

Effect of Project Employee Competencies on the Implementation of Agriculture Projects in Rwanda: A Case of Project for Rural Income through Exports (Price)

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Abstract: Projects remain the instruments of choice for policy makers in international development. Yet, paradoxically, the poor success of projects seems to have become the rule and not the exception in contemporary reality. The general objective of this research was assessed the effect of project employee competencies on the implementation of agriculture projects in Rwanda. Some agriculture project in Rwanda are still facing the problem of incompetence staff, lack of managerial skills and more people works in those project does not have enough knowledge. This study was adopted descriptive research design to get results expected from this study. Thus, the research design was focused on qualitative approach, but also quantitative approach was used to establish relationship between variables using inferential statistics. Target population refers to the group of people or study subjects who are similar in one or more ways and which form the subject of the study in a particular survey. For the purpose of this work, the researcher target is 115 populations. A sample size is 89. This study was used descriptive research study. The researcher has used randomly sampling method as these enabled the researcher to select respondents who provided researcher with the information needed for the study. Questionnaires instrument was used to collect data. Before analyzing the data, first errors was identified and eliminated as far as this was immediately affect administering of questionnaires in order to guard against omission. Statistical Package for Social Sciences (SPSS) was used to analyze data after collecting them in this study. Knowledge, employee skills and training influence implementation of agriculture project at 87.9% to rural income through exports (PRICE). This is as given by the R square value of 0.879. The adjusted R square value is 0.805 which shows that the study result is 80.5%, this show the reliability of the study. ANOVA results further show that knowledge, employee skills and training influenced the implementation of agriculture project. The sig value (0.000) less than the level significance (0.05). The F-statistics (F=214.145) is far greater than the P-value (0.000). Further, Tables 4.8 indicates that the residual value (2.202) is less than the regression value (21.930) which means that all independent variables contributed to the implementation of the implementation of rural income through exports (price). The present study examined the effect of project employee competencies on the implementation of agriculture projects in Rwanda. It further presents that the project implementation is significantly determined by knowledge, employee skills and training. The study concluded that a significant number of employees working with PRICE project were highly experienced in project implementation. Researcher recommended that knowledge, employee Skills and training should not only be sufficient, but influence the project implementation of rural area. It is advised that the crafters of the budget should address the requirements for Agricultural projects' implementation.

1. Background of the Study

All-over the world, project implementation requires qualified employees. In today's employee competences must have enough skills. According to Kannel,(2009), agriculture project have to obtain and utilize their resources effectively. It's therefore in every agriculture project have interest on implementing training as one of the major steps to boost the project success.

Although very few project managers have the competencies to manage them within their initiatives, effective managers must marshal resources to help their teams overcome risk (Taylor, 2013). According to Koehler (2013) in United State of America (USA) project managers are responsible for collecting all risks from the functional teams and leading the team in a risk analysis exercise to determine which of the risks are project-level risks. Since the late of 1960s in UK, project management researcher has been trying to discover which factors lead to project implementation and project success. Job training is an attempt to improve current or future employee performance by increasing an employee's ability to perform through leaning, usually by changing the

employee's attitude or increasing his or her skills and knowledge. Job experience, employee skills and training are major indicators of employee's competencies.

According to Kusters (2010) failing to plan is planning to fail, this perhaps one of the most popular saying among project management (PM) practitioners and it is hard not to concur with this management philosophy, for that matter, project planning remains a key factor of project success. According to Zwikael & Ahn (2011) they are many challenges which makes planning project failed like: A lack of project employee competencies, project not linked to organizational goals, Loss of control due to lack of detail in project plan, Conflict among project team members due to non-effective communication. Hence, it became an important research object in the more general area of knowledge management and is often integrated with learning management systems (Draganidis and Mentas, 2016). Recent studies in this field, clarified that individual competency is an area of research attracting efforts to leverage personal development, knowledge generation (Abou-Zeid, 2012), In addition to being regarded as a focal

point for job experience, employee skill and training all aspects influence agriculture project implementation.

Rwandan exporters also did not have the necessary quality awareness of consumer industry requirements and had limited knowledge of the factors that contributed to quality. Thus, the quantity and the quality of the agriculture products produced in Rwanda continued to remain low, as the farmers and managers did have neither the incentive nor the competencies to boost quantity and quality needed on the market. The project for rural income through exports (PRICE) placed emphasis on increasing communication with farmers and managers, improving extension services, expanding improved seedlings through encouraging privately managed nurseries, distributing fertilizers under new policies (Ministry of Agriculture and Animal Resources, 2015). From the above background, the researcher have been motivated to carry out a study on managers 'competencies and success of the project in Rwanda.

2. Statement of the Problem

The study of Roque and Marly (2013) demonstrated that employee competencies have influence project implementation. Henderson (2010), indicated that employee competencies in decoding and encoding communication significantly contribute to the success of the agriculture project due to the team member satisfaction and productivity. Victor, Sohmen, Christina & Dimitriou, (2015) said that projects in USA often require strategic visioning and planning competencies to align overall program goals and benefits with the long-term goals of the projects. The study of Choi Saif, and Syed (2014) also found that employee competency has positive impact on the project implementation. Although different studies suggested different reasons that should cause the projects implementation in foreign countries. Some agriculture project in Rwanda are still facing the problem of incompetence staff, lack of managerial skills and more people works in those project does not have enough knowledge. Moreover, the above authors indicated different techniques and main competencies to manage and help to ensure project success, however, may not be suitable for all types of projects and should cause some types of projects to fail. Hence, this study needs to bridge this gap by analyzing job experience, employee skills and training. Competencies are among the factors that should influence the success of agriculture project in Rwanda.

3. Objective of the study

To assess the effect employee skills on influencing agriculture project implementation in Rwanda.

4. Research Design

This study was adopted descriptive research design to get results expected from this study. Thus, the research design was focused on qualitative approach, but also quantitative approach was used to establish relationship between variables using inferential statistics (Ogunola, 2013).

5. Target Population

Target population refers to the group of people or study subjects who are similar in one or more ways and which form the subject of the study in a particular survey (Spoul, 2015). For the purpose of this work, the researcher target is 115 populations. Since the study is descriptive in nature, a sample size is recommended. Kothari (2009), recommended that a sample size be as large as possible in order to reproduce salient characteristics of the accessible population to an acceptable level as well as to a void sampling errors.

6. Sample Size

The level of precision or sampling error was 5% and 95% confidence level, total population(N) is 115, the sample size is select using the Yamane formula
$$= \frac{N}{1+N(e)^2} = \frac{115}{1+115(0.05)^2} = 96 \text{ respondents}$$
, and then, n= 89 managers. The sample size of the study is 89 respondents.

7. Data Analysis Procedure

Before analyzing the data, first errors was identified and eliminated as far as possible in order to enable the researcher to cross examine the relationship between variables. The questions and the corresponding responses so as to ensure accuracy, consistency, and uniformity. These studies immediately affect administering of questionnaires in order to guard against omission. Statistical Package for Social Sciences (SPSS) was used to analyze data after collecting them in this study. After collecting data, the researcher was organized the questionnaire by numbering them for validation and checking purpose.

Table1: The effect employee skills on influencing agriculture project implementation in Rwanda

Employee competencies	SA	A	UN	D	SD
- Person skills is very important on project implementation in Rwanda	97.0%	1.7%	1.3	-	-
- Skilled labor are needed in agriculture project in Rwanda	87.2%	12.8%	-	-	-
- Every employee of agriculture project must have some knowledge in agriculture project	46.8%	22.7%	-	30.5	-
- Skilled labor influence the success of agriculture project	77.8%	22.2%	-	-	-
Valid N (listwise)	89				

The above Table1, show that the employee skills influencing the agriculture project in Rwanda. The results show that Person skills is very important on project implementation in Rwanda, 98.7 % of the respondents were agreed. The Skilled labor are needed in agriculture project in Rwanda, this statement are accepted by 100% of respondents. Agriculture must change to meet the rising demand, to contribute more effectively to the reduction of poverty and malnutrition and to become ecologically more sustainable.

According to Morley (2016) project implementation is influenced by the effectiveness of the project management. The author further observes that managing a project ought to factor in time, resources and production management. Bhatti

(2015) identifies some of the critical success factors (CSFs) of project implementation to include user training, change management, team work, user engagement, risk management, top management support, and communication. The project implementation success is premised on project outcomes. Basamh, Huq and Dahlan (2013) examined project implementation success and change management practices in State firms in Malaysia. The authors asserted that project success is subject to a number of Factors. These include project schedule and plan, top management support, project change Objective, communication, stakeholders' acceptance, and project team members. Their study noted that top management support in resources allocation and its sharing of responsibilities are necessary in project implementation.

Every employee of agriculture project must have some knowledge in agriculture project, as agreed by 69.5% of the respondents and 100% of skilled labor influenced the success of agriculture project. A key principle to recognize is that given the huge diversity of agriculture and of the starting points for change there can be no one size fits all solutions. Countries should follow the most suitable pathways and timelines for addressing their specific challenges through tailored SAI solutions, policies, monitoring and other implementation mechanisms

8. Conclusion

The present study examined the effect of project employee competencies on the implementation of agriculture projects in Rwanda. It further presents that the project implementation is significantly determined by employee skills. By introducing more training programs in the project employees become interested to get more knowledge about their jobs which eventually helps them in getting promotions among their peer groups. Since employee skills has significant influence the project implementation. An employee skill is important for project implementation. The study inferred that employee skills and Knowledge have positively and largely influenced in project implementation of rural income through exports (PRICE). The study concluded that a significant number of employees working with PRICE project were highly experienced in project implementation.

9. Recommendations

Researcher recommended that employee Skills should not only be sufficient, but influence the project implementation of rural area. It is advised that the crafters of the budget should address the requirements for Agricultural projects' implementation. More so, there should be a provision for adequate number of employees to implement Agricultural Sector Development Support programmes' projects. It is further recommended that in order to ensure successful implementation of PRICE projects, sufficiently competent and knowledgeable staff should be involved in the implementation process. The PRICE should continuously build capacity of the existing employees through training and development.

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