



PROJECT INITIATION THROUGH SOCIAL MEDIA AND PROJECT PERFORMANCE IN TELECOMMUNICATION SECTOR IN RWANDA: A CASE OF AIRTEL TOUCHING LIVES PROJECT

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ABSTRACT

Over the last decade social media has become a principal of digital communication avenue through which customers learn about them and spilt information. This has become dominant channel of communication since over 40% of the world population are online. This study sought to determine the effect of project initiation through social media on project performance in telecommunication companies in Rwanda, a case of Airtel Touching Lives project. Data were collected using structured questionnaires and analysed using Statistical Package for Social Scientists (SPSS 21). The findings from this research revealed that feasibility study, stakeholders' mapping and project communication which are the indicators of project initiation are positively related to project performance. The reported R^2 was 0.896 showing that 89.6% of changes in project performance is influenced by project initiation through social media. The regression model was also found to be significant with $p=0.000$ which is less than 5%. We therefore recommend that telecommunication industries should embrace the use of social media not only for initiating projects by also during other phases of project lifecycle. Moreover, the adoption of these modern technological tools can enhance the project awareness among the population.

Key words: Project communication, Project initiation, Project Performance, Social Media, Telecommunication companies, Rwanda

1.0 INTRODUCTION

1.1. Background of the study.

The Project Management Professional (PMP) has in the last decades seen a lot of improvement with the practitioners embracing new and modern techniques in the management of projects. Traditionally, PMP has paid more attention to project success in the traditional triangle of success as measured by time, cost and scope. Though these three remain important indicators of project success, other factors have also been incorporated to effectively measure project performance. Some of these include intangibles such as effective communication within the project. Further, there is also the realization that the PMP should adopt more creative and innovative tools in order to effectively deliver the project expected outcomes. As noted by Eskerod and Jepsen (2013), project managers should incorporate technologically-based tools within the project management activities to ensure that the PMP not only is moving with the modern technology, but also is able to exploit the benefits provided by these technologies.

In these technological changes, the social media has become one of the main digital communication channels used by business to effectively grow their prospective. They have provided different channels for communication as well as of reaching out to a wider clientele without limitation of geographical space. According to Drury (2008), the advent and usage of technology has changed the way consumers, companies and the whole people communicate between them. More than providing information, internet has grown to be a source of interaction among friends and relatives, between consumers and businesses, among the businesses and between business and government. Moreover, these changes have rendered the traditional communication channels either obsolete or adopt to changing interactive mechanisms. Some of the social media platforms that have seen emergent and growth include, but not limited to, Twitter, Facebook, YouTube, Google and Instagram. These social media platforms have made the consumers to move from passive consumers of products to active players in the market determining even the product designs and service delivery by producers. They have increased channels through which consumers can access and be accessed by every business anywhere and anytime (Cooper, 2013).

As discussed by Brake (2009) social media have come to threaten the long-established traditional business models and corporate strategies. They have come with new opportunities for business growth and market expansion where an organization can easily access different markets in different geographical locations, faster and more easily. At the same time, the online social media platforms have also offered channels for gathering and sharing information. This has greatly influenced the creation and the adoption of projects tailored towards the clients' needs.

According to Deighton and Kornfield (2009), the recent digital innovations in the world of business has enhanced information flow and ensured that there is enhanced project performance. Due to the real time flow of information project managers can be able to gauge customer's needs and project specifications. This in turn helps in ensuring that there is constant progress in the delivering of the project. Furthermore, there has been an increase in user-generated contents especially through Facebook, YouTube and twitter which have been mentioned as being among the 15% top most websites in usage, accounting for more than 11% in global traffic. However, this growth has raised questions on whether the control and influenced of marketers has been diluted (Berthon, *et al.* 2007).

As such Berthon, Pitt, and Campbell (2008) and Christodoulides (2009) have all highlighted the need for better management of information sharing between marketers and consumers. In addition, they call upon all managers, including project managers, to be affluent with the clients' needs in order to clarify their services and products as consumers' needs and the market conditions. Social media encourages user-generated content. This provides brands with a role as consumer share their enthusiasm about their favourite brand on social media platforms (Mathwick, Wiertz and De-Reyter, 2009).

Smits and Mogos (2013) in their research investigated the influence of social media on the organizational performance. The results pointed out that social media usage increase the possibility of business performance and achievement of the marketing goals. This also imply that social media usage can enhance project performance like the Airtel touching lives project. Fridolf and Arnautovic (2011) revealed that companies have become more open in social media which help in the performance of their projects. Grutzmacher (2011), study found out that the usage of the social media in the global and local markets have a crucial role to play in consumers' purchasing decision. The results of their research showed that online marketing can enhance project visibility and acceptability and hence improve its performance. On their part, Darban and LiJune (2012), investigated the influence of online social networking on the purchasing decision by consumers. In this research they found that consumers are highly influenced in what they purchase by the social media usage. Moreover, this can influence their project choice and requirements that can in turn influence project performance.

In Rwanda Airtel introduced a project known as Airtel Rwanda's touching Lives as a way to give back and improve the community. This was drafted as Corporate Social Responsibility (CSR) activity for the telecommunication industry and launched in April 2016. The major objective of this project was to recognize people who work to improve their community and offer support for them to enhance their community activities. To achieve this, people who are making selfless contribution to the community are to be nominated from all parts of the country and Airtel offer support to these by making their efforts practically possible. Another objective of this CSR project is for the telecommunication industry to reach out to the underprivileged and the hard-to-reach community in the society. The nominations of the candidates were carried out via the social media channels, especially through Facebook, twitter and YouTube. This research aimed at investigating effect of project initiation through use of social media on project performance in Rwanda, taking a case of Airtel Touching Lives project in Rwanda.

1.2 Problem Statement

Project initiation is a crucial phase in the project management lifecycle. It is the first stage that maps out the project needs, stakeholders' interests and cut the path way for the whole project. It is therefore important that the project managers run this process effectively if they are to deliver on the project success. However, most projects have failed due to lack of proper initialization where the needs and interests of the stakeholders are ignored. For instance, Serrador and Pinto (2015) found out that projects fail due to time wastage in the initial planning stage. They also pointed that poor project initiation has led to failure of many projects. Similarly, Kloppenborg, Tesch and Manolis (2014) pointed out that failed projects are those that have overlooked the need analysis and ignored the stakeholders' interests. The use of social media platforms can enhance project initiation and therefore improve performance of projects. Various research carried out have focused on the relation to social media usage and its impact on performance of businesses. For instance, Smits and

Mogos (2013) research on the effects of social media on performance of organizations; Fridolf and Arnautovic (2011) explore the use of social media in marketing in Saab Automobile. Grützmaier (2011), research found out that the both the local and global markets can easily be accessed by the help of social media services which in turn can help in project performance. Darban and Li June (2012), investigated on the effect of social networking on the purchasing decisions of consumers. All these studies have however concentrated on the effect of social media practicing on business results. These show that these studies and others have looked at social media from different perspectives. None of the studies have been carried on project performance and none of these has been carried out in Rwanda. In addition, projects carried out by telecommunication face numerous challenges like not acceptance to the community, having low community reach and failure to reach to the intended beneficiaries. The current research aimed at filling the research gap that exists and identified project feasibility study, project stakeholders' mapping and project communication as key areas of studying project initiation. Therefore, the study investigated the effects of project initiation through social media on the project performance in Rwanda, taking a case of Airtel touching lives project specific objectives.

1.3. Objectives of the Study

The principal objective of this study was to assess effects of project initiation through social media on project performance of telecommunication companies in Rwanda.

This research covered three specific objectives, namely

- i. To determine the effect of project feasibility study on project performance of Airtel touching lives project in Rwanda.
- ii. To assess the effect of project stakeholders' mapping on project performance of Airtel touching lives project in Rwanda.
- iii. To establish the effect of project communication on project performance of Airtel touching lives project in Rwanda.

2.0 LITERATURE REVIEW

2.1. Theoretical Literature

According to Project Management Institute (PMI), a project consists of five distinct but interconnected phases. These include, initiation phase, the planning phase, the implementation phase, the monitoring and evaluation phase and finally the closing stage (PMI, 2017). These phases can be thought of as processes within which different activities and resources are coordinated to produce the final project outcome. All of these processes are important for the success of a project. In addition, the processes ought to be managed in a systematic way that would ensure proper communication and coordination for the performance of the project. One of the tools that can be used throughout the project phases is the use of social media as channel of communication, resource mobilization, resource coordination and team management.

Brake (2009) described social media as a channel utilized instead of the term Web 2.0. These usage of the two terms is also noted by many researchers like Constantinides and Fountain (2008), and Kaplan and Haenlein (2009). However, Constantinides and Fountain (2008) intentionally use the expressions social media and Web 2.0 in the same way. Some authors look at social media from the sociological perspective, for instance Smith, Getoor, Barash and Lauw (2008), Kaplan and Haenlein (2009) and Safko and Brake (2009).

Kaplan and Haenlein (2009) describes social media as a set of applications that are internet based and built on the foundations of Web 2.0. These internet-based applications allow for the exchanges of user generated contents from one user to another. Further, Safko and Brake (2009) see social media as the undertakings among communities or individuals who share personal and public information through internet. This is carried out more in a conversational manner different from other traditional information sharing like television and postal letter. They are for faster and real time conversation of people who can even be in dispersed geographical areas.

Chauhan and Pillai (2013), argued that internet users have had a better and faster exposure through the usage of social media. Additionally, in the advent of social networking platforms, the usage of internet has increased as people spend more time in the social media conversing or exchanging information from end to end. Social networking is understood as a variety of sources of information that are digitally created and circulated for both private and public consumption. They aim to relay a certain information, to educate or to market a certain product or service. Due to the growth in the usage of social media platforms, companies are adopting the social media as platforms for communication as well as for project identification. Project management can take advantage of the availability of these platforms and the available tools to customize their projects towards the beneficiary's needs and project specification (Li & Bernoff 2011). According to Brodie *et al.* (2013), social media have come to provide both the project managers with channels through which they can initiate projects through information gathering as well as communicating their project plans. Such usage of SMP enhance the project initiation which is a crucial stage in the project life cycle.

According to PMI (2017), one of the determinants of project success is identification and involvement of project stakeholders. This is included in PMBOK as one of the knowledge areas and involves the process of identifying, engaging and managing people that the project has a direct or indirect effect. In carrying out stakeholders' identification, SMP can be used as means of engagement. An added advantage of use of SM in the stakeholders' mapping is that the platforms ensures that the project managers can reach out to many people at once and within a short period of time. Moreover, the use of SMP like Facebook, YouTube, twitter and Linkeldin has been in the rise. Therefore, with project that aim to improve people live through media identification like the Airtel touching lives, the use of social media platforms can enhance the stakeholders' identification process. According to Popescu and Georgescu (2013), the use SMP in stakeholders' identification helps the managers gather important information about the stakeholders' interests and their livelihood. This in turn helps to tailor down the project towards meeting the stakeholders' needs.

In addition, SMP helps managers to identify them project with the needs of the stakeholders. The platforms help the project managers to develop approaches that can ensure that they are in tandem with the stakeholders' needs and interests. When the Airtel touching lives project was initially launched in Rwanda, majority of the people needs were identified through the use of social media. It is also through these platforms that the community is engaged in identifying people who have exemplary helped the society and who need the support from the Airtel CSR project.

During the project initiation phase, social media platforms can be used as means of knowledge and information transfer from on party to another. Gikas and Grant (2013) report that the use of social media as a tool for enhancing public relation is in the increase

in the recent time. It is been adopted both by businesses in their daily operations and in their project management. SM tools such as Instagram, YouTube, twitter and Facebook can easily be used to pass information during the launch of a project. Further, during project initial states project managers should be able to communicate the project ideas to the intended beneficiaries and the local community. This is important factor that should be done early on during the first stages of the project. Andres (2013) contends that the use of SM to communicate the project plans in the initial stage helps the managers to win the hearts of the participants. This in turn can ensure that projects are more successful and are more sustainable for a longer period of time.

2.2. Empirical literature

Some empirical researches have been conducted investigating the role played by social media in project performance. For instance, Kizito (2016) carried out a study on the social media tools and their contribution to project performance in Safaricom Ltd, Kenya. The researcher used both quantitative and qualitative analysis methods and used questionnaire to collect data. Thematic content analysis showed that social media use result in better communication, collaboration and knowledge sharing. This in turn can enhance project performance in terms of deliver and team management. Klynstra (2012) in his study on the use of social media for projects explains how social media can help project managers address communication related issues in project management to ensure effective communication, and by extension better project performance. His findings reveal that among the most common social media platforms used for communication and project management is the Twitter which delivers real-time information.

Harrin (2016) in her study acknowledges the benefits of using SM as a business tool. One of the main benefits the author highlights is the ability of the social media platforms (SMP) to reach a wider audience in a short time. This therefore can be used by the project managers as a tool for effective communication during the initial strategies of a project when the information is critical. Moreover, the platforms have broken down the geographical barriers to enable project managers to remotely communicate and control project teams. Bughin and Chui (2010) have shown in their research that SMP have reduced the cost of communication while at the same time increased efficiency in communication between project managers and the project teams. In the Airtel touching life project, the use of SMP enabled the project to reach a wider audience and to communicate the project plans in a more convenient and easy way.

Hensel and Deis (2010) in their work have seen the importance of social media usage to increase the advertising and marketing prowess for companies. In their discussion, they have proposed wider use of the social media if the organization is to achieve high goals that can be of benefit for the organization performance in terms of profitability and timely delivery of its projects. They found a high relationship between the usages of social media channels with product performance. At the same time, since the use of social media increases the consumer-to-consumer communications, it has come to increase the customer reach and ensured that projects managers can attract more clientele.

Colliander and Dahlen (2011) in their study have compared the impact of social media advertising against the traditional advertising platforms. According to their analysis, the use of social media has a greater influence and a greater clientele reach base compare to the traditional platforms. Hence, the authors recommend the use of social media in project management if a company needs to increase its customer reach, improve its product,

increase timely delivery and if the company desires to tailor its project to the client's needs. In addition, the authors suggest the same should be adopted in the project management sphere. If a company is to effectively run a project, it needs to be able to use social media networking to gather needed information on pricing and on the consumers' needs. With these practices, a company can be able to ensure wider coverage of views in their projects.

Wynne *et al.* (2015) in their research investigating the use of social media and its impact on project management success. In their research, they were concerned on how the new means of sharing communication and promoting product as marketing platforms has influenced project success. The research revealed that a significant positive relationship exists between the use of social media as a means of communication and marketing with project success. Similar results were obtained by Delerue and Cronje who were interested with the contribution of social media to project management. Their findings showed that social media can be used for effective communication and collaboration of partners in a project to enhance project performance.

Kanagarajoo, Fulford and Standing (2019) in their research investigated the social media contribution to project management. The main purpose of their research was to determine the most prevalent tools for project management activities. They used questionnaire to gather data from 32 participants and found out that different social media tools can be used differently for effective project performance. The findings of their research can therefore assist practitioners to select social media tools suitable for their projects and the objective they intend to achieve.

2.3. Theoretical Framework

Social Networking Theory

In this theory, which can be traced to Scott (1991), social media networking is seen to pay attention to the role played by social relationships to transmit information, channel personal or media influence (Wenlin, *et al.* 2017). Johnson *et al.* (2013), observe that social media networking has created a number of benefits in the project management practice. This is well explained in the social networking theory that holds that individuals are influenced in their purchases and consumption by the society and friend they associate with. In this then, social networking is seen to help in reaching out to individual and influencing their consumer behavior.

The thing is, social media has developed so quickly influencing the uptake in to the business world. There is also recognition of the need of social media in the project management especially in creating networking of the projects within a portfolio and the project teams involved. In order to promote the products in to a wider market, projects that make use of social media can be able to enhance their outreach. If such projects are intended for the public reach, then the effect of social networking can increase the project performance through reaching a greater audience. Airtel touching lives project in Rwanda intend to reach many people in all regions in the country. The use of social media networking is therefore important for the success of the project.

Resource-Based Theory

Resource based view considers internal resources in an organization as key to superior organization performance. It was introduced in the 1980s as an approach to achieving organizational competitive advantage. The theory stresses that the organization's competitive advantage lies right inside the organization and not at competitive environment. Wernerfelt (1984) fronted the resource-based theory where he linked it to the

internal resources of the organization. These resources that are grouped into tangible and non-tangible assets assist the organization to exploit the exceptional interaction of human, organizational and physical resources that are manipulated to produce a competitive advantage above the competitors of the organization. In this sense, stakeholder involvement can be connected to the resource-based view of the Organization.

The RBV theory is founded on the belief that whatever resources that a company has be they human resources, financial resources, assets and none financial resource, all of these are strengths and capabilities that a company can use to enhance its competitive advantage. The resources also play a bigger role in determining the performance of a project. In project management, resource mobilization and coordination are very important for the success of the project. SMP can be used to enhance resource mobilization and coordination (Peppard & Ward, 2016). Through RBV, a company is able to effectively deploy its internal resources and hence develop a distinctive project that is designed to attract clientele. This theory is therefore applicable in this research because it connects with one of the key areas of project initiation, that is, resource mobilization. Moreover, social media can be used to coordinate resources especially where the project managers are geographically distance and hence remotely manage the project through the SMP.

2.4. Conceptual Framework

Independent Variable:
Project Initiation through social media

Dependent Variable:
Project Performance

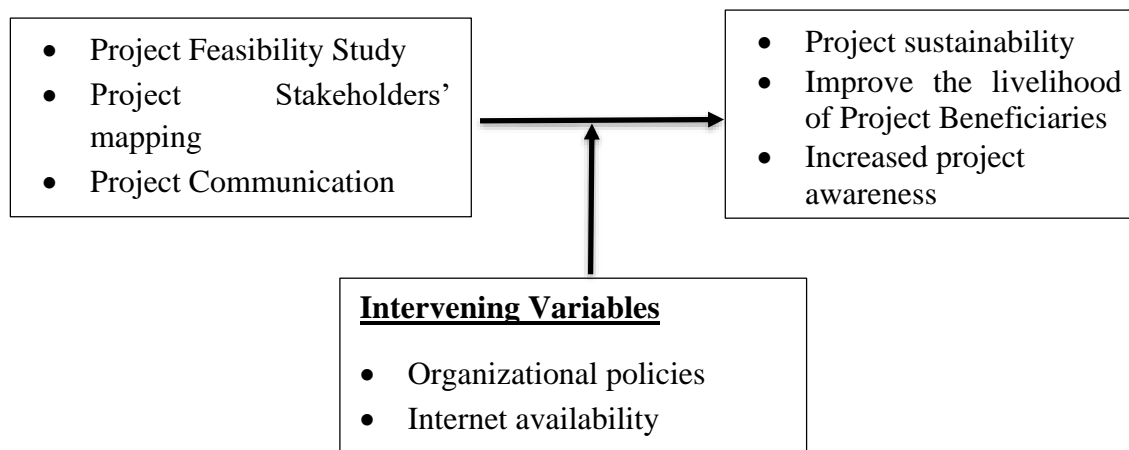


Figure 1 Conceptual Framework

Source: Researchers (2023)

Mugenda and Mugenda (2007) describe conceptual framework as a theorized model that identifies the constructs or concepts being studied in a given research. It is used to depict the assumed relationship that the researcher intends to investigate among the study variables. Consequently, classifying the variables into dependent and independent variables. Figure 1 shows the concepts that were of concern in this research. On one side, it shows the independent variable which is project initiation through social media. The

indicators for this variable include project feasibility study, project stakeholders' mapping and project communication. Project initiation through the use of these social media platforms was investigated along the three indicators and how these influence project performance as the dependent variable. The project performance of Airtel touching lives project was measured using the impact that the project targets to achieve. These include, enhancing project sustainability, improving the livelihood of project beneficiaries and increasing project awareness. In addition, the intervening variables used are organizational policies and internet availability.

3.0 RESEARCH METHODOLOGY

3.1. Research design

As explained by Kisilu *et al.* (2012), research design is a general plan that provide the researcher the guidelines on how to conduct the entire research from beginning to end. Correlation research design was employed, where Pearson coefficient of correlation and regression analysis were used to analyse the effect of project initiation through the use of social media platforms on project performance.

3.2. Target Population and Sample Size

Target population is as the total amount of the people within a certain given population within a certain community inference (Cooper & Schindler, 2003). Mugenda and Mugenda, (2003), explain that the target population seen discussed from the various direction, however the target population of this study comprised of 90% of respondent from different position of the Airtel telecommunication sectors.

The sample size was drawn from a population of 128 members who have deep information on project initiation in Airtel touching live project in Rwanda using the Slovin's formula at a confidence interval of 95% and margin of error of 5% as described below.

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

n is the sample size

N is the population (number of Members in the project).

e= sampling error =0.05

$$n = \frac{128}{1 + 128(0.05)^2}$$

n=97

The sample size was 97 respondents sampled based on non-probability sampling techniques because the research was in exploratory and qualitative in nature and the researcher focused on the expert and technicians involved in the project case studies.

3.3. Sample Technique

Stratified sampling technique was applied where the sample was grouped according to their departments. Simple random sampling then was applied to pick the respondents using the proportion that each department represented as shown in Table 1.

Table 1: Target Population

Area of Operation	Population	Proportion	Sample
Media staff	66	0.52	50
Staff officer	49	0.38	37
Management	2	0.02	2
Finance officers	11	0.09	8
Total	128	1	97

Source: Compiled by researchers (2023).

3.4. Data Collection Methods

We used both primary and secondary data collection methods. The secondary data was obtained from literatures, official reports, journals and publications while the primary data were obtained using questionnaire. The questionnaire was used because it easy to design easy for respondents to respond to and fast way of data collection, the questionnaire involved five sections, namely, section A on the background information, section B on objective one, section C on objective two and section D on objective three.

We used self-administered questionnaire to collect primary data. In this, the questionnaires were dropped at the Airtel office and respondents given time to fill the questions appropriately. Then the researchers went to collect the questionnaires the following day. In some cases, respondents were able to fill the questions there and then which fasten the process for data collection. In addition, where the respondents sought for clarification, the researchers gave translation of the questions to ensure effective answers were obtained.

4.0 RESEARCH FINDING AND DISCUSSION

The study shows that out of 97 questionnaires distributed to the respondent 80 questionnaires were filled and returned, accounting to 82.5% response rate. A response of 70% and above is adequate according to Mugenda and Mugenda (2013) hence 82.5% response rate was satisfactory for data analysis. This response rate was good enough to make a comprehensive analysis of the research objectives.

4.1 Major Findings

This section presents the main empirical findings. The three main areas of concern in the use of social media in project initiation included use of social media in project feasibility, in stakeholders' mapping and in project communication. We used Pearson's correlation analysis and regression analysis to determine the effect of project initiation through social media and project performance.

Table 2: Correlation Matrix

		Performance	Feasibility	Stakeholders	Communication
Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	80			
Feasibility	Pearson Correlation	.778**	1		
	Sig. (2-tailed)	.000			
	N	80	80		
Stakeholders	Pearson Correlation	.789**	.835**	1	
	Sig. (2-tailed)	.000	.000		
	N	80	80	80	
Communication	Pearson Correlation	.927**	.693**	.739**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	80	80	80	80

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

Primary data, (2023)

We sought to establish the relationship between project initiation through social media and project performance in Airtel touching lives project. This was done using Pearson’s coefficient of correlation and the results displayed in Table 2. As shown in the table all the correlations are significantly related to project performance. Project feasibility was correlated with project performance with positive and strong correlation ($r=0.778$, $p=0.000$). Stakeholders’ mapping was correlated with a positive and strong correlation ($r=0.789$, $p=0.000$) and project communication was correlated with a very strong and positive correlation ($r=0.927$, $p=0.000$). Since for all these variables their respective p-values were less than 5%, the relationships were deemed to be significant, implying that social media platforms play key role in project initiation and consequently, project performance.

Regression Analysis

We further conducted regression analysis whose results are displayed in the tables that follow.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.896	.892	.20335

a. Predictors: (Constant), Communication, Feasibility, Stakeholders

Primary data, (2020)

Table 3 reveals the summary of the model showing the Pearson’s coefficient of a strong and positive correlation R was 0.947 while the R-squared was 0.896. This shows that 89.6% of the changes of project performance were influenced by the project initiation through social media platforms.

Table 4: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.157	3	9.052	218.923	.000 ^b
	Residual	3.143	76	.041		
	Total	30.300	79			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Project Feasibility, Stakeholders' Mapping, Project Communication

Primary data, (2023)

Table 4 shows the results of the analysis of variance between project initiation through social media and project performance. According to the results, the model was found to be significant at 5% since the p-value (p= 0.000) was less than the 5% threshold.

Table 5: Regression coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.692	.061	11.333	.000	
	Feasibility	.146	.047	.214	3.113	.003
	Stakeholders	.049	.046	.077	2.045	.039
	Communication	.460	.036	.722	12.902	.000

a. Dependent Variable: Performance

Primary data, (2023)

Table 5 shows the regression coefficients for each of the independent variables against the dependent variable. As shown in the table, project feasibility study, stakeholders' mapping and project communication positively influence the project performance. The p-values also show that all the coefficients are significant because they are all below the 5% threshold. This imply that a unit change in feasibility study through social media platforms improves project performance by 0.146. These findings are in agreement to previous empirical studies in the area of project management and performance. For instance, Serrador and Pinto (2015) in their study found out that projects fail due to time wastage in the initial planning stage. With the use of SMP, it is possible for project managers to improve tremendously the performance of projects by reducing time in the initiation stage.

Further, the regression analysis showed that a unit change in stakeholders' mapping through use of social media platforms would lead to improvement in project performance by 0.049 units. This is in line with findings pointed out by Kloppenborgm, *et al.*, (2014) in their study, which pointed out that failed projects are those that have overlooked the need analysis and ignored the stakeholders' interests. This implies the need for stakeholders' mapping which enable the project planners to identify the pressing stakeholders' needs earlier on and incorporate them in the project.

Lastly, a unit change in project communication through social media platforms would improve the project performance by 0.46. Earlier studies emphasized the need of social media in the modern-day organizations pointing out how social media could be used to

improve communication and information flow. For instance, Fridolf and Arnautovic (2011) explore the use of social media in marketing in Saab Automobile and revealed that companies have become more open in social media which help in the performance of their projects. Klynstra (2012) in his study on the use of social media for projects evidenced that use of social media can help project managers address communication related issues in project management to ensure effective communication, and by extension better project performance. The study also showed that information flow capabilities through social media help managers communicate to all stakeholders in real time. Further, Smits and Mogos (2013) research on the effects of social media on performance of organizations. Their findings showed that social media usage increase the possibility of business performance and achievement of the marketing goals.

4.2 Conclusions

From the finding the study concluded that the effect of project initiation through social media platforms on project performance of telecommunication sector in Rwanda cannot be ignored. The findings revealed that during the initial stages of the project, project performance can be drawn out through various practices like project feasibility studies, stakeholders' mapping and through communication. When these practices are carried out within the social media platforms, the effect of the project performance is increased. SMP were found to be good tools for initiating projects and identifying key stakeholders of the project. At the same time, project plans and objectives can be communicated to participants through SMP.

4.3 Recommendations

In reference to the finding, conclusion and the direction from the literature review it was clear that the project initiated through social media platforms improve their overall performance. It is therefore recommended that telecommunication industries should embrace the use of social media not only for initiating projects by also during other phases of project lifecycle. Moreover, the adoption of these modern technological tools can enhance the project awareness among the population. The study also recommended that the government policy maker and other project in Airtel should ensure that social media platforms stand at a better performance as compared with other sector of telecommunication in this nation as far as performance is concerned. More technological advances should be adopted within project management in order to increase the efficiency of project performance.

4.4 Areas for further research

The research suggested the following further of area research

1. A study should be carried on the effects of usage of social media platforms and other stages of project lifecycle.
2. A study should also be carried to establish the effect of remote project management through social media platforms and project performance.
3. Further research should be carried out to investigate the role of technology uptake on project performance.

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