the researcher to develop an integrated conceptual framework for impact that brings together the issue context, the research project, intended users and research-into-use strategies. This theory is applicable to the study in that it supports construction firms to first identify the preferred long-term project/goals performance and then work back from these to make out all the conditions (outcomes) that ought to be in place (and how these casually related to one another) for the goals to take place. This may involve ensuring material, time, financial and human resources are used effectively and efficiently.

2.2.4 Stewardship Theory

Stewardship Theory created by Donaldson and Davis is another way of understanding to current relationships between ownership and management of the company. Managers are corporations' good stewards and work diligently to attain high corporate profit levels and returns of their shareholders (Bidabad & Allahyarifard, 2019). his theory concentrates on the Boards' role in giving strategies or advice and looks at managers as trustworthy individuals. The stewardship theory basics are based on social psychology, which focuses on the behavior of executives. Inherent in the role of directors having a fiduciary duty towards the stakeholders, so that they may be trusted and will act as stewards over the resources. Supporters of the stewardship theory agree that managers are more concerned with superior performance as they strive to maximize shareholders profits. The explanation behind this is that managers understand the business better and make superior decisions as they run it on an everyday basis as compared to the directors who are more of outsiders (Bourne &Walker, 2016). It has been noted that where the wealth of a shareholder is maximized, the utilities of stewards are maximized as well, since organizational success will serve the majority requirements and the stewards will have a mission that is clear (Bushbait & Cunningham, 2012). Therefore, stewardship theory refers to an argument proposed in performance of firms that satisfies the interested parties' requirements resulting in dynamic performance equilibrium for governance that is balanced.

2.3 Conceptual Framework

About conceptual framework, the figure below shows main indicators on which this research is based. The project performance was checked through these indicators.

Independent Variables

Human resource planning
- Number of Personnel
- Type of Training Programs
- Cost on Human Resource utilization.

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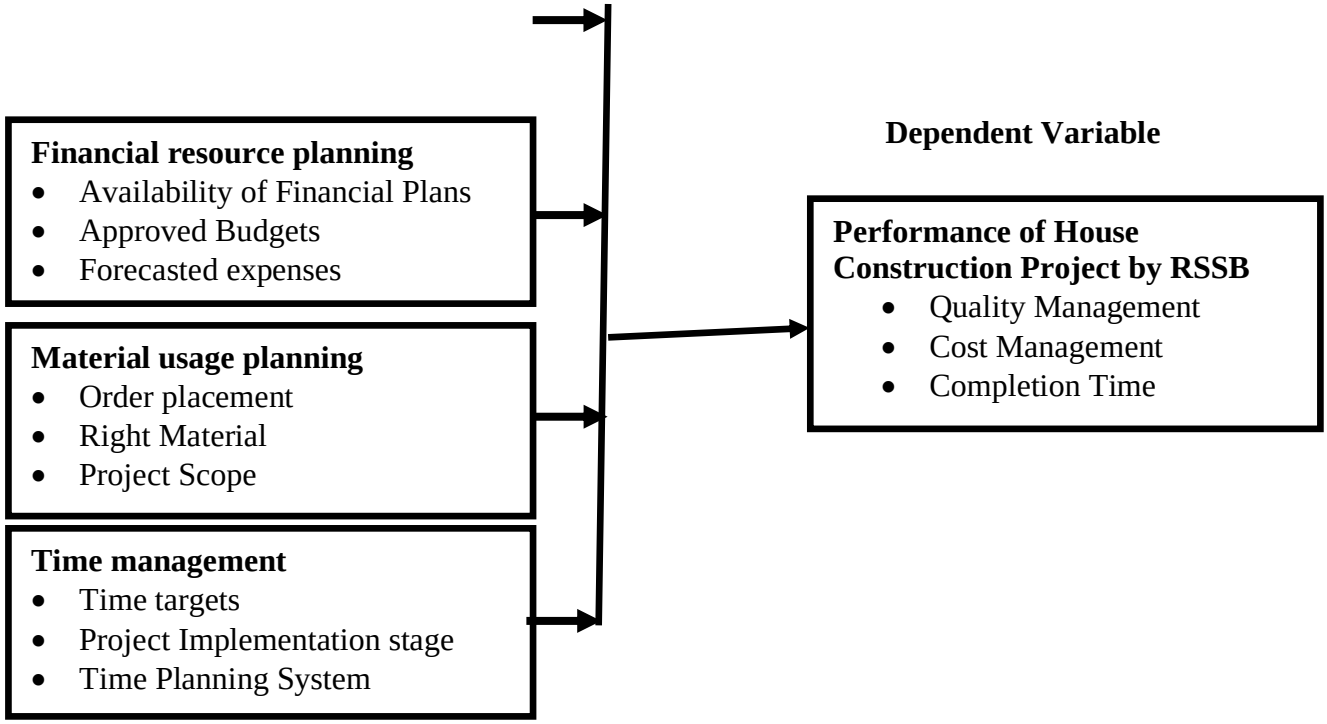

Figure 1: Conceptual Framework

Source: Research (2023)

3.0 Research Methodology

The research design for the study incorporated both quantitative and qualitative approaches, specifically using descriptive and correlation research designs. The target population consisted of 148 staff members of the Rwanda Social Security Board (RSSB), including directors, managers, and junior staff. A sample size of 109 staff members was selected using a combination of simple random and purposive sampling techniques. Primary data was collected through self-administered questionnaires distributed to the sampled respondents, while secondary data was obtained from documents such as RSSB reports and financial statements. Data analysis involved the use of descriptive statistics, inferential statistics, and regression analysis to examine the relationship between project planning practices and the performance of public institutions. Ethical considerations were taken into account, including obtaining permission to conduct the research, ensuring privacy and confidentiality of participants, and obtaining informed consent.

4.0 Findings

4.1 Response Rate

The study distributed 109 questionnaires were distributed to respondents. However, only 104 questionnaires have been well completed and collected properly to the researcher for data analysis. This has generated the proportion of returned questionnaires estimated to 96.3. %. The response of 96.3% and tolerable as recommended by Mugenda and Mugenda (Creswell, 2013).

4.2 Level of Performance of housing projects constructed by Rwanda Social Security Board (RSSB).

Three indicators quality management, Timely management and cost management and effectiveness were used to measure housing projects constructed by Rwanda Social Security Board (RSSB). Analysis was done by SPSS package and results are presented in Table 1

Table 1: Performance of Housing projects constructed by Rwanda Social Security Board (RSSB).

	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree		Total		
Measurements	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**Mean**	**Std**
The project quality management	4	3.8	8	7.7	7	6.7	65	62.5	20	19.2	104	3.85	0.94
Timely management	5	4.8	10	9.6	10	9.6	59	56.7	20	19.2	104	3.75	1.02
Cost management	0	0.0	4	3.8	11	10.6	59	56.7	30	28.8	104	4.10	0.73

Source: Primary Data (2023)

Results in Table 1 presented a descriptive data analysis related to the level of housing projects constructed by Rwanda Social Security Board (RSSB). Above results showed that 65 (62.5%) respondents and 20 (19.2%) respondents accepted improvement in project quality management at housing projects constructed by Rwanda Social Security Board (RSSB). The mean was 3.85 while standard deviation was 0.94. Moreover, housing projects constructed by Rwanda Social Security Board (RSSB) outcomes were timely management where by 59 (56.7%) agreed with the statement and 20 (19.2%) respondents show higher agreement with a mean of 3.75 and stdv of 1.02. Lastly, cost allocated to housing projects constructed by Rwanda Social Security Board (RSSB). There was confirmed by 59 (56.73 %) respondents who agreed while 30 (28.8 %) respondents strongly accepted high response mean was 4.10 and sdv was 0.73. Its implication of these findings was related to the agreement that the project achieved the success through good quality management, the set targets were time management achieved and the project cost management well used.

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4.3 Effect of human resource planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB)

To define the effect of human resource planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB), participants have been asked to demonstrate the level of acceptance in questionnaire associated with specific statements in the questionnaire that related to project design practice. Three indicators (the number of personnel, type of training programs, and cost on human resource utilization.) that measure the Effect of human resource planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB) were analyzed and have been calculated from SPSS package.

Table 2: Human resource planning applied by Rwanda Social Security Board (RSSB)

	Strongly Disagree		Disagree	Undecided		Agree		Strongly Agree		Total		
	N	%	%	%	N	%	N	%	N	%	N	Mean	Std
Number of Personnel	4	3.8	2	1.9	18	17.3	56	53.8	24	23.1	104	3.90	0.90
Type of Training Programs	0.0	0.0	4	3.8	16	15.4	63	60.6	21	20.2	104	3.97	0.71
Cost on Human Resource utilization	0	0.0	0	0.0	7	6.7	82	78.8	15	14.4	104	4.07	0.45

Source: Primary Data (2023)

Results from the study indicated that 56 (53.8 accepted that RSSB has the number of personnel, it means that that RSSB generated adequate number of personnel. Results indicate that 63 (60.6%) of respondents with a mean of 3.97 and standard deviation of 0.71 agreed that the type of training programs. In addition, 82(78.8%) respondents with a mean of 4.07 standard deviation of 0.45 agreed cost on human resource utilization. The correlation is one of the most common and most useful statistics. Correlation findings between the human resource planning and performance of project is presented in Table below.

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Table 3: Correlation Analysis on Human resource planning Practice and Project Performance

		Number of Personnel	Type of Training Programs	Cost on Human Resource utilization	Quality management	Time management	Cost management
Number of Personnel	Pearson Correlation	1.000					
	Sig.(2-tailed)						
Type of Training Programs	Pearson Correlation	.935**	1.000				
	Sig.(2-tailed)	.000					
Cost on Human Resource utilization	Person Correlation	.768**	.780**	1.000			
	Sg (2-tailed)	.000	.000				
Quality management	Pearson Correlation	.918**	.950**	.767**	1.000		
	Sig.(2-tailed)	.000	.000	.000			
Time management	Pearson Correlation	.941**	.939**	.744**	.958**	1.000	
	Sig.(2-tailed)	.000	.000	.000	.000		
Cost management	Pearson Correlation	.901**	.889**	.728**	.897**	.893**	1.000
	Sig.(2-tailed)	.000	.000	.000	.000	.000	

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

Source: Primary Data (2023)

Data indicated the link human resource planning practices and performance of RSSB. For number of personnel, the study showed significant relationship between number of personnel and project quality management (r=0.914; p value=0.000); the number of personnel and project time management was not correlated (r=0.901; p value=0.000); the number of personnel significantly correlated with project cost management (0.901; p-value=0.000). Correlation analysis between the types of training programs and project performance of RSSB show that the type of training programs and time management (r=0.939; p-value=0.000), cost management (r=0.889, p-value=0.000). Results for type of training programs, the study found significant correlation between type of training programs and project quality management (r=0.767, p-value=0.000), and time management (r=0.744, p-value=0.000) and cost management (r=0.728, and p-value=0.000). Results on the correlation between cost on human resource utilization and project quality management (r=0.813; p-value=0.000). In addition, cost on human resource utilization is used during outcome evaluation significantly correlated with time management (r=0.798; p value=0.000). Finally, cost on human resource utilization is used during outcome evaluation was associated with cost management (r=0.851, p-

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value =0.000). The relationship was positive since the level of significance was less than 0.05 meaning that cost on human resource utilization is used during outcome evaluation affect performance of RSSB construction project.

Table 4: Regression Coefficients Human resource planning practices and quality management of RSSB Project

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	sig...
1	(constant)	1.331	.291		4.580	.000
	Number of Personnel	.121	.099	.116	1.220	.225
	Type of Training Programs	.944	.114	.713	8.302	.000
	Cost on Human Resource utilization	.066	.100	.032	.661	.510

a. Dependent Variable: Quality Management

Source: Primary Data (2023)

Results give regression between independent and dependent variables. For Number of personnel studies show insignificant effect for project quality management (B=0.116; sign=0.225); the type of training programs project time management was correlated (B=0.713; sign=0.000); the cost on human resource utilization insignificantly correlated with project cost management (B=.032; sign=0.510). Finally, cost on human resource utilization was used during outcome evaluation is positively affecting quality management (B=0.132, sign=0.018).

Table 5: Regression Coefficients Human Resource practices and Timely Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.057	.318		3.325	.001
	Number of Personnel	.561	.109	.496	5.161	.000
	Type of Training Programs	.686	.124	.478	5.515	.000
	Cost on Human Resource utilization	-.050	.109	.022	.454	.650

a. Dependent Variable: Timely Management

Data in Table 5 felt that the number of personnel was significant affecting timely management (B=0.496; sign=0.000). In addition, type of training programs was positively associate with time management (B=0.478; sign=0.000). However, cost on human resource utilization was insignificant linked with time management (B=-0.022; sign=0.650).

Table 6: Human Resource Management practices and Cost Management

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Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.363	.291		1.247	.215
	Number of Personnel	.227	.100	.280	2.281	.025
	Type of Training Programs	.382	.114	.372	3.353	.001
	Cost on Human Resource utilization	.009	.100	.005	.089	.929

a. Dependent Variable: Cost Management

Source: Primary (2023)

Data in Table 6 felt that the number of personnel was significantly affecting cost management of RSSB project (B=0.280; sign=0.025). In addition, type of training Programs was significantly affecting cost management (B=0.372; sign=0.001). However, cost on Human Resource utilization was significant linked with cost management (B=-0.005; sign=0.929).

4.4 Effect of Financial resource planning on Performance of House Construction Project by RSSB

To define the Effect of Financial resource planning on performance of house construction project by RSSB. Three indicators (availability of financial plans, approved budgets, forecasted expenses) that measure the effect of financial resource planning practice on project performance were analyzed and presented in the following tables.

Table 7: Financial resource planning Practices Applied at RSSB House Construction Project

Statement	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std.
Availability of Financial Plans	0	0.0	3	2.9	8	7.7	68	65.7	25	24.0	104	4.10	0.65
Approved Budgets	0	0.0	0	0.0	11	10.6	68	65.7	25	24.0	104	4.13	0.57
Forecasted expenses	0	0.0	0	0.0	21	20.2	76	73.1	7	6.7	104	3.86	0.50

Source: Primary Data (2023)

The findings showed how most of respondents 68(65.7%) respondents with a mean of 4.10 and standard deviation of 0.65 strongly agreed that RSSB have availability of to determine precisely when a project is on track and when changes may be needed. Therefore, 68(65.7%) respondents, agreed an approved budgets. Moreover, 76(73.1%) respondents, a mean response was 3.86 and standard deviation was 0.50 agreed that with forecasted expenses.

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Table 8: Correlation on Financial resource planning Practice and Project Performance

		Availability of Financial Plans	Approved Budgets	Forecasted expenses	Quality management	Time management	Cost management
Availability of Financial Plans	Pearson Correlation	1.000					
	Sig. (2-tailed)						
Approved Budgets	Pearson Correlation	.970**	1.000				
	Sig.(2-tailed)	.000					
Forecasted expenses	Pearson Correlation	.664**	.666**	1.000			
	Sig.(2-tailed)	.000	.000				
	Sig.(2-tailed)	.000	.000	.000			
Quality of management	Pearson Correlation	.887**	.853**	.812**	1.000		
	Sig.(2-tailed)	.000	.000	.000			
Time management	Pearson Correlation	.848**	.826**	.837**	.958**	1.000	
	Sig.(2-tailed)	.000	.000	.000	.000		
Cost management	Pearson Correlation	.906**	.883**	.720**	.897**	.893**	1.000
	Sig.(2-tailed)	.000	.000	.000	.000	.000	

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

Source: Primary Data (2023)

Table 8 demonstrated a significant association between availability of financial plans and project quality management (r=0.887, p-value=0.000), with time management (r-848=p-value=0.00) and with cost management (r=906, p-value=0.000). It was indicated that approved budgets was associated with project quality management (0.853, p-value=0.000), with timely management (r=0.826, p-value=0.000) and with cost management (r=0.883, p-value=0.000). Moreover, forecasted expenses was associated with project quality management (r=0.812, p-value=0.000, with time management (r=-0.837, p-value=0.000) and cost management (r=0.720, p=value=0.00).

Table 9: Financial resource planning Practice and Project Quality Management

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	1.056	.257		4.104	.000
	Availability of Financial Plans	.187	.188	.128	.994	.323
	Approved Budgets	-.157	.174	-.095	-.906	.367
	Forecasted expenses	.464	.071	.246	6.564	.000

a.Dependent Variable: Quality Management

Source: Primary Data (2023)

Data demonstrated that availability of financial plans did not affect the quality management (B=0.128; sign=0.323). Approved budgets did not affect quality management (B=-0.095; sign=0.376). Forecasted expenses was significantly linked with quality management (B=-0.246; sign=0.000).

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Table 10: Financial resource planning Practice and Timely Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.796	.335		-5.358	.000
	Availability of Financial Plans	-.148	.245	-.094	-.605	.546
	Approved Budgets	.079	.226	.044	.350	.727
	Forecasted expenses	.680	.092	.333	7.386	.000

a. Dependent Variable: Timely Management

Source Data (2023)

Data demonstrated that availability of financial plans did not affect the time management (B=-0.094; sign=0.3546). Approved budgets did not affect time management (B=-0.044; sign=0.727). Forecasted expenses was significantly linked with time management (B=0.333; sign=0.000

Table 11: Financial resource planning Practice and Cost Efficiency and Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.184	.284		.649	.518
	Availability of Financial Plans	.285	.208	.253	1.373	.173
	Approved Budgets	.136	.192	.106	.709	.480
	Forecasted expenses	.140	.078	.096	1.794	.076

a. Dependent Variable: Cost Management

Source: Primary Data (2023)

Data demonstrated that availability of financial plans did not affect the cost management (B=-0.253; sign=0.173). Approved budgets did not affect cost management (B=-0.106; sign=0.480). Forecasted expenses was significantly linked with cost management (B=0.096; sign=0.076).

4.5 Effect of Material usage planning Practice on Performance of RSSB Construction Project

Three indicators (order placement, right material, and project scope) were measured and analyzed by SPSS package to see that effect.

Table 12: Material usage planning Practice

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total

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	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Order placement	0	0.0	0	0.0	4	3.8	71	68.3	29	27.9	104	4.24	0.51
Right Material	0	0.0	0	0.0	10	9.6	79	76.0	15	14.4	104	4.04	0.49
Project Scope	3	2.9	8	7.7	16	15.4	67	64.4	10	9.6	104	3.70	0.75

Source: Primary (2023)

Results presented evidenced that 71 (68.3%) respondents with a mean of 4.24 and standard deviation of deviation of 0.51 agreed that with order placement. Moreover, 79 (76.0%) respondents with a mean of 4.04 and standard deviation of 0.49 agreed that right material. In the same vein, 67(64.4%) respondents with a mean of 3.70 and standard deviation of 0.75 agreed that project scope. The correlation findings between the material usage planning practice and performance of RSSB Constriction project was presented in Table below.

Table 13: Correlation analysis on Material usage planning practice and the project performance

		Order placement	Right Material	Project Scope	Quality management	Time management	Cost management
Order placement	Pearson Correlation	1.000					
	Sig.(2-tailed)						
Right Material	Pearson Correlation	.688**	1.000				
	Sig.(2-tailed)	.000					
Project Scope	Pearson Correlation	.629**	.796**	1.000			
	Sig.(Sig-tailed)	.000	.000				
Quality of Services	Pearson Correlation	.711**	.828**	.901**	1.000		
	Sig.(2-tailed)	.000	.000	.000			
Timely Delivery	Pearson Correlation	.701**	.793**	.919**	.958**	1.000	
	Sig.(2-tailed)	.000	.000	.000	.000		
Cost Efficiency and Effectiveness	Pearson Correlation	.885**	.766**	.819**	.897**	.893**	1.000
	Sig.(2-tailed)	.000	.000	.000	.000	.000	

**Correlation is significant at the 0.01 level.

Source: Primary Data (2023)

The findings given in Table 13 demonstrated a positive correlation order placement and project quality management (r=0.711, p-value=0.000), with time management (r-701=p-value=0.00) and with cost management (r=0.885, p-value 0.000). This implies the existence of association between variables whereby a change in order placement a change in RSSB project performance. Results for right material, it was indicated that right material given to team members is positively associated with project quality management (r=0.828, p-value=0.000), time management (r=0.793, p-value=0.000), cost management (r=0.766, p-value=0.000). Moreover, project scope was associated with project quality management (r=0.901 and p-value=0.000, with time management

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(r=-0.919, p-value=0.000) and cost management (r=0.819, p-value=0.00). Hence, the third alternative hypothesis (**H_3**) stating that there was significant association between Material usage planning and performance of RSSB project is accepted.

Table 14: Material usage planning and quality of management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.373	.381		3.598	.001
	Order placement	.062	.144	.033	.429	.669
	Right Material	.392	.128	.202	3.057	.003
	Project Scope	.604	.076	.546	7.920	.000

a. Dependent Variable: Quality Management

Data in Table 14 demonstrated that order placement did not affect the quality management (B=0.033; sign=0.669). Right material and quality management (B=0.202; sign=0.003). Project Scope was significantly linked with quality management (B=0.546; sign=0.000).

Table 15: Project Material usage planning and Time Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.546	.404		3.822	.000
	Order placement	.236	.152	.117	1.547	.125
	Right Material	.144	.136	.069	1.061	.291
	Project Scope	.856	.081	.714	10.591	.000

a. Dependent Variables: Timely Management

Source: Primary Data (2023)

Table 15 demonstrated that order placement did not affect the timely management (B=-0.117; sign=0.125). Right material did not affect the timely management (B=0.069; sign=0.291). Project Scope for team members is significantly linked with timely management (B=0.714; sign=0.000).

Table 16: Project Material usage planning and Cost Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.616	.242		-2.541	.013
	Order placement	.610	.091	.424	6.687	.000
	Right Material	-.034	.081	-.023	-.419	.676
	Project Scope	.288	.048	.336	5.949	.000

a. Dependent Variable: Cost Management

Source: Primary Data (2023)

Table 16 demonstrated that order placement affect the cost management (B=-0.424; sign=0.000). Right Material did not affect the cost management (B=0.023; sign=0.676). Project scope was significantly linked with timely management (B=0.336; sign=0.000).

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4.6 Effect of Time management on Project Performance of RSSB House Construction Project in Rwanda

Table 17: Correlation between Time management and Project Performance of RSSB House Construction Project in Rwanda

		Time targets Project	Project Implementation stage	Time Planning System	Quality of Services	Timely Delivery	Cost Efficiency and Effectiveness
Time targets Project	Pearson Correlation	1.000					
	Sig.(2-tailed)						
Project Implementation stage	Pearson Correlation	.396**	1.000				
	Sig.(2-tailed)	.000					
Time Planning System	Pearson Correlation	.539**	.186	1.000			
	Sig.(2-tailed)	.000	.059				
Quality of Services	Pearson Correlation	.798**	.425**	.787**	1.000		
	Sig.(2-tailed)	.000	.000	.000			
Timely Delivery	Pearson Correlation	.793**	.450**	.752**	.958**	1.000	
	Sig.(2-tailed)	.000	.000	.000	.000		
Cost Efficiency and Effectiveness	Pearson Correlation	.740**	.267**	.825**	.897**	.893**	1.000
	Sig.(2-tailed)	.000	.006	.000	.000	.000	

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

Source: Primary Data (2023)

Table 17 demonstrated a positive correlation between project time targets and project quality management (r=0.798, p-value=0.000), with time management (r-793=p-value=0.00) and with cost management (r=0.740, p-value=0.000). This implies the existence of correlation between two variables whereby a change in project time management produced a change in RSSB project performance. Results for project implementation stage, it was indicated that project implementation stage was positively associated to the project quality management (r=0.425, p-value=0.000), with time management (r=0.450, p-value=0.000) and cost management (r=0.267, p-value=0.000). Finally, time planning system was associated with project quality management (0.787, p-value=0.000), and time management (r=-0.752, p-value=0.000) and cost management (r=0.825, p-value=0.00).

Table 18: Time management Practice and Quality Management

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Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.841	.233		-3.607	.000
	Time targets	.473	.053	.466	8.992	.000
	Project Implementation stage	.142	.043	.146	3.280	.001
	Time Planning System	.545	.052	.508	10.499	.000

a.Dependent Variable: Quality of Management

Source: Primary Data (2023)

Table 18 indicted the effect of time targets on quality management of RSSB project (B=-0.466; sign=0.000). Project implementation stage affect project the level of project for RSSB Project (B=0.146; sign=0.001). Time planning system was significantly linked with quality management of project (B=0.508; sign=0.000).

Table 19: Project Implementation Practices and Time Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.286	.274		-4.688	.000
	Time targets	.521	.062	.473	8.412	.000
	Project Implementation stage	.186	.051	.176	3.654	.000
	Time Planning System	.539	.061	.464	8.827	.000

a. Dependent Variable: Time Management

Data in Table 19 demonstrated that time targets affect the timely management (B=-0.473 sign=0.000). Project implementation stage affect the timely management (B=0.176; sign=0.000). Time Planning System was significantly linked with timely management (B=0.464; sign=0.000).

Table 20: Project Implementation Practices and Cost Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.795	.197		4.042	.000
	Time targets	.331	.044	.421	7.461	.000
	Project Implementation stage	-.009	.037	-.011	-.234	.816
	Time Planning System	.499	.044	.600	11.384	.000

a. Dependent Variable: Cost Management

Source: Primary Data (2023)

Table 20 demonstrated that time targets affect cost management (B=0.421; sign=0.000). Project implementation stage did not affect the cost management (B=-0.011; sign=0.816).

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Time Planning System for team members is significantly linked with cost management (B=0.600 sign=0.000).

4.7 Project Planning Practices and Project Performance of RSSB House Construction Project in Rwanda

The study demonstrated correlation for Project Planning Practices and Project Performance of RSSB House Construction Project in Rwanda. However, the researcher sought to link independent variable and dependent variable.

Table 21: Correlation Project Planning Practices and Project Performance of RSSB House Construction Project in Rwanda

		Human resource planning	Financial resource planning	Material usage planning	Time management	Quality of Services	Timely Delivery	Cost Efficiency and Effectiveness
Human resource planning	Pearson Correlation	1.000						
	Sig. (2-tailed)							
Financial resource planning	Pearson Correlation	.970**	1.000					
	Sig.(2-tailed)	.000						
Material usage planning	Pearson Correlation	.664**	.666**	1.000				
	Sig.(2-tailed)	.000	.000					
Time management	Pearson Correlation	.930**	.893**	.736**	1.000			
	Sig.(2-tailed)	.000	.000	.000				
Quality Management	Pearson Correlation	.887**	.853**	.812**	.955**	1.000		
	Sig.(2-tailed)	.000	.000	.000	.000			
Timely Management	Pearson Correlation	.848**	.826**	.837**	.927**	.958**	1.000	
	Sig.(2-tailed)	.000	.000	.000	.000	.000		
Cost Management	Pearson Correlation	.906**	.883**	.720**	.924**	.897**	.893**	1.000
	Sig.(2-tailed)	.000	.000	.000	.000	.000	.000	

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

Source: Primary Data (2023)

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Table 21 demonstrated a significant association between human resource planning and project quality management (r=0.887, p-value=0.000), with time management (r-848=p-value=0.00) and with cost management (r=906, p-value=0.000). This implies that there was correlation between two variables whereby a change in human resource planning produced a change in RSSBB project performance. Results for financial resource planning, it was indicated that financial resource planning was associated with project quality (0.853, p-value=0.000), with timely management (r=0.826, p-value=0.000) and with cost management (r=0.883, p-value=0.000).

Table 22: Project Planning Practices and Quality Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	1.373	.381		-3.598	.001
	Human resource planning	.062	.144	.033	.429	.669
	Financial resource planning	.392	.128	.202	3.057	.003
	Material usage planning	.604	.076	.546	7.920	.000
	Time management	.277	.115	.224	2.399	.018

a. Dependent Variable: Quality Management

Data in Table 22 demonstrated that human resource planning did not affect the quality management (B=-0.033; sign=0.669). Financial resource planning and quality management quality (B=0.202; sign=0.003). Material usage planning for team members is significantly linked with quality management (B=0.546; sign=0.000). Finally, time management was significant associated with quality management (B=0.224; sign=0.018).

Table 23: Project Team Management and Timely Delivery

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	1.546	.404		-3.822	.000
	Human resource planning	.236	.152	.117	1.547	.125
	Financial resource planning	.144	.136	.069	1.061	.291
	Material usage planning	.856	.081	.714	10.591	.000
	Time management	.133	.122	.100	1.091	.278

a.Dependent Variables: Timely Management

Source: Primary Data (2023)

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Table 23 demonstrated that human resource planning did not affect the timely management (B=-0.117; sign=0.125). Financial resource planning did not affect the timely management (B=0.069; sign=0.291). Material usage planning was significantly linked with timely management (B=0.714; sign=0.000). Finally, time management was significant associated with timely management (B=0.100; sign=0.278).

Table 24: Project Team Management and Cost Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.616	.242		2.541	.013
	Human resource planning	.610	.091	.424	6.687	.000
	Financial resource planning	.034	.081	.023	.419	.676
	Material usage planning	.288	.048	.336	5.949	.000
	Time management	.291	.073	.304	3.970	.000

a. Dependent Variable: Cost Management

Source: Primary Data (2023)

Table 24 demonstrated that human resource planning affect the cost management (B=-0.424; sign=0.000). Financial resource planning did not affect the cost management (B=0.023; sign=0.676). Material usage planning for team members is significantly linked with cost management (B=0.336; sign=0.000). Finally, and Time management is significant associated with cost management (B=0.304; sign=0.000).

5.0 Conclusion

To the first objective the study concludes that the most commonly human resource planning practices were number of personnel, type of training programs, and cost on human resource utilization. For number of personnel, the study showed significant relationship between number of personnel and project quality management; the number of personnel and project time management was not correlated, the number of personnel significantly correlated with project cost management Results to the second objective, identified the effect of financial resource planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB).Results to the third objective established the effect of material usage planning on performance of housing projects constructed by Rwanda Social Security Board (RSSB). The material usage planning practices were assessed using order placement, right material, and project scope. Results to the fourth objective felt correlation between time management on performance of housing projects constructed by Rwanda Social Security Board (RSSB). The findings were based time targets, project implementation stage, and time planning system. Results felt a positive correlation between project time targets and project quality management, with time management and with cost management.

6.0 Recommendations to the Study

The RSSB senior staff should identify all the key elements needed in project planning and also should share project plan to all stakeholders involved. The company's owners should

ensure that team management is efficient and effective well organized. Since the finding found that an improvement in project team management practice is needed to increase project performance. Project planning, project human resource, financial and time management practices should be further used during implementation as the study has showed the project implementation practices contribute to project performance. This research revealed pertinent problems that the study did not examine, however, the study must be very crucial for future studies. Therefore, future researches should be undertaken on project implementation practice in different sectors of the study.

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