Contribution Of Employees' Involvement In Success Of One Laptop Per Child In Rwanda.

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Abstract- The main purpose of this study was to examine the contribution of employees' involvement in success of one laptop per child in Rwanda. In order to achieve the study descriptive and analytical designs were used. The target and the population of the study was 72 employees involved in one laptop per child. Using Slovin's formula a sample size of 61 respondents was determined. The study used both purposive and simple random sampling technique while selecting the respondents. The study used both primary and secondary data collection method. Primary data was collected using questionnaires and interviews while secondary data was collected using reports published on accredited journals. Data coding, analysis and interpretation was done using SPSS version 24. Presentation was done using both descriptive and inferential statistics. The findings of this study indicated that the trainings offered by project partners contribute to success of projects by increasing employee skills, knowledge and competence leading to success, monitoring of activities by project partners is important in influencing project success through effective and efficient running of project activities, risk sharing is important in influencing project success through reduction of the risk burden. The study concluded that the contribution of project partners on the success of one laptop per child include offering trainings to project staff, monitoring and evaluation of project activities, sharing of risks affecting the project as well as capacity enhancements. The study recommended that one laptop per child project should involve stakeholders and improve capacity in success is to be enhanced. The study suggests a further research on the contribution of stakeholder and resource capacity on project sustainability.

Index Terms- Employees' involvement, One laptop per child, Project Success

I. BACKGROUND OF THE STUDY

Globally, failure or success of projects is based on results that are cast in many directions emancipating many projects have failed while others in different countries around the globe have failed to be sustainable or the managers are not recognizing the need for project sustainability (Zhao, Pugh, Sheldon & Byers, 2012). Recent development literature is that development projects are too top-down and need to be more bottom-up where the involvement of all the stakeholders including the project beneficiaries are involved in the project (Floricel & Miller, 2011). Projects need to involve more participation by beneficiaries since it makes them develop more interest and commitment in then project thus making it more sustainable and increasing chances of success. In fact, some would argue that real development, by definition, must involve beneficiaries in their own improvement without participation the people may benefit but not develop from a project (Belanger, 2010).

Project funders in Africa have demonstrated the failures of development projects. stakeholders are "individuals or organizations that are either affected by or affect the deliverables or outputs of a specific organization", other defined stakeholders as those who can influence the project process and/or final results, whose living environments are positively or negatively affected by the project, and who receive associated direct and indirect benefits and/or losses. The Project Management Body of Knowledge defined stakeholder as an individual, group, or organization who may affect, be affected by, or perceive itself to be affected positively or negatively by a decision, activity, or outcome of a projects (Boxall & Purcell, 2011).

Projects need to involve more participation by beneficiaries since it makes them develop more interest and commitment in then project thus making it more sustainable and increasing chances of success. In fact, some would argue that real development, by definition, must involve beneficiaries in their own improvement without participation the people may benefit but not develop from a project (Bryson & Crosby, 2013)

Projects can only be successful through engagements from stakeholders, and it is the stakeholders that evaluate whether they find the project successful beyond receiving the project deliverables. One of the major concerns coming forth in the management of projects is the recognition and management of project stakeholders since the stakeholders are a major source of uncertainty in construction project (Chang, 2013).

In Rwanda, stakeholder involvement and resource capacity are considered vital for the success of projects, different projects ensure sufficient resource mobilization is done so that activities can be successfully implemented, mobilization of stakeholders is done to ensure that they clearly understand the projects, their role in implementation and success of such projects and what best they can do to contribute to project success. However, there are other projects where stakeholder involvement is low and this has led to failure of most of the projects.

One lap top per child was implemented by the government of the Republic of Rwanda to ensure that they improve the quality of education for all the children through effective use of ICT by providing computers to all children. The project success was not

achieved as intended and many attributes this to limited involvement of stakeholders.

II. STATEMENT OF THE PROBLEM

The need for stakeholder management is a global concern; the main factors leading to effective stakeholder engagements are hiring a project manager with high competency, transparent evaluation of the alternative solution, ensuring effective communication between the project and its stakeholder, setting common goal and objective of the project, and exploring the stakeholder need and expectation. However, in most projects' stakeholder involvement has been low, project management try their best to ensure the success of the project without involving stakeholders for their inputs, this is mainly happening in projects due to lack of sufficient information on how stakeholder's involvement and capacity contribute to success of projects. It is against that background that the researcher carried out this research with reference to one laptop per child as the case study.

III. LITERATURE REVIEW

The shareholder theory

There are several ways to consider who and what are stakeholders in both an organization and an organization's projects. The "shareholder theory," posited in the early 20th century by economist Milton Friedman, says that a project is beholden only to shareholders - that is, the project must make a profit for its shareholders. Stakeholder theory was first described by Edward Freeman, a professor at the where he suggestsed that shareholders are merely one of many stakeholders in a project (Andrews, 2012). The stakeholder ecosystem, this theory says, involves anyone invested and involved in, or affected by, the project: employees, environmentalists near the project's plants, vendors, governmental agencies, and more. Freeman's theory suggests that a project's real success lies in satisfying all its stakeholders, not just those who might profit from its stock (Belanger, 2010).

Contribution of employee's involvement in success of projects

A successful project starts with its people. Employees are a great source of knowledge, skills and ideas, but they often remain neglected. Projects that involve employees not only find application for their unique skills but also save the project's time, money and increase productivity, job satisfaction, and project commitment (Dicke, 2016).

Employee involvement is a tell-tale sign that the employees are trusted, and their contribution is valued. Encourage the participation of various employees as the diversity of individuals helps to come up with creative solutions. But remember that employees involved in decision-making should have the necessary skills, experience and be familiar with the project priorities-otherwise, they will not be able to analyze alternatives and choose the best option.

There are many benefits of involving employees in decision making but the most important are: Feeling valued: Employees feel that the higher management value them as experienced contributors to the project's success. Thus, they increase their work efforts and commitment, making better everyday decisions: When participating in decision making, employees get access to all important data and can make more informed decisions on a day-to-day basis. Feeling responsible: When employees participate in decision making, they feel personal responsibility for it. And if something goes wrong, they will do whatever it takes to correct the mistake. Focusing on the solution: When a serious problem occurs, employees tend to blame the management. But if they are involved in problem-solving, they do not focus on "who's bad decision was this?"- Instead, they focus on cooperating and finding a solution to the current situation. Increasing motivation: When employees know that their decision can make a difference, they feel more motivated and satisfied with their job (Boxall & Purcell, 2011).
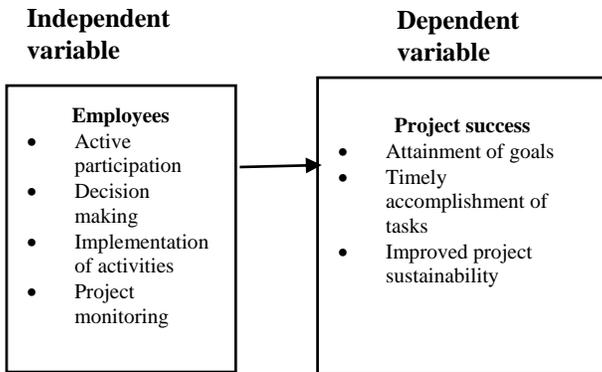
Over the past decades work reforms were implemented to guarantee humanistic patterns of work and to improve the quality of working life. As the global business environment started to become more competitive in the 1980s, major focus shifted towards the productivity and economic performance of the organizations. The organizations sought new avenues to gain competitive advantages over rival companies (Belanger, 2010).

Employee involvement, also called worker's participation can be perceived as *"a variety of processes and structures which enable, and at times encourage employees to directly and indirectly contribute to and influence decision-making in the firm and in the wider society"*. The following definition indicates that there are various activities through which the employees can influence decision-making processes within the project. Generally, employee involvement can have a direct or indirect form. Direct involvement means that employees have an immediate influence on the decision-making processes within the project. Typical forms of direct involvement are employee surveys, team briefings, autonomous working groups, or suggestion schemes (Dicke, 2016).

Indirect involvement (representative involvement) means that a specific group which represents all employees is involved in the decision-making processes within the project. Common forms of indirect involvement are bored representations, work councils or task forces. Employee involvement is classified into categories. These are informative, consultative and delegative participation. Informative participation refers to downwards communication within the organization. Employees have been given information top-down about the organization and its competitors, their own department, or their individual performance. Information sharing includes open communication processes as well as information disclosure. Consultative participation regards various schemes developed by the management team to gain opinion of its employees and can have a form of individual meetings, team briefings and employees' surveys. Delegative participation concerns various programs which give employees capacity to make decisions on a particular set of issues and includes the forms such as problem-solving groups and semi-autonomous groups.

Conceptual Framework

Conceptual frame work is a diagram of proposed causal linkage among a set of variables believed to be related to particular problem. It is a diagrammatic representation of the hypothesized relationship between study variables as outlined in Figure 2.1. The independent variables for this study employee's involvement.

Independent variable

Employees
- Active participation
- Decision making
- Implementation of activities
- Project monitoring

Dependent variable

Project success
- Attainment of goals
- Timely accomplishment of tasks
- Improved project sustainability

Figure 1: Conceptual framework

IV. RESEARCH METHODOLOGY

The researcher used both descriptive and analytical designs. Both designs were used in order to have issues related to the study described and analyzed. The researcher considered the 72 employees of one laptop per child where 61 respondents were sampled using purposive and simple random sampling techniques. Questionnaires and interviews were used to collect data from respondents and later analyzed it using SPSS.

V. RESULTS AND FINDINGS

Contribution of employee's involvement in success of projects

To address this objective, the study respondents were presented with various statements measuring the contribution of employee's involvement in success of projects. They were asked to indicate their level of agreement or disagreement on a five-point Likert scale ranging from 1(Strongly agree) to 5 (Strongly disagree). The findings of this analysis are presented in Table 1.

According to Table 1, respondents contacted strongly agreed that employee involvement contributes to project success (46%) while 35% of respondents agreed and 13% of respondent's neither agreed nor disagreed. Only 6% of respondents disagreed. Its employees that organize project activities, monitoring and evaluation as well as effective use of resources and accomplishment of tasks. Employee involvement in projects is very important in ensuring success of the project through proper resource usage, monitoring and implementation of project activities.

In addition, respondents contacted strongly agreed employee participation in decision making contributes to project success (58%) while 35% of respondents agreed and 5% of respondent's neither agreed nor disagreed. Only 3% of respondents disagreed. Participation of employees in decision making helps to incorporate their thinking in what can make the project prosper, giving in constructive ideas and well as

facilitating in activity implementation. Participation of employees in decision making is important in ensuring improvements in project success since new ideas that can help the project to succeed are given by employees.

Furthermore, respondents contacted strongly agreed that employee participation in planning contributes to project success (49%) while 44% of respondents agreed and 5% of respondent's neither agreed nor disagreed. Only 3% of respondents disagreed. Planning facilitates proper activity scheduling, use and allocation of resources as well as providing a guideline for project activity implementation. Employee participation in planning is very important in ensuring that projects succeed through proper organization of activities and use of resources.

Moreover, respondents contacted strongly agreed that project partners contribute to project success through trainings (35%) while 35% of respondents agreed and 28% of respondents neither agreed nor disagreed. Only 2% of respondents disagreed. Project partners through trainings which enhance employee skills. Trainings offered by project partners contribute to success of projects by increasing employee skills, knowledge and competence leading to success.

The table also shows that respondents contacted strongly agreed that monitoring by project partners contributes to project success (47%) while 23% of respondents agreed and 28% of respondents neither agreed nor disagreed. Only 2% of respondents disagreed. Monitoring by project partners facilitate project success through contributing to project success. Monitoring of activities by project partners in important in influencing project success through effective and efficient running of project activities.

Lastly, respondents contacted strongly agreed that risk sharing by project partners to contribute to project success (52%) while 41% of respondents agreed and 5% of respondents neither agreed nor disagreed. Only 2% of respondents disagreed. Risk sharing reduces the burden on the side of project owners. Risk sharing is important in influencing project success through reduction of the risk burden.

Table 1: Respondents views on contribution of employee's involvement in success of one laptop per child project in Rwanda.

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Employee involvement to contribute to project success	46%	35%	13%	6%	0%
Employee participation in decision making to contribute to project success	58%	35%	5%	3%	0%
Employee participation in planning to contribute to project success	49%	44%	5%	3%	0%
Trainings as the role of partners helps in project success	35%	35%	28%	2%	0%

Monitoring by project partners to contribute to success of projects	47%	23%	28%	2%	0%
Risk sharing by project partners to contribute to project success	52%	41%	5%	2%	0%

Mugenda and Mugenda (2013) explain that correlation analysis tests the strength of association/relationship between the research variables. Table 2 shows the correlation employee involvement and project sucess.

There is positive relationshipbetween two variables where by r=.895 this indicates employee involvement and project sucess had positive impact on the success of projects, the success of projects depend on stakeholder and resource capacity. Whereby stakeholder and resource capacity is independent varibles and success of projects is dependent variables. This is so because so because when projects enhance stakeholder and resource capacityy, they get further opportunities for success and developmentand hence more sucess thus true to say that stakeholder and resource capacity are directly related to success of projects.

Table 2: Correlation between employee involvement and project sucess

		Employee involvement	Project success
Employee involvement	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	61	
Project success	Pearson Correlation	.895**	1
	Sig. (2-tailed)	.000	
	N	61	61

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

VI. Discussion of Results

The results agree with Chang (2013) who established that the cost of capital for financing is driven by the expectations of lenders and shareholders. Lenders issue debt and shareholders own equity Stakeholder involvement in project implementation is one of the most important exercises in managing projects while this study established that there is a positive relationship between stakeholder and resource capacity on the success of projects.

This view is corroborated by Bryson and Crosby, 2013 who established that a stakeholder is an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project. Stakeholders are either directly involved in the project or have interests that may be affected by the project's outcome. It includes normally the members of a project team: project managers, project sponsors, executives, customers, or users while this study established that stakeholders participate in the success of projects through providing ideas and considering themselves as part of project success.

VII. Conclusion

In view of the findings as summarized above, this study concludes that the contribution of employee's involvement in success of one laptop per child is high as evidenced by participation in decision making, proper project planning, activity implementation as well as monitoring and evaluation of project activities which all facilitated project success. The effect of donors on the success of laptop per child are provision of financial support, planning support, steady flow of funds as well as enhancement of project capacity. Having proper resource mobilization by project employees is a great factor for the project success. The influence of project partners on the success of one laptop per child include offering trainings to project staff, monitoring and evaluation of project activities, sharing of risks affecting the project as well as capacity enhancements. Enhancement of capacity by project partners increase the ability of the project to attain its objectives through improved success

VIII. Recommendations

The study recommended that One laptop per child project should ensure that the activities they are carried out as intended in order to improve project success and that the government of the Republic of Rwanda should help projects to improve their success through capacity building trainings from partners. Further studies can be done on impact of government policies on implementation of the One laptop per child in Rwanda.

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