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College of Business and Economics

School of Commerce (AAUSC)

Graduate Program

Masters of Art (MA) in Project Management

**Assessment of Project Planning Practices and Its Effect on Project Success in
Vamos Construction Projects**

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**A Thesis Submitted to Addis Ababa University School of Commerce in partial
fulfillment of the requirements for the degree of Master of Arts in Project
Management**

Advisor: - Worku Mekonnen (Ph.D.)

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Declaration

I, the undersigned, declare that this thesis is my original work, has not been presented for degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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Certification

This is to certify that Melaku Assefa has carried out his research work on the topic entitled “Assessment of Project Planning Practices and Its Effect on Project Success in Vamos Construction Projects”. The work is original in nature and is suitable for the submission for the partial fulfillment Master of Arts Degree in Project Management at Addis Ababa University School of Commerce.

Advisor: Worku Mekonnen (Ph.D.) _____

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Abstract

The main purpose of this study was to assess the project planning practices and its effect on project success in Vamos Construction Company. For this purpose, descriptive and an explanatory research design with both qualitative and quantitative research approaches were applied to investigate what the current project planning practice looks like in the study organization. A total of ninety two employees working under four sites in the company were included as a sample of the study using stratified and simple random sampling method. The primary data were employed to conduct this research study. Primary data was collected through structured questionnaire. The descriptive analysis such as standard deviation, mean, frequency and percentage and inferential data analysis such as correlation and regression were performed to analyze the data. The inferential statistics such as regression and correlation analysis was performed to determine the effect of project planning on project success in the case study organization. The specific objectives are; to determine the effects of project human resource planning practices, project cost planning practices, material usage planning practices and time planning on project success of Vamos construction projects in Addis Ababa, Ethiopia. The result of this study indicates that there was a positive strong correlation between independent and dependent variables. The four independent variables (project human resource planning, project cost planning, material usage planning and time planning) contribute to forty two percent on success of construction projects as represented by the adjusted R^2 . Among project Material usage planning has the highest influence on the project success.

Key words: Project planning, planning, success

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Acronyms

MBOK: Project Management Body of knowledge

PMI: Project Management Institutions

HRM: Human resource management

SPSS: Statistical packages for social science

WBS: Work breakdown Structure

VCC: Vamos Constriction Company

CHAPTER ONE

1. INTRODUCTION

This chapter deals with the background of the study, statement of the problem, research questions, objectives of the study, definitions of terms, significance of the study, delimitation of the study and organization of the research report

1.1. Background of the Study

Project planning is a critical activity in any technical organization since it ensures project success and timely delivery. The plan includes considerations for risk management, resource management, and communications, while also addressing scope, cost, and planning basics.

The construction sector's huge speedy economic improvement has accelerated the demand for the development of infrastructure and facilities around the globe.

This industry plays a vital role in the social, economic, and political development of a country. Whether or not the plan isn't written or otherwise legally recorded, developing a construction plan may be a key activity in construction management (Yardley, 2002).

The planning process consists of these processes performed to ascertain the overall scope of the project effort. These include developing the project management plan and documents that were to perform the project; such as schedule development, determining the budget, Work break down structure(WBS), developing the standard plan, the material utilization plan, the procurement plan, risk response plan, communication plan and human resource plan (PMI, 2008).

Many developing countries within the world are suffering from poor planning in projects. Proper preparation of a project plan contributes to the success of the project Yu-Ren and Edward (2008). Project planning in many cases isn't performed well within the building industry, and, as a result, the building sector suffers from poor or incomplete scope definition, frequently experiencing considerable changes that lead to significant cost and schedule overrun.

The increasing complexity the construction sector demands greater efficiency in the planning and control of projects (Kamau, Mireri and Usman 2013). Therefore, the research focused on project planning practices (project human resource planning, project cost planning, material usage planning and time planning) and its effects on the project success in the case of construction projects managed by Vamos Constriction Company.

The researcher assumed that the study was to determine the project planning practices within the company and its effect on project success and still as make recommendations that improved project planning success within the organization particularly and contribute to the research environment normally.

1.2.Statement of the Problem

Planning is often decent thanks to achieve a goal because without planning, we don't have a particular path to follow and our efforts can lead us towards undesired objectives or results. Without adequate planning, it's difficult to essentially understand what had been go to complete a project successfully. The absence of an effective planning process is the main reason for the failure of projects in developing countries Yardley (2002). As in other developing countries, Ethiopian projects examine practices and processes are extremely poor and even projects are usually executed without preparing a correct project plan. Project execution without proper/poor/development of a project plan often causes delays, high costs, and general execution problems within the project. Without a decent plan and estimate, resources cannot be managed or organized, risks can't be mitigated, dates and budgets cannot be forecasted and effective reporting cannot occur, as a result, projects cut out. A significant bottleneck facing the construction industry is the reason projects are not completed on time, cost-effectively, and to specific standards.

The studies are conducted by different scholars regarding project planning and its impact on project success. The studies exhibit that the point spent on project planning things to do used to be to reduce danger and increase project success. One of the main reasons why projects fail in

developing countries is the lack of an effective or poor project planning process (Wang and Gibson 2008).

Many of the projects in Ethiopia are failing because of poor planning and problems within the planning phase. Therefore, this study aims to assess project planning practices related to the effect of the project human resource planning, project cost planning, material usage planning and time planning to succeed at Vamos Construction Projects.

Most of the previous studies conducted to investigate issues like failing to properly initiate, and problems in determining the scope and within the control phase of the project can affect the success or failure of projects. However, there are only a few studies conducted regarding how a sound and properly prepared project plan can affect projects success positively in Ethiopia. The researcher knows about the project planning of Vamos constriction Company (VCC) and also gathered information regarding the planning practices from the management of the organization. The management believes that there's a controversy within the planning process of the organization.

1.3. Research Questions

In this study, the following basic research questions were addressed:

1. What is the effect of project human resource planning on success of Vamos Construction project?
2. What is the effect of project cost planning on success of Vamos Construction project?
3. What is the effect of material utilization planning on success of Vamos Construction project?
4. How time planning practices affect the success project success in case of Vamos Construction project?

1.4. Objectives of the Study

1.4.1. General Objective of the Study

The main goal of this study was to examine the project planning practices and its effect on project success in Vamos Construction Company.

1.4.2. Specific Objectives

- To determine the effects of project human resource planning on success of Vamos Construction project.
- To analyze the effects of project cost planning on success of Vamos Construction project.
- To identify the effects of material utilization planning on success of Vamos Construction project.
- To establish the effects of time planning on success of Vamos Construction project.

1.5. Definitions of Terms

Planning:- is identifying what wishes to be done, by way of whom, and through when, with a purpose to satisfy one's assigned responsibility (Kernzer 2009)."

Project: - A mission has a described scope, is limited by means of restricted aid (time, budget), entails many human beings with specific ability and, generally step by step elaborated at some point of its lifestyles cycle (Cleland & Ireland 2002).

Project plan:- is likewise stated as "incorporated management layout as it consists of all specific plans (PMI 2009)."

Project Success: - is the functionality of finishing the mission consistent with the specified specifications, with inside the promised time schedule, the required budget, even as preserving the stakeholders in addition to client happy.

Construction Projects: - Assembling of building infrastructures in an organized effort to construct a building/structure.

1.6. Significance of the Study

This examine has a whole lot significance. The student was able to know the actual planning practices of the organization under study and it was also help for the study organization to know what its project plan looks like by comparing with the best practice.

On the opposite hand this examines suggests the significance of making ready a participatory mission plan. Finally, this study can be used as a base for fascinated researchers with inside the place to behavior a deep examine and evaluation.

1.7. Delimitation of the Study

This study has the subsequent foremost delimitations. Geographically this examine covers simplest the making plans practices of these Vamos production tasks placed at Addis Ababa town with inside the decided on four sites. Conceptually this study tried to assess only the project planning practices of the company under study even if there are many concepts related with project management and should be assessed. This examine become concerned all specialists associated with the mission. Even though, there are such a lot of elements that have an effect on the fulfillment of a given mission, this examine become awareness at the stakeholders' participation and gear and strategies implemented with inside the mission making plans process.

1.8. Organization of the Research Report

The thesis includes five chapters. The first chapter describes the introductory problems approximately the studies. The second chapter describes literatures associated with the project planning and success. The third chapter describes the studies method in a piece extra element than what's mentioned with inside the creation component even as the fourth section is devoted to statistics presentation, evaluation and findings. The very last chapter five was concludes the topic under discussion with concluding remarks and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

This section discusses related literature which impact of project planning on project success. It offered literature on applicable project theories and their utility to construction firms.

2.2. Basic Concepts of Project

A project is called a proposed mission concerning a complicated set of monetary sports where in scarce sources are dedicated in expectation of advantages that exceed the sources simply so funding choices are accurately performed within the location of improvement plan, components implementation (PMBok, 2013).

In a quick statement, a project is simply an offer to make investments cash in positive sports with the expectancy of go back within the future (ISO 10006, 2003).

According to the definition given via (PMBok, 2013), a brief lived can be a hard and fast of interrelated sports activities sports designed to deliver a singular product, carrier or surrender stop result.

Technically, then, the PMBoK manual describes a 'project' as a singular interest which is supposed to perform a particular purpose.

In addition, ISO 10006 (2003), described the time period task as a singular method together with a hard and fast of coordinated and managed sports activities sports with begin and surrender dates, undertaken to apprehend an aim conforming to unique necessities together with constraints of your time, fee and assets. (PMI, 2008).

Scope, rate variety, and scheduling are the three essential components of a project. The term Scope represents the quantity to which the project will achieve or what the project will attempt to achieve (Chatzoglou & Macaulay, 2009).

It moreover can be described collectively of the essential equipment that stakeholders employ to create sure that obligations are successful (Naoum et al, 2004).

All hold in thoughts making plans as a manual to the execution and as a way of a direction of movement. Decisions supported records is a methodical making plans. The maximum smooth function of control is making plans. Anticipatory decision-making creates organizational dreams and describes how they will be achieved (Mssridhar, 2009).

Lester and Lester (2012) on the possibility hand described a task plan as a road map that defines the manner to get to the top. Unlike small duties that incorporate few sports activities sports, complicated duties that by skip beyond a particular depth stage of significance want to preserve on the idea of a valid formal making plans platform without which there may be furthermore chaos. Sound formal making plans offers the concept for organizing the paintings at the task and allocating duties to individuals. It's the project property systematic affiliation within the outstanding manner to obtain intention of the project (Faniran et al., 2000).

2.3.Types of Projects

According the classification given by PMBoK (2013), the four fundamental forms of projects are; experimental project, pilot project, demonstration project and production project.

Experimental projects are designed to address a problem facing an organization. The second type is a pilot project, the project strengths the applicability of derived from experimental project to close by level. It can highlight the problem of implementation: test the effectiveness of the method observed and can provide treasured training research for personnel.

A critical characteristic of a pilot project is to test the reliability of the project to unique areas and to unique beneficiaries. The third type of a project is demonstration project. It's basically a form to exhibit new techniques or tactics of a pre-tested experiment. The final form of project is construction projects designed for construction activities.

2.4. The Project Life Cycle

Projects commonly have identifiable phases and each section has a unique set of challenges for the mission manager. The project from the easiest level, these simple undertaking phases can be additionally recognized as foremost factors influencing the project success. These phases is planned or carried out wrongly, the project will have an excessive likelihood of failure. According to PMBOK PMI (2004) a project normally consists of four chronological phases:-

1. Initiation

The conditions are analyzed and the project's objective is specified. It is important in locating initiatives that may make a contribution in the direction of achieving, certain improvement targets. Or the primary level in challenge cycle is to discover a concept, which permits to release a challenge.

2. Planning

Plans and strategies for the execution are developed. The project is now being significantly taken into consideration as an exact funding movement and specified making plans of the concept can start challenge practice (every so often referred to as challenge formulation) covers the status quo of technical, financial and monetary feasibility.

3. Execution

The primary works toward completion are done. The challenge's targets are found out best while its activities are efficiently implemented.

4. Closing

The undertaking is evaluated and closed down. This process group, when completed, verifies that the defined processes are completed within all of the Process Groups to close the project of phase, as appropriate, and formally establishes that the project or project phase is complete.

2.5. Processes of Planning

The planning processes are different people use different techniques. The development method relates to the correct processes seen in growing organizational plans (Alexander 2010). These processes follow:-

1. Understanding the existing Situation

The first step in the planning process understands the existing situation. The influence of the exterior environment on planning may want to be a massive issue. Analyze the monetary situation (industry, market, demand, supply, and so on), the

political situation (government policies, tax, security and stability), and also the social and cultural conditions. As a result, making plans necessitates a realistic evaluation of the organization's modern-day strengths, weaknesses, possibilities, and threat (Alexander 2010).

2. Forecasting-

The act of designing includes identifying what ought to be wiped out the longer term. As a result, having expertise of what the long term may look like will become essential. As a result, in order to plot appropriately, the control should make certain assumptions supported destiny estimates.

3. Establishing Objectives/Goals

The third step of planning is establishing objectives and goals. It is the process of determining goals and objectives to be achieved by the project.

4. Selecting the Course of Action and Formulate Derivative Plans

The choice of the best plan and consequently the manufacturing of spinoff plans are each part of this level of the appearance manner. The layout manner will become rigid whilst one path of movement is selected to address destiny problems. After a preference has been made and an application has been created, to guide it, spinoff plans should be produced. The appearance manner ought to consist of a machine for receiving enter if you want to be effective.

5. Implementing

Implementation is the process putting the planning process into action. In this step, all project planning process converted into action.

6. Controlling and Evaluating the Results-

The supervisor is answerable of tracking and comparing the development made as soon as the method has been implemented. Supported the assessment results, she or he may also be compelled to create the desired changes.

2.6. Construction Planning

The process by which project managers set out how they'll manage and execute a construction project, from designing the building to purchasing materials to deploying workers and subcontractors to do specific tasks, is known as construction planning. A construction plan spells out each step that must be followed in order to get the desired result.

- 1. Create the Project:** - It defines the task's feasibility moreover due to the fact the assets had to give up it. Create a Project Initiation Document (PID) that explains the challenge in broad, non-technical language.

2. **Draft an Initial Plan:** - It is the process of keeping with the preceding degree to expand a larger approach that can direct the way you definitely carry out the task.
3. **Execute the Plan:** - Now is the on the spontaneous to vicinity your plan into action. Begin via way of means of convening a group assembly to journey over the approach and assign assignments. This assembly is crucial in your approach's achievement. You will now no longer be capable of acquire the targets till complete group is on board. To control your teams, you may want to employ task managers.
4. **Track your Success:** - It guarantees that if a task is delayed, were given statistics to appear into to training session why it befell and the manner to keep away from it taking place again. Some traditional KPIs that want to be tracked consist of project targets, project achievement, and quality.

2.7. Project Management Body of Knowledge

Project control frame of expertise covers all factors of dealing with tasks from inception to crowning glory the usage of techniques and methodologies (Raz and Michael, 2001).

The project management planning process group is developed through planning procedures. This group will be responsible for identifying, defining, and developing the project scope and cost, as well as assisting in the scheduling of all project activities. The project management plan, as well as other subsidiary plans such as scope planning, risk management planning, purchase and acquisition planning, scheduling, cost budgeting, human resource and communication planning, are all covered by the planning process group. Se Ngoc (2010). According to PMBoK (2013), task control is split into ten regions; integration, scope, time, rate, fine, human assets, communicate, threat and procurement. These ten task control regions and their inherent equipment and strategies had been investigated, and it's far really well worth emphasizing that this examine has investigated task control practices. Project plan can be an aggregate of diverse awesome plans. These precise plans consist of task integration control plan, task scope control plan and task time control plan.

2.7.1. Project Integration Plan

Project integration control includes all procedures and sports which discover and outline in addition to combining different sports associated with task control.

The processes that needs to be observed to verify that each one task factors are nicely included; making sure that the complete task benefits (Ricardo 2008). The task integration plan aids with inside the coordination of the task's several factors and is an essential element of the layout

method. Within the combination control method, prioritizing competing targets and options is crucial. The purpose of creating a task plan is to examine a standardized, cohesive record to be able to be wont to manual task execution and contingency making plans (Gupta et al 2008).

Integration control makes a specialty of bringing all the areas collectively into one complete. As a result, the task integration plan assists us in figuring out a manner to mix the task's diverse additives right into a unified entity.

2.7.2. Project scope Management Plan

According to PMBoK® (2013), task scope consists of developing a scope control plan, documenting and dealing with stakeholder needs, describing the task. It is a method of making sure that the task carries all the paintings this is required and excludes the paintings this is now no longer required a good way to nicely executes the task.

There must be a complete challenge time control plan in situ which will accomplish it. Project time control is that the exercise of maintaining tune of and controlling the quantity of some time spent on a challenge. Project time control manner consist of making plans schedules and techniques for organizing regulations, techniques and documenting making plans, growing, imposing and controlling the time table of the challenge. Time control identifies and files particular movements which should be carried out to supply deliverables within the challenge. It additionally estimates the period and durations wished to finish the challenge (PMI 2003).

2.7.3. Project time management plan

The project has a set cut-off date for completion. If a project is completed on time and on budget, each the sponsor and the contractor will benefit. There ought to be a complete challenge time management outline in location in order to accomplish it. Project time management is the practice of keeping tune of and controlling the amount of time spent on a project (PMI 2003).

2.7.4. Project Cost Management

Making plans, estimating, budgeting, financing, investment, coping with and controlling rates (Schwalbe, 2015). Thus, the challenge may be finished within the deliberate and accepted finances. Project value control specializes in the manner of organizing regulations, techniques and making plans and documenting rates, expenditure and controlling rates. Project value control is that the manner accustomed decrease the cost of the challenge whilst retaining suitable tiers of excellent but due to the fact the scope of the deliverables at some stage in the challenge a near description of customer targets, challenge necessities, excellent expectations, useful resource constraints, investment structure, reputation take a look at details, administrative milestones, and additionally the expected transport date are all samples of challenge statistics that paperwork the foundation of a development tracking and cost control machine (Parviz 2002).

2.7.5. Project Quality Management

Quality control is that the manner of making sure that everyone challenge sports required growing, plan, and enforce a challenge are powerful and green in phrases of the aim and its accomplishment. As a result, having a valid challenge plan is vital for any challenge. Project excellent control includes all techniques and sports related to appearing organizational-associated excellent regulations, objectives and targets but as obligations. In fashionable, challenge excellent control specializes in the technique of figuring out the needs of excellent and requirements for the project (Kerzner, 2017).

2.7.6. Project Human Resources Management

Plan Projects are passing through humans. As a result, every challenge must have a well-thought-out human useful resource control approach. Because initiatives are through their very nature brief and one-of-a-type, HRM is also wonderful and greater hard than HRM in conventional enterprises. Project human sources control includes numerous techniques like organization, coping with and

main challenge group. The challenge group participants have differing varieties of capabilities and understanding which permit them to perform the assigned responsibilities and sports. HR control has a few inputs like pastime sources necessities, organization environmental elements and organizational manner assets (Redman and Wilkinson, 2006).

2.7.7. Project Communications Management Plan

The communication method can be a method that guarantees that the specified statistics is given to the proper man or woman on the proper time. Deliverables are assignment plans. As a result, the communication equipment used replicates the need to show an obvious draw close of each the assignment's goal and consequently the anticipated outcomes. A well-thought-out communication method is essential to any assignment's achievement. Communications are vital each to hyperlink the ranges of an assignment and to facilitate development inside every stage (Pitchard 2004).

The communication control makes a specialty of time spent via way of means of PMs' communication with group participants and stakeholders (inner and external) (Davis, 2014).

It includes communication successfully amongst group participants and Stakeholders. Bridge the distance amongst them and open channels for replacing revel in and perspectives. The information that's communicated, which if miscommunicated ought to motive assignment failure, and additionally may also consist of development reviews and different documentation. Communication control includes a few outputs (i.e. stakeholder register, assignment control plan, and organization environmental elements), equipment (i.e. communication necessities, communication technology, communication models, and communication methods) and outputs (communications control plan and assignment file updates) (Kerzner, 2017).

2.7.8. Project Risk Management Plan

There are diverse varieties of dangers and uncertainties in tasks that can impede the fulfillment of the assignment's goal. Risk identification, qualitative and quantitative threat evaluation, and threat reaction making plans are all part of threat making plans (PMI, 2004).

Project threat control makes a specialty of figuring out which dangers may also have effect on documenting the traits of the assignment, prioritizing dangers for in addition evaluation or movements via assessing and combining the opportunity of occurrence. Additionally, assignment communication considers the approach of growing alternatives and movements to reduce threats to attaining the assignment goals. This can be executed via imposing threat reaction plans, monitoring and tracking dangers (de Camprieu, Desbiens, and Feixue, 2007).

2.7.9. Procurement Management Plan

Procurement control makes a specialty of documenting choices related to assignment procurement, acquiring dealers' responses. If strategically, it increases the chance of a assignment's achievement; if now no longer, it have to be one in each of the assignment's failure elements (Morris and Pinto 2007).

It's described as a group of procedures that join vendors, producers, and clients alongside the supply chain. Project Management control analyses stakeholders' expectancies from the assignment and develops ok techniques for powerful involvement of stakeholders in choices associated with the task. This relies upon stakeholders speaking constantly approximately the desires and expectancies, resolving troubles (Davis, 2014).

2.8. Planning and Project Managers

The undertaking supervisor is that the important thing to a success undertaking making plans. The undertaking supervisor needs to be worried from the beginning to the top of the undertaking.

Project making plans should be systematic, bendy sufficient to house uncommon operations, disciplined thru opinions and controls, and organized to take in multifunctional inputs. One among the desires of undertaking making plans is to absolutely outline all required paintings (possibly thru the introduction of a documented undertaking plan) so any undertaking player can without difficulty discover it.

2.9. Project Success

Project fulfillment is one of the maximum researched subjects in undertaking control due to the significance in information the way to outline fulfillment and what elements make contributions to attaining it. This is the capability of completing the project in line with the required specifications, within the promised time schedule, the specified budget, while keeping the stakeholders as well as customer happy. Despite this the time period undertaking fulfillment nonetheless stays diffuse and frequently in the attention of the beholder (Judgev & Müller, 2005).

2.10. Relationship between Project and Plan

Planning in general is a conscious effort to direct human energy for the purpose of securing a rationally desirable end. Planning is a means to an end. It's a guide to achieving certain objectives in an optimum manner by means of an orderly sequencing of activities. In other words, planning is a form of decision making in using scare resources in selective and economical ways to achieve a pre-determined objectives or goals (PMI, 2008).

Planning is necessary because it helps to make necessary arrangements in advance of possible challenge, it helps an organization to think ahead and anticipate future events, it gives clear picture of future events to measure and control actual activities, and finally it helps to identify operational problems of past success and future corrections (PMBok, 2013).

Plan requires projects: a sound plan requires a great deal of knowledge about existing and potential project. Since a plan lay down growth rate target, for Gross Domestic Product (GDP), investment,

employment etc, a realistic assumption must be established with regard to such growth. This pre-supposes knowledge of the rate at which good projects can be planned. Thus, good and realistic plan cannot be formulated in the absence of a great deal of project planning and without proper economic appraisal of projects (PMBok, 2013).

Project requires plan: since projects commit scarce res, project selection is meaningful only when it is placed within the broader development-planning framework. The best economic appraisal of projects cannot be made without referring framework and plans and policies. To choose the right project one must have an estimate of demand for the product. But the estimation of demand could be more realistic if the plan is also realistic (PMBok, 2013).

2.11. Types of Plan

There are different plans depending on the type and nature of our sporting activities. The company or selected company may have long-term, short-term, and medium-term plans. Some plans are very broad and long-term and focus on the most important business goals possible (PMI, 2008).

1. Strategic plans

Strategic plans are a sort of growing with that has time-honored course to the company and are commonly executed through manner of manner of top degree managers (PMI, 2008)..

2. Tactical plans

Target the approach of making motion plans for inserting method into action. Strategic plans, as in the past said, center of attention on what the agency are inside the future, whereas tactical plans consider how this can be accomplished. Tactical plans talk over with the activities that have bought to be allotted and consequently the source that has to be allocated so as for the organization's desires to be met (PMI, 2008).

3. Operational plans

Operational plans are the fundamental genuine and thorough plans, targeted on the organization's day by day activities. It is limited to a single division of a corporation. The process, inventory, equipment, production, and products and services are all covered. The actives timetables, income plans, education plans, then on are samples of such plans. It is capable to make a short-term, mid-term, or long-term strategy (PMI, 2008).

2.12. Empirical Review

The relationship between project human resource planning and project outcome in the construction industry has been investigated (Huang, 2009). The studied on influence of human resource management practices on employees' performance (job satisfaction levels, intention to leave, and organizational commitment). The study targeted employees in construction industry. The study found that a company's human resource management practices contribute to increased performance and therefore help it to grow as well as gain sustainable competitive advantage. These researches explain the relationship between human resource management practices and financial performance and sustenance of a competitive advantage in a dynamic environment but did consider the project performance aspects.

The researchers investigated the factors that influence labor productivity in project outcomes. The discovered a link between HR planning and project success (Belout and Gauvreau , 2004). According to the report, businesses should implement a worker involvement program that allows employees to reflect on their own work experiences and attitudes, as well as their own future goals. Non-human inputs in a project, such as money and material planning, were not considered in this study because it focused solely on human inputs.

Werner and De Simone (2016) investigated the impact of workforce planning on corporate performance. This survey was aimed at HR managers and used an inference survey design. The study found that employee planning helps organizations predict how strategic changes will impact HR needs. The study recommends that planning the labor needs of an organization is very important and important, especially given the rapidly changing demand in the outside market. This study focused on talent needs and how they affect the performance of the organization, but did not address the issue of workforce planning.

The studied investigated the impact of human resource planning strategies on the performance of organizations (Armstrong and Murlis, 2014). The study discovered that incentive strategies are an

important aspect of an organization's HRM and should be tie with other HR practices so that they complement and reinforce one another for the objective. According to the research, employee productivity may increase as a result of motivation through a good reward system.

The impact of cost planning on project success was explored by the PMBOK (2014). Project cost planning strategies, such as cost budgeting and cost estimation, were found to have an impact on project performance in the study. Cost-planning methods, according to the report, are critical for completing a project within the agreed-upon budget. The budget for a project is critical, because it has an impact on every aspect of the project's planning and execution. According to the report, keeping track of spending for different job packages as well as total project costs is critical. The study, however, failed to demonstrate the strength of the link between project performance and budgeting.

Research investigated the impact of material levels on project outcome in a construction company Plenert and Best(2012). The survey was survey. According to the survey, most of JIT's cost-benefit occurred when inflation increased, resulting in a sharp increase in inventory transportation costs. The study recommends that companies need to be able to focus their plans only on what they need and when they need it. This study could not clearly show the relationship between material consumption and project performance.

The studies examined the project planning process and its impact on project performance (Telsang, 2014). The study found that planning provides definitions of action, activity, cost and time goals, and performance milestones that lead to successful project implementation and achievement of project goals. The study also found that the plan should include details of the human resources, equipment, materials, equipment, and other resources needed to ensure the completion of the project. Resource allocation and timely planning do not necessarily guarantee that the desired goals will be achieved.

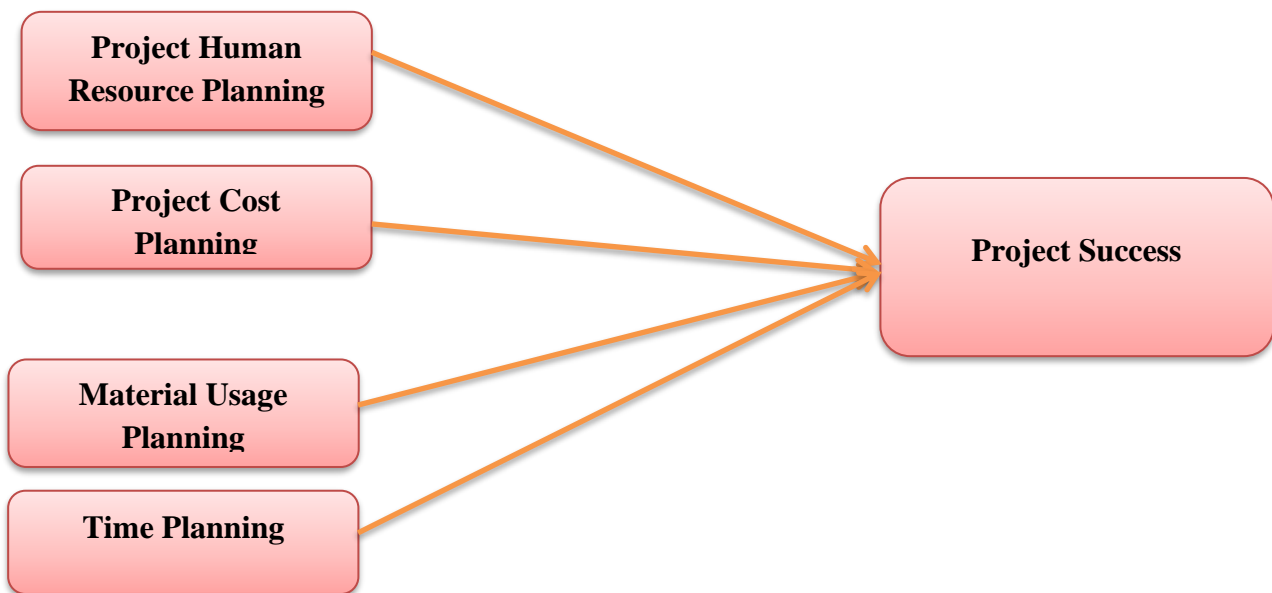
Akpan and Chizea (2012) investigated the determinants of a construction company's scheduling

system. A case study of a failed project in Nigeria was selected. The study concludes that the timing system requires a wise assessment of the actual implementation against pre-established criteria and that corrective actions are taken immediately if the implementation deviates from the traditional goals / goals. Conversely, project execution means the realization of the project plan, while at the same time tracking the effectiveness of the plan to achieve the set goals. This can be defined as running project management. The timing impact on project performance has not been identified in this study.

2.13. Conceptual Framework of the Study

The conceptual framework of this study is presented in the following Figure 2.1.

Figure 2.1: Conceptual Framework



Source: The researcher (2022)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design and Approach

The main purpose of this study was to assess the effect of project planning practices on success of the project. For this purpose, both descriptive and an explanatory research format with every qualitative and quantitative research strategies modified into applied to give an explanation for what the current project planning workout looks like within the company. The researcher decided on this technique because of the reality the primary intention to investigate the project planning practices and the project achievement of the company. According to Kothari (1990), the descriptive research format is recommended for the ones forms of studies as it describes and evaluations the current situation.

3.2. Population and sampling techniques

3.2.1. Population

The population of this study is employees working in Vamos Construction Company in Addis Ababa, Ethiopia. According to the current file of the company, there are 120 employees working under the four project sites (Vamos annual file, 2021). The following table shows the proportion of respondents in each site:

Table 3.1: Sample proportion

No.	Project Sites	Proportion	Percentage
1.	Lebu Apartment Project	49	53%
2.	Bole Office tower Project	15	16%
3.	Lideta guste house site	9	10%
4.	Gelan Furi factory site	19	21%
Total		92	100%

Source: survey data, 2022.

3.2.2. Sample format and technique

In this study, the sample respondents consist of employees who are working currently inside aspect the four sites and head office of Vamos Construction Company. These four building sites are Lebu Apartment Project, Bole Office tower Project, Lideta guste house site and Gelan Furi factory site employees.

The sample size of this study is determined based mostly on the following simplified instrument proposed with the resource of considering the above population:

$$n = N / 1 + N (e)^2$$

When, n is sample size, N is the population size and e is the quantity of precision. A 95% self-guarantee level and $e = 0.05$,

Accordingly, the sample size for this study is calculated as follows.

So:

$$N=120$$

$$n=120/1+120 (.05)^2 = 92$$

$$n=120/1.3 = 92$$

So, the sample size for this study consisted 92(ninety two) staff members of the company. Stratified sampling approach modified into applied to determine the proportion of respondents in Lebu Apartment Project, Bole Office tower Project, Lideta guste house site, Gelan Furi and head office

Under this type of random sampling the population is break up into subpopulation that is in my opinion extra homogenous than the general population. Then it is viable to select out devices from each stratum to symbolize a sample. Kothari (1990) complements the above reason for adopting the stratified sample format.

3.3. Sources of data

The data sources were primary employed to conduct this research. Primary data modified into collected primarily based totally questionnaire.

Under this type of random sampling the population is break up into subpopulation that is in my opinion extra homogenous than the general population. Then it is viable to select out devices from each stratum to symbolize a sample.

The first approach carried out to build up data for this have a questionnaire, which modified into used to build up information from employees engaged within Vamos Construction Company. The questions on the questionnaire modified into designed to be filled back the usage of a Liker scale.

In addition, the researcher used secondary sources collectively from evaluations which might be available within the Vamos Construction. The second approach of data collection is record review; data modified into obtained via the use of published and unpublished documents of Vamos

projects that assisted the researcher to apprehend the critical aspect data about the company. Using every system of data collection modified into allow the researcher to get a clearer understanding of the planning workout and its effect on project outcome and moreover made the researcher be able to get rid of biases and any wrong statistics that might get up within the route of the research data collection technique.

3.4. Methods of data analysis

After the information amassed with the useful resource of questionnaire, the information changed into analyzed the use of Statistical Package for Social Scientists (SPSS 20) for the information collected the use of the questionnaire. Descriptive statistics with standard deviation, mean, frequency and percent changed into used to analyze the information this is received from the questionnaire.

According to Goodwin (2004), descriptive statistics gives a description of the primary functions of a hard and fast of information amassed from a pattern of participants. Moreover, the inferential statistics together with regression and correlation evaluation changed into achieved to decide the impact of project plans on project fulfillment within the case Company.

3.5. Reliability and Validity

To test the validity of the content, the researcher changed into used the Cronbach's alpha reliability length coefficient technique the use of SPSS. For this examine, devices had been superior on project human resource planning, the project cost plans, material plans and time plans.

Table 3.1: Reliability Statistics

Reliability Statistics		
	Cronbach's Alpha	N of Items
Project human resource planning	0.760	6
Project Cost Planning	0.762	5
Material usage planning	0.719	6
Time planning	0.758	5
Projects Success	0.720	6

Source: Survey Data, 2022

The reliability and validity of units used with inside the records series degrees of this paper; the Cronbach's alpha reliability coefficient turned into used. In addition pilot check turned into

completed to assess consistency and accuracy of the studies questioner indicated. Accordingly, the Cronbach's alpha reliability of project human resource planning, project cost planning, project material usage planning, project time planning and project success and project success are 76,.762,.719,.758 and .72 respectively. In addition the validity test of instruments shows that Pearson correlation result of more than 0.68 and Sig. (2-tailed) value of <0.01.

3.6. Research Ethical Consideration

Researcher changed into decided ethically and morally best rules of Addis Ababa University within the direction of the examine process. The information gathered with the overall permission of the participants. In this context, the names of respondents were not recognized. To defend the rights of participants, researcher end up described the benefits of the participants.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1. Introduction

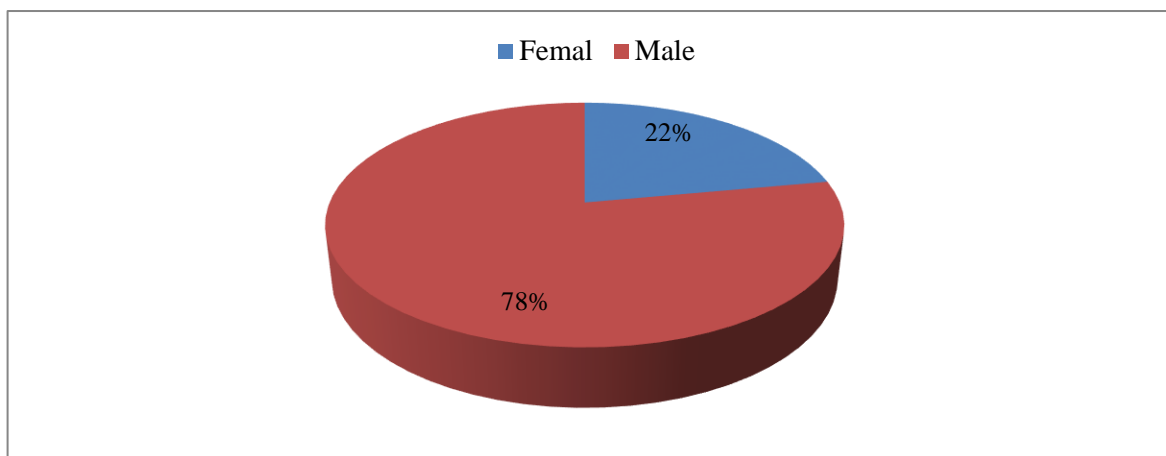
In this section results and discussions have been presented. The data was analyzed quantitatively using descriptive analysis methods. A general of 92 questionnaires have been dispersed out of which 86 responses have been gathered and analyzed. As a result, the response rate turned into 93% and it's an appropriate response rate.

The questionnaire have been evolved the usage of five scales rating i.e., Liker scale; wherein 1=strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5= Strongly Agree. To examine the gathered records with that of the goal set for this studies, Statistical approaches have been achieved the usage of SPSS Statistics model 20.00.

4.2. Demographic profile of respondents

The study sought to find out the demographics of the interview participants which include gender, age, education level, experience, and job title.

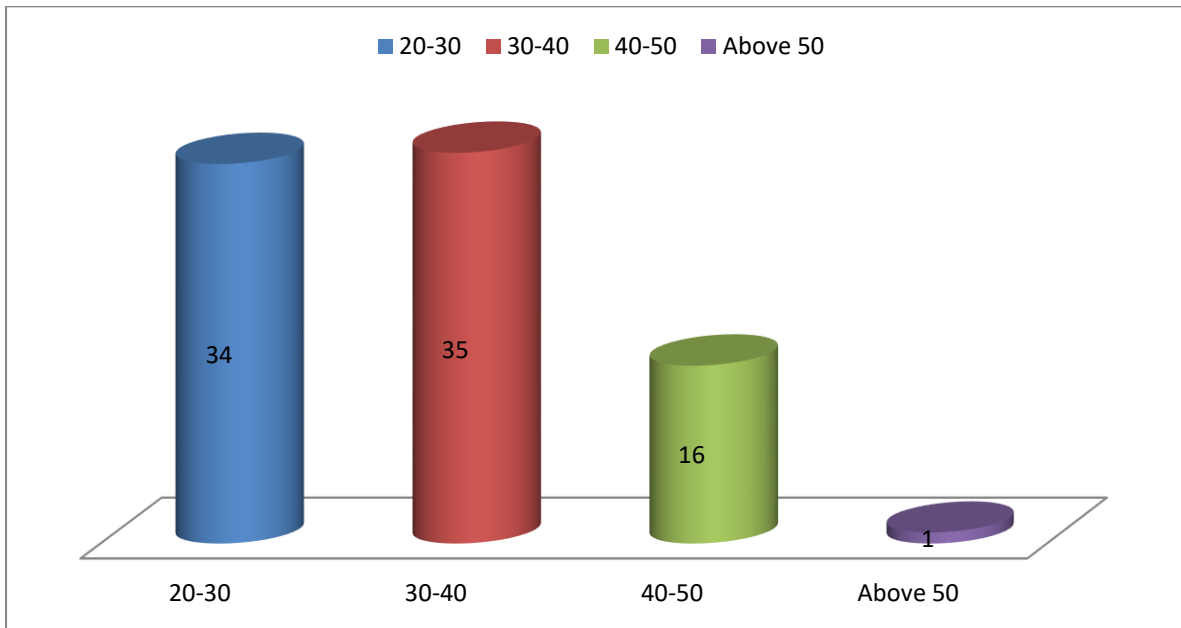
Figure 4.1: Participant Gender Distribution



Source: Survey result, 2022.

The sex distribution of questionnaire participants were identified in order to see who involved more in assessment of project planning practices and its effect on project success in Vamos Construction Project. The finding indicates that majority of the respondents were male 67(78%) and female respondents were female 19 (22%). This implies that there was more male participant than female in Vamos Construction project planning practices and its effect on project success of the project.

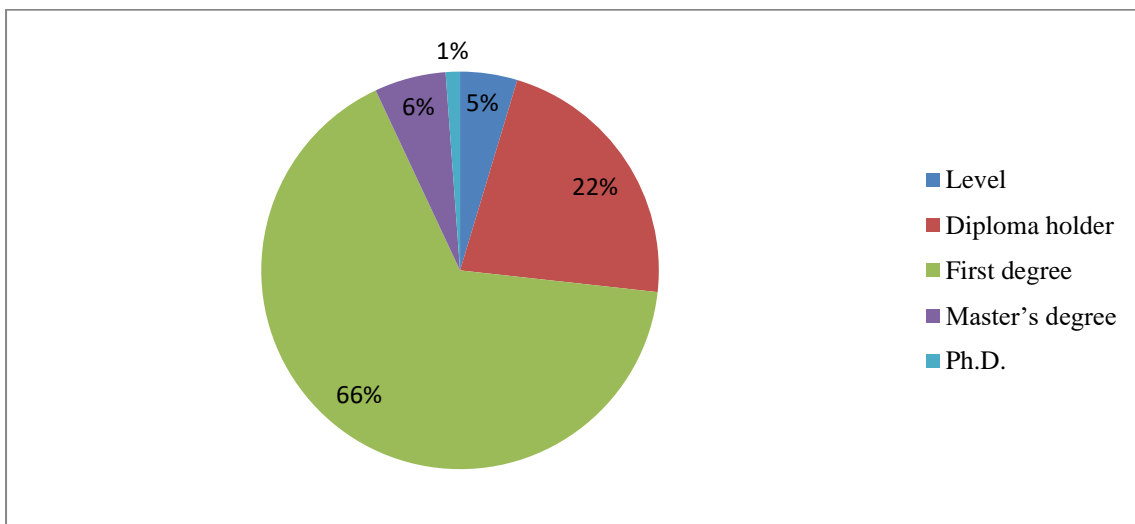
Figure 4.2: Participant Age Distribution



Source: Survey result, 2022.

Figure 4.2 indicates that out of total respondents 41% were aged between 30~40, 39% were aged between 20~30, 19% were aged between 41~50 and 1% were aged above 50 years. The highest number of the respondents was within 30~40 years. These age groups have high potential for working capacity and this is an opportunity for the project.

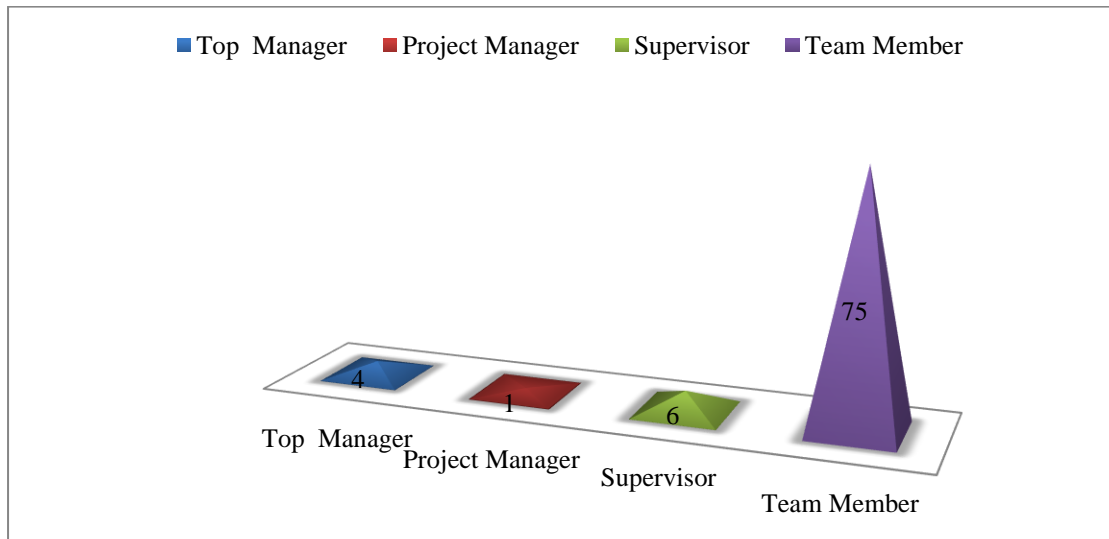
Figure 4.3: Participant Educational Level



Source: Survey result, 2022.

The findings in table 4.3 indicates that majority (66%) of the respondents had attained first degree as their highest academic qualification, 22% held diploma holder as their highest level of education, 6% of the participant were master’s holders, 5% held technic vocational Level as their highest level of education while 1% was Ph.D. holder. This depicts that most of the employees working at projects process had relevant knowledge that is required in projects.

Figure 4.4 Job Position



Source: Survey result, 2022.

As indicated in the Figure 4.4, majority 75(87%) of respondents are team members, while the remaining are top managers 4(5%), project manager 1(1%), supervisor 6(7%).

4.3. Descriptive Analysis Results

This section presents descriptive analysis on the data obtained from the respondents in connection with independent variables and dependent variable. The section describes the data using mean and standard deviation. High mean indicated that majority of the responded strongly approved the statements presented to them while standard deviation indicated the degree of dispersion from the mean.

4.3.1. Project Human Resource Planning and Project Success

The study sought to establish the effect of project human resource planning on project success in Vamos Construction Company. Various statements were included in the questionnaire to indicate the level of project human resource planning on the projects selected. Table 4.1 summarizes respondents’ level of agreement on aspects relating to project human resource planning on success of construction projects in Vamos Construction Company.

Table 4.1: Project Human Resource Planning and Project Success

Statements	N	Mean	Std. Deviation
Human resource department is majorly involved in the company's planning process	86	3.24	.907
The formulation and implementation of human resource training are in line with overall goal	86	2.76	1.028
The human resource management function is accorded an important role	86	2.73	1.202
All resources were allocated(qualified personnel and infrastructure)	86	2.87	1.104
Training was done to project team members	86	2.34	1.233
Project managers were involved in planning stage	86	3.19	1.183

Source: Research Data, (2022)

The findings in table 4.1 indicates that most of the respondents approved that human resource department is majorly involved in the company's planning process as described by mean score 3.24 and a standard deviation of 0.907. It is evident that majority of the respondent agreed that project managers were involved in planning stage as shown by mean score of 3.19 with standard deviation of 1.183. All resources were allocated(qualified personnel and infrastructure) as clarified by mean score of 2.78 and a standard deviation of 1.104; respondent further agreed the formulation and implementation of human resource training are in line with overall goal as depicted by mean score of 2.76 and a standard deviation of 1.028. The respondents agreed that the human resource management function is accorded an important role as shown by mean score of 2.73 and a standard deviation of 1.202. The respondent agreed training was done to project team members shown by mean 2.34 and a standard deviation of 1.233.

This indicates that human resource planning practices project under the Vamos Construction was being done effectively however there were poor practice to training was done to project team members.

4.3.2. Project Cost Planning and Project Success

The researcher required the respondents to state their level of conformity on the statements in relation to how project cost planning affects success of Vamos construction project. The indicators of project cost planning were applied, and the results were presented in table 4.2.

Table 4.2: Project Cost Planning and Project Success

Statements	N	Mean	Std. Deviation
Project cost was well estimated	86	3.40	1.055
The budgeted funds were enough to complete the project	86	2.24	.993
Budget for the project was properly determined (combining the estimated costs of individual activities or work packages to establish an authorized cost baseline)	86	2.36	.944
The project manager was able to forecast expenses	86	2.79	1.118
Project completion was done without financial struggle	86	2.26	1.248

Source: Research Data, (2022)

The findings in the table 4.2 showed that majority of the respondents agreed that project cost was well estimated and that project manager was able to forecast expenses as depicted by mean score of 3.40 and 2.76 respectively. Further respondents agreed that budget for the project was properly regulated (combining the projected costs of specific activities or work packages to a certain approved expenditure baseline) and that the budgeted funds were enough to complete the project as indicated by mean score of 2.36 and 2.24 respectively. Finally, respondents were that project completion was done without financial struggle as depicted by a mean of 2.26 and a standard deviation of 1.248.

4.3.3. Material Usage Planning and Project Success

The study requested to determine the effect of material usage planning on project success in Vamos Construction project. The researcher used a combination of various indicators of material usage planning and presented to the respondents as statements as indicated in table 4.3.

Table 4.3: Material Usage Planning and Project Success

Statements	N	Mean	Std. Deviation
Appropriate material was provided to the project	86	3.40	1.044
Project material and organization was well communicated during planning phase	86	3.22	.951
All material resources allocated to projects were used	86	3.40	1.130
There is consideration of risks associated with material unavailability and cost increase	86	2.71	1.094
There is special consideration of materials requiring long lead time and critical items	86	2.62	1.118
Detail plan to acquire and use project materials	86	2.44	1.144

Source: Research Data, (2022)

The study findings as presented in table 4.3 indicated majority of the respondents agreed that appropriate material was provided as depicted by mean score 3.40 and a standard deviation of 1.044, respondent also agreed that all material resources allocated were used shown by mean score of 3.40 and a standard deviation of 1.130. Project material and organization was well communicated during planning phase as illustrated by mean score of 3.22 and a standard deviation of 0.951. The respondent shown consideration of risks associated with material unavailability and cost increase as illustrated by mean score of 2.71 and a standard deviation of 1.094. There is special consideration of materials requiring long lead time and critical items as a shown by the mean score of 2.62 and a standard deviation of 1.118. Further respondent agreed that detail plan to acquire and use project materials as depicted by mean score of 2.44 and a standard deviation of 1.144

The study recommended that Vamos Construction were clear that appropriate material was provided to the project and all material resources allocated to projects were used. But, there were poor practice to Detail plan to acquire and use project materials.

4.3.4. Time Planning and Project Success

The study focused to determine the effect of time planning on project success in Vamos Construction Company. The results were presented in table 4.4.

Table 4.4: Time Planning and Project Success

Statements	N	Mean	Std. Deviation
The project time was well specified during planning phase	86	3.36	1.126
Schedules were well developed (prepared)	86	2.85	1.000
The project activity duration was well estimated	86	2.73	.951
The project was completed on the original(planned) schedule	86	2.34	1.058
All projects were completed on the agreed time	86	2.29	1.177

Source: Research Data, (2022)

The results in the table 4.4 indicate that majority of the respondents agreed that the project time was well specified during planning phase as depicted by mean score of 3.36 and a standard deviation of 1.126; schedules were well developed (prepared) as shown by mean score of 2.85 and standard deviation of 1.000. Activity duration was well estimated as illustrated by mean score of 2.73 and a standard deviation of 0.951. Further respondents were shown that the projects were to be completed on the original (planned) schedule and all projects were going to be completed on the agreed time as illustrated by mean score of 2.34 and 2.29 respectively.

4.3.5. Project Success

The study sought to establish the level of projects success in Vamos Construction project. Table 4.5 summarizes respondents' level of agreement on various statement presented to them.

Table 4.5: Projects Success

Statements	N	Mean	Std. Deviation
The project is completed on time as planned or earlier (Completed within time scale)	86	1.94	1.078
The project is completed according to the budget allocated or below (Completed within budget)	86	1.98	1.006
Projects completed and meet the quality requirement	86	3.33	.913
The project is completed and meet the client satisfaction	86	2.97	.887
Projects completed and meet the business objective	84	2.87	.833
The project meet their technical success goals	86	3.43	.888

Source: Research Data, (2022)

Findings in table 4.5 illustrates that greater part of the respondents agreed that the project meet their technical success goals and projects completed and meet the quality requirement as depicted by mean score 3.43 and 3.33 respectively. The respondent shown projects completed and meet the client satisfaction and projects completed and meet the business objective as illustrated by mean score 2.97 and 2.87 respectively. Further respondent also approved that projects completed according to the budget allocated or below as shown by mean score of 1.98. Further respondents approved that completed within time scale as illustrated by mean score of 1.94.

This is an indication that the project meet their technical success goals and that the projects completed and meet the quality requirement were well done. The study found that time management hardly works that way since the unanticipated more often take place regardless of how thorough the process of planning may have been.

4.4. Inferential Analysis

This section investigates the correlation between variables, presents the model summary, analysis of variance and the coefficients of the independent variables.

4.4.1. Correlation Analysis

The study conducted a correlation analysis to determine the correlation between the independent variables (project human resource planning, project cost planning, material usage planning and time planning) and the dependent variable (project success). To calculate the correlation results between the study variables and their findings the survey data used the Pearson's coefficient of correlation (r). The degree of correlation coefficients between variables was labeled based on the classification of Taylor (1990). Accordingly, the correlation coefficients < .35, .36 to .67, and .67 to 1 were classified as low or weak, moderate and high-level correlations respectively.

The findings were presented in table 4.6.

Table 4.6: Correlation Analysis

		Project Success	Project Human Resource planning	Project Cost Planning	Project Material usage planning	Project Time Planning
Project Success	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	86				
Project Human Resource planning	Pearson Correlation	.494**	1			
	Sig. (2-tailed)	.000				
	N	86	86			
Project Cost Planning	Pearson Correlation	.428**	.394**	1		
	Sig. (2-tailed)	.000	.000			
	N	86	86	86		
Project Material usage planning	Pearson Correlation	.545**	.488**	.403**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	86	86	86	86	
Project Time Planning	Pearson Correlation	.519**	.492**	.343**	.396**	1
	Sig. (2-tailed)	.000	.000	.001	.000	
	N	86	86	86	86	86

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

Source: Survey Data, (2022)

From the study findings in table 4.6, success of construction projects and project human resource planning had a positive, moderate and significant correlation as shown by a correlation figure of 0.494.

It was also clear that there was a positive, moderate and significant correlation between success of construction projects and project cost planning with a correlation figure of 0.428.

The success of construction projects and material usage planning had a positive, moderate and significant correlation with a correlation value of 0.545 while a positive correlation was also found between success of construction projects and time management with a correlation value of 0.519.

The results proved a positive, moderate and significant correlation between success of construction projects and human resource planning, project cost planning, material usage planning and time planning.

4.4.2. Regression Analysis

Multiple regression analysis was employed to examine the effect of project monitoring and controlling process practice on project success. Multiple regression analysis is “an analysis of association in which the effects of two or more independent variables on a single, interval scaled dependent variable are investigated simultaneously” (Zikmund et al., 2010). They explained that idea of using multiple regression analysis is to use the independent variable whose values are known to predict the single dependent value selected by the researcher.

In this study multiple regressions were conducted in order to examine the relationship between project human resource planning, project cost planning, material usage planning and time planning with project process.

4.4.2.1. Model Summary

The model summary was used to present the coefficient of determination, which explained the degree to which variations in the dependent variable can be interpreted by changes in the independent variables. It can also be explained as a percentage of variation in the dependent variable (success of construction projects) that is described by all the four independent variables (project human resource planning, project cost planning, material usage planning and time planning). The results were

presented in table 4.7.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.447	.420	.70174

a. Predictors: (Constant), Project Time Planning, Project Cost, Project Material usage

planning, Project human resource planning

Source: Survey Data, (2022)

The R-squared number indicates how near the data is to the fitted regression line. For multiple regressions, it's also known as the coefficient of determination. It's a common statistic for evaluating model fit. The adjusted R², also known as the coefficient of multiple determinations, is the percentage of variance in the dependent variable explained by the independent variables individually or collectively.

From the analysis, as per the Table 4.7, the adjusted R square was 0.42 the model estimated shows that there was 42.0% positive variation in project success as a result of project human resource planning, project cost planning, material usage planning and time planning. 58.0% of the variation in project success was explained by other factors other than the four independent variables by the Vamos Construction Company. In other way, it is noted that 42.0 % of the changes in the project success variables could be attributed to the combined effect of the predictor variables which project human resource planning, project cost planning, material usage planning and time planning on project success. The coefficient of correlation value of 0.668 indicates that there was a positive strong correlation between independent and dependent variables.

4.4.2.2. Analysis of Variance

The study needed to establish the overall significance. The results were presented in the table 4.8.

Table 4.8: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.220	4	8.055	16.357	.000 ^b
	Residual	39.888	81	.492		
	Total	72.108	85			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Project Time Planning, Project Cost planning, Project Material usage planning, Project human resource planning

The findings in the table 4.8 indicate that the overall model was significant. The overall model was significant as shown by a calculated F statistic of 16.357 (p value 0.000). The calculated F statistics was large than the critical F statistic. The findings indicated that the variables: project human resource planning, project cost planning, material usage planning and time planning are good predictors of success of construction projects.

4.4.2.3. Regression Coefficients

The study coefficients of independent variables are presented in table 4.9. The coefficients indicate the direction and change of dependent variable because of change in the independent variables.

Table 4.9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.492	.331		-1.487	.141
	Project human resource planning	.187	.127	.152	1.469	.146
	Project Cost planning	.170	.105	.153	1.626	.108
	Project Material usage planning	.310	.102	.301	3.030	.003
	Project Time Planning	.287	.103	.273	2.786	.007

a. Dependent Variable: Project Success

As per the SPSS generated table 4.9, the equation

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 \text{ become:}$$

$$Y = -0.492 + 0.187X_1 + 0.170X_2 + 0.310X_3 + 0.287X_4$$

Where;

Y= Project Success

β_0 =constant value

β_1 = coefficient of project human resource planning

X_1 = project human resource planning

β_2 =coefficient of project cost planning

X_2 =project cost planning

β_3 = coefficient of material usage planning

X_3 =project material usage planning

β_4 = project time planning

X_4 = coefficient of project time planning

Using the regression equation above and holding all factors constant (project human resource planning, project cost planning, material usage planning and time planning) success of

construction projects was -0.492. The findings in table 4.9 indicate an increase in human resource planning was significantly increase project success.

The results further indicate that an increase in project cost planning practice significantly leads to an increase in project success. The study found that project cost planning practices, which includes the cost budgeting as well as cost estimating process, positively affects project success.

The findings in table 4.9 show that an increase in material usage planning leads to an increase in project success. The study found that material usage planning increases the success of project success by bringing about large decreases in the cost of carrying and holding inventory.

The results in table 4.9 also indicate that an increase in time planning leads to an increase in project success.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the data findings on effects of project planning practices on success of construction projects in Vamos Construction Company. The chapter also highlights the conclusions, recommendations of the study based on study findings and suggestion for further research.

5.2. Summary of the Study

The goal of the study was to see how project planning practices affected project success in Vamos Construction. The study was initiated by the fact that project planning practice has a considerable impact on the success of construction projects. The study specific objectives were determining the effect of project human resource planning, project cost planning, material usage planning, and time planning on success of construction projects in Vamos Construction Projects.

The demographic analysis result shows that there was more male participant than female in Vamos Construction project planning practices and its effect on project success of the project. In addition, the highest number of the respondents was within 30~40 years old. These age groups have high potential for working capacity and this is an opportunity for the project. The result also shows that most of the employees working at projects process had relevant knowledge that is required in projects.

5.2.1. Project Human Resource Planning and Project Success

The finding indicates that human resource department is majorly involved in the company's planning process. In addition, it is evident that project managers were also involved in planning stage as shown by mean score of 3.19.

The result of this study also shows that all resources were allocated (qualified personnel and infrastructure) as clarified by mean score of 2.78. In addition, the respondents agreed that the human resource management function is accorded an important role as shown by mean score of 2.73.

The findings indicates that most of the respondents approved that human resource department is majorly involved in the company's planning process as described by mean score 3.24 and a

standard deviation of 0.907. It is evident that majority of the respondent agreed that project managers were involved in planning stage as shown by mean score of 3.19 with standard deviation of 1.183. All resources were allocated(qualified personnel and infrastructure) as clarified by mean score of 2.78 and a standard deviation of 1.104; respondent further agreed the formulation and implementation of human resource training are in line with overall goal as depicted by mean score of 2.76 and a standard deviation of 1.028. The respondents agreed that the human resource management function is accorded an important role as shown by mean score of 2.73 and a standard deviation of 1.202. The respondent agreed training was done to project team members shown by mean 2.34 and a standard deviation of 1.233.

5.2.2. Project Cost Planning and Project Success

The findings shows that majority of the respondents agreed that project cost was well estimated and that project manager was able to forecast expenses as depicted by mean score of 3.40.

Further respondents agreed that budget for the project was properly regulated (combining the projected costs of specific activities or work packages to ascertain an approved expenditure baseline) and that the budgeted funds were enough to complete the project as indicated by mean score of 2.36 and 2.24 respectively.

Finally, respondents were that project completion was done without financial struggle as depicted by a mean of 2.26.

The findings showed that majority of the respondents agreed that project cost was well estimated and that project manager was able to forecast expenses as depicted by mean score of 3.40 and 2.76 respectively. Further respondents agreed that budget for the project was properly regulated (combining the projected costs of specific activities or work packages to a certain an approved expenditure baseline) and that the budgeted funds were enough to complete the project as indicated by mean score of 2.36 and 2.24 respectively. Finally, respondents were that project completion was done without financial struggle as depicted by a mean of 2.26 and a standard deviation of 1.248.

5.2.3. Material Usage Planning and Project Success

The study findings as presented in table 4.3 indicated majority of the respondents agreed that appropriate material was provided as depicted by mean score 3.40, respondent also agreed that all material resources allocated were used shown by mean score of 3.40.

Project material and organization was well communicated during planning phase as illustrated by mean score of 3.22.

The respondent shown consideration of risks associated with material unavailability and cost increase as illustrated by mean score of 2.71.

There is special consideration of materials requiring long lead time and critical items as a shown by the mean score of 2.62. Further respondent agreed that detail plan to acquire and use project materials as depicted by mean score of 2.44.

The study findings indicated majority of the respondents agreed that appropriate material was provided as depicted by mean score 3.40 and a standard deviation of 1.044, respondent also agreed that all material resources allocated were used shown by mean score of 3.40 and a standard deviation of 1.130. Project material and organization was well communicated during planning phase as illustrated by mean score of 3.22 and a standard deviation of 0.951. The respondent shown consideration of risks associated with material unavailability and cost increase as illustrated by mean score of 2.71 and a standard deviation of 1.094. There is special consideration of materials requiring long lead time and critical items as a shown by the mean score of 2.62 and a standard deviation of 1.118. Further respondent agreed that detail plan to acquire and use project materials as depicted by mean score of 2.44 and a standard deviation of 1.144

5.2.4. Time Planning and Project Success

The results indicates that majority of the respondents agreed that the project time was well specified during planning phase as depicted by mean score of 3.36; schedules were well developed (prepared) as shown by mean score of 2.85.

Activity duration was well estimated as illustrated by mean score of 2.73. Further respondents were shown that the projects were to be completed on the original (planned) schedule with a mean of and that all projects were going to be completed on the agreed time as illustrated by mean score of 2.34 and 2.29 respectively.

The results indicate that majority of the respondents agreed that the project time was well specified during planning phase as depicted by mean score of 3.36 and a standard deviation of 1.126; schedules were well developed (prepared) as shown by mean score of 2.85 and standard deviation of 1.000. Activity duration was well estimated as illustrated by mean score of 2.73 and a standard deviation of 0.951.

5.2.5. Project Success

The result of this study shows that the project meet their technical success goals as depicted by mean score 3.43. Projects completed and meet the quality requirement as depicted by mean score 3.33. The respondent shown projects completed and meet the client satisfaction and projects completed and meet the business objective as illustrated by mean score 2.97 and 2.87 respectively. Further respondent also approved that Projects completed according to the budget allocated or below as shown by mean score of 1.98. Further respondents approved that completed within time scale as illustrated by mean score of 1.94.

Findings shows that greater part of the respondents agreed that the project meet their technical success goals and projects completed and meet the quality requirement as depicted by mean score 3.43 and 3.33 respectively. The respondent shown projects completed and meet the client satisfaction and projects completed and meet the business objective as illustrated by mean score 2.97 and 2.87 respectively. Further respondent also approved that projects completed according to the budget allocated or below as shown by mean score of 1.98. Further respondents approved that completed within time scale as illustrated by mean score of 1.94.

This is an indication that the project meet their technical success goals and that the projects completed and meet the quality requirement were well done. The study found that time management hardly works that way since the unanticipated more often take place regardless of how thorough the process of planning may have been.

From the study findings it was determined that there was a positive correlation between success of construction projects and project cost planning with a correlation figure of 0.428.

In addition, the success of construction projects and material usage planning had a positive correlation with a correlation value of 0.545 while a positive correlation was also found between success of construction projects and time management with a correlation value of 0.519.

The results proved a positive correlation between success of construction projects and human resource planning, project cost planning, material usage planning and time planning.

Moreover, the multiple regression analysis result, the adjusted R square was 0.42 the model estimated shows that there was 42% positive variation in project success as a result of project human resource planning, project cost planning, material usage planning and time planning.

The results further indicate that an increase in project cost planning was significantly leads to an increase in project success. The study found that project cost planning practices, which includes the cost budgeting as well as cost estimating process, positively affects project success.

The finding shows that an increase in material usage planning was lead to an increase in project success. The study found that material usage planning increases the success of project success by bringing about large decreases in the cost of carrying and holding inventory. The results indicate that an increase in time planning was lead to an increase in project success.

5.3. Conclusion

The study goal was to determine the effect of project planning practices on the success of Vamos Construction projects. The study came at the following conclusion based on its findings.

- Regarding to the project human resource planning and project success, the result of the study shows that both the project management department and human resource departments are involved in the company's project planning process. In addition, all resources were allocated (qualified personnel and infrastructure) and the formulation and implementation of human resource training are in line with overall goal. The respondents agreed that the human resource management function is accorded important roles. Generally, human resource planning practices project under the Vamos Construction was being done effectively however there were poor practice to training was done to project team members.
- Regarding the project cost planning and project success, the findings shows that project cost was well estimated and that project manager was able to forecast expenses. Further respondents agreed that budget for the project was properly regulated (combining the projected costs of specific activities or work packages to ascertain an approved expenditure baseline) and that the budgeted funds were enough to complete the. Finally, respondents were that project completion was done without financial struggle.
- The study findings indicates that Vamos Construction were clear that appropriate material was provided to the project and all material resources allocated to projects were used. But, there were poor practice to Detail plan to acquire and use project materials.
- The results indicate that the project scope was well specified during planning phase; schedules were well developed (prepared). In addition, the result shows that activity duration was well estimated as. Further respondents were shown that the projects were to be moderately completed on the original (planned) schedule with a mean of and that all projects were going to be completed
- Regarding to the project success, this is an indication that on average projects are completed at the agreed time and that the project scope and activity duration were well done. The study

found that time management hardly works that way since the unanticipated more often take place regardless of how thorough the process of planning may have been.

- The Pearson correlation result shows that there is a positive, significant and moderate correlation between success of construction projects and human resource planning, project cost planning, material usage planning and time planning.
- Moreover, multiple regression analysis was employed to examine the effect of project monitoring and controlling process practice on project success. From the regression analysis, the result shows that there is a 42% variation in project success as a result of project human resource planning, project cost planning, material usage plans and time planning.
- The results further indicate that an increase in project cost planning was significantly leads to an increase in project success. The study found that project cost planning practices, which includes the cost budgeting as well as cost estimating process, positively affects project success.
- The finding shows that an increase in material usage planning was lead to an increase in project success. The study found that material usage planning increases the success of project success by bringing about large decreases in the cost of carrying and holding inventory. The results also indicate that an increase in time planning was lead to an increase in project success.

5.4. Recommendation

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

- The finding of the research indicates that the human resource planning practices project under the Vamos Construction was being done effectively however there were poor practice to training activities in the project. Therefore, the researcher would like to suggest that the company should provide trainings to project staff members so as to improve its performance.
- The inferential statistics results show that there was a positive and significant relationship between success of construction projects and human resource planning, project cost

planning, material usage planning and time planning. Therefore, the company needs to improve its project planning activities so as to improve the project success.

5.5. Suggestions for Further Research

This study investigated on effects of project planning practices on success of construction projects in Vamos Construction. The study investigated the effect of project planning and organizational success. The study therefore suggests further study to determine the contributors of other variables such as leadership style, project Communication and stakeholder management on success of projects.

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College of Business and Economics

School of Commerce (AAUSC)

Graduate Program

Questionnaire

To be filled by employees of Vamos Construction Project, Ethiopia

Dear respondents:-

The objective of this research is to investigate the effect of project planning practices on project success by taking Vamos Construction Project as a case study organization. The outcome of the study was used in order to suggest possible solutions for problems identified while conducting the study.

I would like to assure you that the information you provide was used only for academic purpose and the information you provide is confidential. Your involvement is regarded as a great input to the quality of the research results. Hence, I kindly request you to spent some of your precious time to fill the questionnaire as frank as and reasonable as possible. Your honest and thoughtful response is invaluable. If you have any further question, I can be reached at the address below.

Thank you for your participation

Best regards,

Melaku Assefa, 0913917768

Email:- mele.assefa3@gmail.com

General Instruction

- There is no need of writing your name
- In all cases were answers options are available please make an (√) in the appropriate box.

4	All resources were allocated (qualified personnel and infrastructure)					
5	Training was done to project team members					
6	Project managers were involved in planning stage					
<i>Project Cost Planning and project Success</i>						
7	Project cost was well estimated					
8	The budgeted funds were enough to complete the project					
9	Budget for the project was properly determined (combining the estimated costs of individual activities or work packages to establish an authorized cost baseline)					
10	The project manager was able to forecast expenses					
11	Project completion was done without financial struggle					
<i>Material Usage Planning and project Success</i>						
12	Appropriate material was provided to the project					
13	Project material and organization was well communicated during planning phase					
14	All material resources allocated to projects were used					
15	There is consideration of risks associated with material unavailability and cost increase					
16	There is special consideration of materials requiring long lead time and critical items					
17	Detail plan to acquire and use project materials					

	<i>Time Planning and project Success</i>					
18	The project time was well specified during planning phase					
19	Schedules were well developed (prepared)					
20	Activity duration was well estimated					
21	The project was completed on the original(planned) schedule					
22	All projects were completed on the agreed time					
	<i>Project Success</i>					
23	Projects completed on time as planned or earlier (Completed within time scale)					
24	Projects completed according to the budget allocated or below (Completed within budget)					
25	Projects completed and meet the quality requirement					
26	Projects completed and meet the client satisfaction					
27	Projects completed and meet the business objective					
28	Projects meet their technical success goals					

Thank you.