STAKEHOLDER INVOLVEMENT AND INFRASTRUCTURE PROJECTS IMPLEMENTATION IN KENYA PORTS AUTHORITY

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) OF KENYATTA UNIVERSITY

APRIL, 2021

DECLARATION

This research project is my original work and has not been presented for a degree in any other University

…… …….

Signature Date

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D53/MSA/OL/27728/2014

This research project has been submitted for examination with my approval as the University Supervisor.

…….... ……

Signature Date

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DEDICATION

To my wife Cecilia and children David, Joy, Princess and Amanda, thank you for your prayers, love and encouragement. You are an amazing team and a great inspiration to me.

ACKNOWLEDGEMENT

I earnestly appreciate the input made by my supervisor, Mr. Maina Rugami, without whose guidance I would not have completed this work to satisfaction. To my parents Gabriel Kalu (late) and Elizabeth Kache, thank you for the guidance you gave and sacrifices you made in my formation years. You will forever be remembered. To my elder brother Wilson Nyale, your huge support is highly treasured. God abundantly bless you all. I also acknowledge the role played by all lecturers in the School of Business and my classmates in this journey. Many thanks also go to my family and friends for the moral support they gave and for allowing me to be away even when I was dearly needed around as I pursued the MBA program, I am sincerely grateful. Finally, to God Almighty for the gift of life, keeping me in good health and providing all that I required to complete this work, I am eternally indebted.

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ABBREVIATIONS AND ACRONYMS

KOT	Kipevu Oil Terminal
KPA	Kenya Ports Authority
PMI	Project Management Institute
SPSS	Statistical Package for Social Science
UN	United Nations

OPERATIONAL DEFINITION OF TERMS

Conflict	A process in which project interest groups perceive that their interests are opposed or negatively affected by KPA
Conflict management framework	KPA's procedures or arrangements for handling situations that give rise to actual, perceived or potential conflict with project stakeholders
Implementation of projects	Actualization of tasks geared towards execution of activities within the expected quality, schedule, budget and scope
Stakeholder communication	Act of passing the necessary information and details in regard to the implementation of a project to the implementing team and interest groups
Stakeholder empowerment	Process of increasing the ability and confidence of project interest groups through information sharing, delegation, consultation to make choices and decisions and access opportunities relating to how the project has an impact on them
Stakeholder grievance management	The approach, such as conflict management framework and legal intervention sought at law courts, taken in accepting, assessing, resolving and monitoring minor concerns or long-term issues relating to project implementation and interest groups
Stakeholder involvement	Participation of interest groups in the implementation of projects in KPA to achieve accepted outcomes
Service delivery	Set of activities that take place to perform a service; involves coordinated actions of both provider and user of the service

ABSTRACT

This study sought to examine stakeholder involvement and implementation of infrastructure projects in Kenya Ports Authority. The specific objectives were to examine the influence of stakeholder empowerment, stakeholder communication and stakeholder grievance management on the implementation of infrastructure projects in Kenya Ports Authority. Implementation of projects at KPA has had challenges such as unmet timelines, cost overruns, scope variations and compensation demand by the local community. Theories that anchored this study are stakeholder theory, empowerment theory, game theory and communication theory. The study employed descriptive survey research design. The cadres of target population included persons in port electrical engineering, projects development and management, civil engineering, container operations, and conventional cargo operations departments totalling to 3,336 persons. The study used stratified sampling approach and the sample size was 358 persons. A structured questionnaire, containing close-ended questions was employed as the primary tool for data collection. Validity of the instruments was ensured using content validity, construct validity and face validity. Cronbach alpha coefficient test was used to test the reliability of the instrument. Microsoft Excel software and Statistical Package for Social Scientists software were used for data analysis. Multiple Regression analysis was used to determine the relationships and significance between independent and dependent variables. Tables and charts were used in the presentation of findings. The study established that stakeholder empowerment, communication and grievance management had a positive and significant effect on project implementation. This study concluded that stakeholder empowerment increases the ability and confidence of stakeholders to make choices and decisions. Effective communication helps the organization to build positive relationships with the project stakeholders whereas management of grievances provide a way to reduce projects' risk, provide an effective avenue for expressing concerns and promote a mutually constructive relationship towards implementation of projects. The study recommended that stakeholders be empowered by allowing them to participate in decision making. Giving them more control over what happens in their work environment through control over work tasks, work pace and freedom from supervision. Project managers should establish regular communication with stakeholders and create a positive understanding to help build effective long-term relationships with key project stakeholders. The organization should adopt a structured mechanism for management of grievances that will be known to all employees.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget, achieves the goals originally set for it and is accepted and used by the clients for whom the project was intended (PMI, 2013). Usadolo and Caldwel (2016) argue that regardless of the type of project, decisions regarding the degree of participation from various stakeholders are a significant issue that project management should consider. Therefore, it can be argued that when those who have a stake in the projects take part in shaping decisions through participation, their interests are likely to be addressed. This leads to perceived success of the project by the different stakeholders in terms of quality of service.

Shanks (2010) indicates that a project is properly implemented when its objectives are consistently realised and yields expected outcomes to the beneficiaries. However, Pinto and Prescott (2016) observe that most project implementation problems come from actors and factors outside the project manager's direct control. It is, therefore, crucial that project managers understand the project objectives and criteria against which project success will be measured.

Takim (2017) discloses that a formalised process is more effective in identifying project stakeholders in the development of construction project in Malaysia. Priority criteria used to manage stakeholders' needs and expectations vary between public and private sectors in Malaysia, depending on their interests. Similarly, Newcombe (2018) confirms that the Malaysian government and consultants put more emphasis on keeping their stakeholders satisfied, well-informed, and educating them by means of providing forums, open communications interfaces and visual techniques. This reinforces the belief that any criteria possibly affecting a project in terms

of social obligations and political interference are most likely to be of great importance to the Government and their consultants.

Magassouba, Tambi, Alkhlaifat and Abdullah (2019) observe that stakeholder involvement in project identification, planning, implementation and monitoring enhances project performance in Guinea and further state that the particular key project identification needed is an understanding of the project environment and ensuring that all necessary requirements and technical specifications are integrated into the project. Therefore, legitimate and valid stakeholders need to be identified and their power, proximity and influence understood to deal with their potential impact on the project.

Nyabera (2015) avers that projects with stakeholder representation record successful implementation as was observed in compassion international assisted projects in Mwingi Sub-County. He further suggests that organizations should continuously train project staff on both stakeholder analysis and participation in their projects to enable them competently include stakeholders in implementation of project.

1.1.1 Stakeholder Involvement

Stakeholder involvement is the process used by an organisation to engage relevant stakeholders for a purpose to achieve accepted outcomes (Edelenbos & Klijn, 2016). Edelenbos and Klijn (2016) further indicate that effective involvement helps translate stakeholder needs into organisational goals and creates the basis of effective strategy development. Karlsen, Graee and Massaoud (2015) assent that stakeholder involvement is increasingly becoming part of project practice in order to deliver excellent project outcomes. A well-managed stakeholder involvement process helps the project stakeholder to work together to increase comfort and quality of life, while decreasing negative environmental impacts while boosting the economic sustainability of the

project. In this study stakeholder involvement is measured in terms of stakeholder empowerment, communication and grievance management.

Stakeholder involvement can take different level and forms during the project execution. This can line up along with the project predefinition and initiation requirements, the organization strategic objectives through negotiation, consultation, partnership and project final goal (Achterkamp & Vos, 2015). According to Olander and Landin (2017) involvement of stakeholder in project is a valuable concern for project managers to address the time, costs and quality constraints associated with project portfolio management. Therefore, for a project manager, to carry out a successful project and to meet users' and organization requirement, stakeholder involvement and satisfaction is the key to determine whether a project fails or succeeds.

Stakeholder empowerment is the process of increasing the ability and confidence of stakeholders to make choices and decisions and access opportunities relating to how the project has an impact to them. This may be through access to information, resources, capabilities or institutional changes (Späth & Scolobig, 2017). Brammer and Millington (2016) observe that stakeholder management involves the project team in a process of enabling stakeholders to identify, negotiate and achieve their objectives, such as social, environmental or economic, through active participation in the project process. This involvement inevitably necessitates some degree of empowerment of the stakeholders to facilitate their engagement.

The project's success or failure is linked to the effectiveness of its various communications being directed towards the right stakeholders at the right times during the life of the project. Effective communication ensures that they receive information that is relevant to their needs and builds positive attitudes to your company or project (Bourne, 2016). According to Butt, Naaranoja and Savolainen (2016) the strategy for targeted communication depends on the type of communication,

and consideration of the information needs of the stakeholder as well as the of the project and project team. Therefore, the stakeholders must be identified, actively managed, and communicated with to ensure effective implementation of projects.

An effective grievance management mechanism is an important social management tool for projects where on-going risks and adverse impact are anticipated. In this regard, a grievance mechanism should be scaled to fit the level of risks and impact of a project (Husted, 2014). Gomathi (2014) indicate that grievance management should flow from the organization's broader process of stakeholder engagement and organization integrity principles and integrate the various elements of engagement discussed in the preceding sections. Therefore, it can be argued that grievance mechanisms should be designed to fit the context and needs of a particular project.

1.1.2 Project Implementation

Project implementation encompasses the schedule of steps and activities that will be done from the beginning at conceptualization, to the end of the project in order to realize project outcomes as well as verify performance capabilities (Eskerod & Vaagaasar, 2014; Cheruyiot & Wanyoike, 2019). The size of the project is central in the nature of its implementation; mega-structures such as express highways require massive amounts of people, equipment and resources to execute (Nguyen*et al*., 2018).

Kuruppuarachchi, Mandal and Smith (2012) observe that to implement a project means to carry out activities proposed in the application form with the aim of achieving project objectives and deliver results and outputs. Its success depends on many internal and external factors including a very well-organized project team, effective monitoring of project progress and related expenditure. According to Rahman and Kinoti (2018) project management should be efficient, flexible to

current needs and adapt to changing situations since projects are rarely implemented exactly according to the initial plan.

Project implementation consists of carrying out the activities with the aim of delivering the outputs and monitoring progress compared to the work plan (Kerzner, 2014). According to Pinto (2016) the method of implementing projects is complicated, typically requires great and collective interest to a large aspect of human, budgetary and technical variables. Further, projects frequently possess a specialized set of vital achievement factors wherein if addressed and interest given will enhance the chance of a success implementation. Consequently, if these elements are no longer taken critically, they may lead to project failure.

Successfully implemented projects enable achievement of desired changes in organisations through the business-value created by project outcomes (Project Management Institute, PMI, 2017). The 2017 Africa construction report by Deloitte puts global overruns on time and cost for megaprojects at 90% while in Nigeria research has shown that 70% of implemented projects get delayed. Tesfa (2016) studying on analysis of factors contributing to time overruns on road construction projects under Addis Ababa City administration concluded that 80% of projects were delayed. In Kenya, time and cost overruns significantly impact negatively on project implementation with time delays of 48% and cost overruns of 87% being recorded (Deloitte, 2017; Gbahabo & Ajuwon, 2017).

1.1.3 Kenya Ports Authority

Kenya Ports Authority is a state corporation with the responsibility to "maintain, operate, improve and regulate all scheduled seaports' on the Indian Ocean coastline of Kenya, including principally Kilindini Harbour at Mombasa. Other KPA ports include Lamu, Malindi, Kilifi, Mtwapa, Kiunga, Shimoni, Funzi and Vanga. The Port of Mombasa is the key entry and exit point for cargo

belonging to a vast hinterland that include Kenya, Uganda Rwanda, Burundi, Democratic Republic of Congo, Tanzania, South Sudan, Somalia and Ethiopia. The port of Mombasa dates back to 18th century when the Portuguese and the Arabs came to the East African Indian ocean shore for spice and slave trade.

KPA has been undertaking infrastructure expansion projects intended to enhance her operational capacity and position the Mombasa seaport as a competitive global shipping hub as enshrined in her mission of providing efficient and competitive port services to facilitate global trade (RoK, 2007; KPA, 2016; KPA, 2018; KPA, 2019). The project for relocation of Kipevu Oil Terminal (KOT), whose initial planned start date was2015, is yet to commence as at October 2019 (KPA, 2016; KPA, 2018). New KPA headquarters project whose originally planned start and finish dates were 2018 and 2021 respectively, is also yet to begin (KPA, 2018; KPA, 2019). Many other infrastructure projects are lined up for implementation by KPA whose success will greatly enable a transformative impact in the maritime transport sector and by extension enhance growth of the economies of Kenya and the hinterland countries (KPA, 2018; KPA, 2019). KPA (2014) and KPA (2018) state the need for a clear monitoring and evaluation framework as well as a comprehensive stakeholder consultation process to boost implementation and ownership of the organization's programmes and projects.

1.2 Statement of the Problem

Considering that more than 80% by volume of international trade and greater than 70% of its worth is transported by sea vessels and moved through harbours globally, the existence and impact of a maritime transport infrastructure is extremely important in any economy (UN, 2017). Kenya Ports Authority (KPA) is the state Agency mandated to develop, maintain, operate, and regulate all

scheduled seaports along the country's coastline and its inland waterways (KPA, 2018). In line with this elaborate mandate and Kenya's development blue print Vision 2030,

The implementation of projects at KPA has had challenges such as unmet timelines, cost overruns, scope variations and compensation demand by the local community (KPA, 2016; KPA, 2018; Kenya Law, 2017). Kilindini channel dredging phase I project, intended to increase the depth of the channel and berths in order to enable docking of much larger vessels, was planned to take one year but ended up dragging for six years with fishermen complaining of negative impact to their livelihoods by the project hence sought to discontinue it through a court process (Kenya Law, 2017; KPA, 2016).

Erkul, Yitmen and Celik (2016) did a survey on elements that impact on performance of construction projects and submitted that stakeholder engagement is vital in the avoidance of disputes and further averred the importance of stakeholder communication in assuring cosy relationships among stakeholders. They however failed to show how concerns of stakeholders would be resolved in the event of disagreements. Assessments by Shah and Naqvi (2014) and Ocharo and Kimutai (2018) agree to the important role played by stakeholders in project success. They add that enhancing participation of stakeholders creates good communication framework which ensures early detection of challenges hence helping to avert delays in project execution. In their submissions, however, they didn't provide a mechanism for handling grievances in the event they crystallised in the course of project implementation. Magassouba *et al.* (2019) submitted that participation of stakeholders in project monitoring plays a huge role in ensuring quality outcomes.

A robust monitoring and evaluation framework that will track implementation and review of planned projects at KPA is required (KPA, 2014; KPA, 2016; KPA, 2018). Challenges experienced in implementation of projects are captured as poor monitoring and evaluation framework, low-key

stakeholder involvement and court battles arising from stakeholder grievances (KPA, 2016; KPA, 2018; Kenya Law, 2017). Analysis of past studies on stakeholder involvement and project implementation reveals lack of documented content in the context of port infrastructure projects. Therefore, this study sought to explore stakeholder involvement and implementation of projects, focusing on infrastructure projects in KPA.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the influence of stakeholder involvement on the implementation of projects, focusing on infrastructure projects in KPA.

1.3.2 Specific Objectives

The study was guided by the following specific objectives;

i. To examine the influence of stakeholder empowerment on the implementation of infrastructure projects in KPA.

ii. To establish the influence of stakeholder communication on the implementation of infrastructure projects in KPA.

iii. To explore the influence of stakeholder grievance management on the implementation of infrastructure projects in KPA.

1.4 Research Questions

The study sought answers to the following questions;

i. What is the influence of stakeholder empowerment on the implementation of infrastructure projects in KPA?

ii. What is the influence of stakeholder communication on the implementation of infrastructure projects in KPA?

iii. What is the influence of stakeholder grievance management on the implementation of infrastructure projects in KPA?

1.5 Significance of the Study

The contractors implementing public projects would gain insight on the value that stakeholders bring with regard to the implementation of infrastructure projects. This would be awakening for the contractors as they would learn mechanisms which they could employ to invite the contribution of stakeholders towards overseeing effective implementation of infrastructure projects. The policy makers in government and legislative branch would gain an understanding on the importance of stakeholder involvement in enhancing the delivery of infrastructure projects. The findings would present a set of references and recommendations on what actions the government agencies can adopt to ensure stakeholder involvement in the implementation of public infrastructure projects is adopted in public law and regulatory framework.

Finally, researchers and academicians could benefit from the findings of this study, in that they would gain an insight on the existing academic writings on the subject of stakeholder involvement towards the implementation of infrastructure projects. They would also gain from this study as they identify other existing literature on the stakeholder involvement and the implementation of infrastructure projects.

1.6 Scope of the Study

The study focused on stakeholder involvement and implementation of infrastructure projects by the Kenya Ports Authority. The departments within KPA that would take part in the survey are projects development and management, port electrical engineering, civil engineering, container terminal operations and conventional cargo operations. The target population was a total of 3,336

persons. The study was undertaken within the Coastal County of Mombasa, at the Mombasa Port, where the organization is based and took a period of two months.

1.7 Limitations of the Study and Mitigation

The researcher encountered some challenges in the process of undertaking the field survey. Busy schedules in the nature of work by some of the participants could have restricted the level of response from them. To mitigate this, the researcher made prior appointments to these respondents. Furthermore, structured questionnaires were distributed to the participants which they filled at their own pace and time, but within the confined research period, in order to address the challenge of tight schedules. Participants were also assured that both anonymity of their identity and confidentiality of their individual contributions would be preserved, to circumvent any fear of exposure.

1.8 Organization of the Study

This research project was structured in the following way: chapter one covers background of the study, statement of the problem, study objectives, research questions, significance, scope and the limitations of the study. Chapter two reviews related literature by other scholars on stakeholder involvement and implementation of projects and a conceptual framework. Chapter three shows the research methodology that was employed in the study; research design, target population, sampling design and sample size, data collection instrument, pilot study, data collection procedure, data analysis and presentation and ethical consideration. Research findings and discussions are contained in chapter four while the summary, conclusions and recommendations of the study are presented in chapter five.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical literature review, empirical literature review, summary of literature reviewed and gaps and conceptual framework.

2.2 Theoretical Literature Review

Theories are sets of agreed statements and facts for given phenomena. Theoretical framework helps dissect existing statements of facts that have been accepted by scholars and peer reviewers to offer technical underpinning for a given academic concept or philosophy. This study integrates four theories notably; the stakeholder theory, empowerment theory, game theory and the communication theory.

2.2.1 Stakeholder Theory

The stakeholder theory is credited to the works of Edward Freeman throughout his seminal pitches on strategic management in the industrial age of the mid 80's. Researchers, Ogolla and Moronge (2016) found credence in stakeholder theory for the implementation of mega projects. The stakeholder theory puts into perspective the internal and external effect of organizational policies and programs. According to Piketty (2015) the organization must consider that the initiatives and programs they undertake exert significant impact on the surrounding communities thus necessitating the need for close cooperation.

The theory submits a framework for stakeholder management with the role of stakeholder given the highest priority (Uribe, Ortiz-Marcos & Uruburu, 2018). This enables the determination of stakeholder roles and its overall effect in the delivery of the project. According to Kathongo (2018) the stakeholder theory pays attention to the utilization of ethical guidance in administration of stakeholder roles in the course of project implementation. The stakeholder theory supports the participatory factor in project implementation from the conceptualization stage to its full

implementation. This basis effectively fits well with the integration of all stakeholders in project decision making.

According to Dagli (2018) all the stakeholders, internal and external, should be in same line of agreement on the project implementation process to enhance prospects of project's success. According to Uribe *et al.* (2018) stakeholder theory proposes for comprehensive stakeholder involvement throughout the project lifecycle.

2.2.2 Empowerment Theory

Empowerment theory was propounded by Kanter (1993) and deals with dialogue of organizational performance and employee autonomy. According to the theory, empowerment is crucial in work settings that give individual access to information, resources, support, and the occasion to learn and develop. Kanter (1993) noted that emotional empowerment embraces feelings of competence, autonomy, job meaningfulness, and an ability to influence the organization. Empowered individuals are highly committed to the organization, more accountable for their work, and better able to effectively fulfil job demands.

According to Abdollahi and Naveh (2011) empowerment is thought to occur when an organization sincerely engages people and progressively responds to this engagement with mutual interest and intention to promote growth. Empowerment develops over time as employees gain greater control over their lives and increasingly take part in decisions, which affect them. This theory is applicable to the study because when stakeholders are empowered, they can show willingness to invest in decision-making and sharing a sense of responsibility for individual and collective outcomes towards effective project implementation.

2.2.3 Game Theory

Game theory is credited to the works of John von Neumann in his 1928 mathematical analytical proposal titled the game theory. According to Bloch, Blumberg and Laartz (2012) game theory defines and maps interaction of elements forecasting prospective areas of conflict. Bočková, Sláviková and Gabrhel (2015) proposed the deployment of the game theory as an effective tool in project management for managing the scope of risk prevalence in project delivery.

Bilton and Cummings (2014) observed that game theory offered a comprehensive handling of risks in project management through identification of interest gaps that are prospective triggers for conflicts. Both Bilton and Cummings (2014) and Bočková *et al.* (2015) agree on the prospects of game theory relevance in project management as one model effectively designed to mitigate trigger factors for conflicts in project execution. According to Barough, Shoubi and Skardi (2012) game theory provided an avenue for negotiating operational aspects related to project implementation thus diminishing the prospects of project disruptions.

Game theory is relevant in this study as it details the need for creation of a policy framework to handle perceived risks that could halt effective delivery of projects. Of critical importance is the development of an integrative mechanism to handle and determine stakeholders' grievances, complaints and concerns with regard to the project under implementation. Pryke (2017) submitted that game theory assists in project management front through the development of operational networks that create organizational chain of relations which motivate unity in execution of tasks leading to minimized risks of operational conflicts.

2.2.4 Communication Theory

The emergence of communication theory is credited to the works of Stephen Littlejohn in 1983 while examining the structures of communication networks (Van-Ruler, 2018). The foundation of

communication theory puts in motion the concept of strategic communication and how it is useful in enabling cross-sectional transmission of information. Other notable recent discussions on the validity of communication theory include, Zerfass, Verčič, Nothhaft and Werder (2018) who related utilization of comprehensive information distribution model to deliver critical communication relating to government operations.

The communication theory appreciates the binary aspects of information exchange which is interaction and participation. This is relevant in the context of project management and in particular on the critical factor of stakeholder management. Evidence, from Gachie (2019), shows that effective execution of project implementation exercise is significantly pegged on the existence of a communication framework. Alqaisi (2018) detailed the importance of comprehensive communication framework as a strategic element contained in the project delivery strategy. Integrating a comprehensive communication policy within the project delivery strategy, gives the project implementation team a concrete framework for creating participation and interaction as evidenced in the work of Van-Ruler (2018).

Communication theory is thus relevant in this study, as it builds a theoretical foundation for interactions and participation and creates channels for airing grievances and also as means of engagement and interaction amongst stakeholders. This enables the determination of any social reservations and opens an effective bridge for exchanging information and communication which in turn extinguishes any potential triggers for conflicts that could disrupt project implementation.

2.3 Empirical Literature Review

2.3.1 Stakeholder Empowerment and Project Implementation

A study by Rowlinson and Cheung (2015) examined stakeholder management through empowerment: modelling project success. The study was exploratory in nature and the objective

was to uncover those characteristics which enabled relationship management to enhance project performance, a triangulated approach, using both qualitative and quantitative methods was adopted. The study established that stakeholder engagement and management is instrumental in aligning participants and their perspectives on project management and project success.

Dahou and Hacini (2018) study assessed successful stakeholder empowerment on project implementation: Major determinants in the Jordanian context. The study used a correlational cross-sectional design. Using a questionnaire method, data was collected from Jordanian commercial banks. The results of a multiple linear regression analysis revealed that sharing information, job design, transformational leadership and decision making authority have a positive effect on project implementation.

El-Sawalhi and Hammad (2015) studied the influence of stakeholder empowerment on implementation of construction projects in the Gaza Strip. A literature review was conducted on topics related to stakeholder management. A questionnaire survey was carried out among professionals in the construction industry who included experts from government, municipality, and non-government organizations. The study established that stakeholder empowerment process leads to high competency, transparent evaluation of the alternative solution, ensuring effective communication between the project and its stakeholder, setting common goals and objectives for the project, and exploring the stakeholders' needs and expectations.

2.3.2 Stakeholder Communication and Project Implementation

Butt, Naaranoja and Savolainen (2016) study examined the influence of project change stakeholder communication on successful project implementation. This action-based qualitative case study explored how the project communication routines affect stakeholder engagement during change management process and evolve project culture. The results underline the fact that an effective

communication ensures stakeholder participation in the change management processes through teamwork and empowerment.

Naqvi and Aziz (2011) carried out a study on the impact of stakeholder communication on project outcome. The study adopted a stratified sampling of 70 heterogeneous IT projects from 24 different software houses. The data was analysed using frequency distribution, Pearson correlation and linear regression. The findings confirmed a strong correlation and dependency of project implementation on stakeholder communication. It recommended that ensuring good quality stakeholder communication and considering it a primary tool for determining the project's scope, time and cost leads to effective project implementation.

Asrat (2018) study examined the role of project communication management in improving project performance of building construction projects. Data were collected by semi-structured and focus group discussions from respondents and validated with document analysis and analyzed qualitatively. The researcher observed that, there is a strong appreciation of the importance of project communication and its importance within the industry. Indeed, various levels and channels of communications have been established within the clients and consultants or consultants and contractors.

2.3.3 Stakeholder Grievance Management and Project Implementation

Kituku (2015) study examined the influence of grievance management on project implementation a case of titanium base limited Kwale County, Kenya. The study adopted descriptive survey design. The sample used purposive sampling for selecting the managers while the middle level and low level staff were chosen using proportionate sampling. The study employed both qualitative and quantitative research in its data analysis. The study found out that grievance management

influenced the implementation of a project. Joint problem solving was found to be the most preferred strategy of conflict resolution that enables a project realize its goals.

Ogunbayo (2013) study investigated the impact of project managers' grievance management on project implementation in Nigeria construction industry. Questionnaires were given to the Project managers and their team who are professionals in the construction industry. Statistical analysis carried out from the questionnaire suggests that grievance management adopted by project managers have a significant impact as a motivating factor of the project team, and the adoption of confrontation conflict management style is the most effective in solving contending issues in construction project management.

Sudhakar (2015) study assessed a review of grievance management on implementation of projects. A survey of a hundred and thirty-eight construction professionals in Saudi Arabia in public sector construction projects comprising clients, contractors and consultants was carried out. The findings indicate that compromise was preferred as the best way of grievance management in the implementation of construction projects in Saudi Arabia. The study also found that the most frequent and serious grievances which occurred during the actual construction stage of the project were between contractor and consultant, and contractor and client.

2.4 Summary of Literature Reviewed and Gaps

Table 2.2.4.1: Summary of Literature Reviewed and Gaps

Author	Focus of the Study	Findings	Research Gaps	Focus of the current study
Rowlinson and Cheung (2015)	stakeholder management through empowerment: modelling project success	Stakeholder engagement and management is instrumental in aligning participants and their perspectives on project management and project success	Exploratory research design inhibiting generalization due to small sample size used	Quantitative analysis of data will be done that is effective in generation of data due to large sample size used
Dahou and Hacini (2018)	Successful stakeholder empowerment on project implementation	Sharing information, job design, transformational leadership and decision-making authority have a positive effect on project implementation	The study context was projects implemented by Jordanian commercial banks	The study context will be projects implemented by Kenya Port Authority
El-Sawalhi and Hammad (2015)	Stakeholder empowerment on implementation of construction projects in the Gaza Strip	Stakeholder empowerment process leads to high competency, transparent evaluation of the alternative solution	Study data was obtained from a literature review which could be out-dated	Study data will be obtained from questionnaires which allows collection of current data

Butt *et al.* (2016)	Project change stakeholder communication on successful project implementation	Effective communication ensures stakeholder participation in the change management processes through teamwork and empowerment	The study used qualitative data which is not effective in generalization of the whole population	The study will use quantitative data which is effective in generalization of the whole population
Naqvi and Aziz (2011)	Impact of stakeholder communication on project outcome	A strong correlation and dependency of project implementation on stakeholder communication was established	Cluster sampling was used which is prone to higher sampling error	Stratified sampling method will be used which allows researchers to obtain a sample population that best represents the entire population
Asrat (2018)	The role of project communication management in improving project performance of building construction projects	There is a strong appreciation of the importance of project communication and its importance within the industry	The study used simple random sampling which does not guarantee proper representation of a sample	The study will use stratified sampling method to ensure that the respondents are well represented
Kituku (2015)	Grievance management on project implementation	Joint problem solving was found to be the most preferred strategy of conflict resolution that enables a project to realize its goals.	The study used purposive method of selecting the respondents which is subject to sampling error	The study will use stratified sampling method to ensure that there is no error in selecting the respondents
Ogunbayo (2013)	Impact of project managers' grievance management on project implementation	Grievance management adopted by project managers have a significant	Was a case study using a purposive sampling technique	This study will be a survey study using a stratified sampling technique

		impact as a motivating factor of the project team		
Sudhakar (2015)	Grievance management on implementation of projects	Compromise was preferred as the best way of grievance management in the implementation of construction projects in Saudi Arabia	The study used secondary data in which data maybe old and out of date	The study will use primary data in which the researcher is able to collect up-to-date information

Source: Researcher (2020)

2.5 Conceptual Framework

Independent Variables

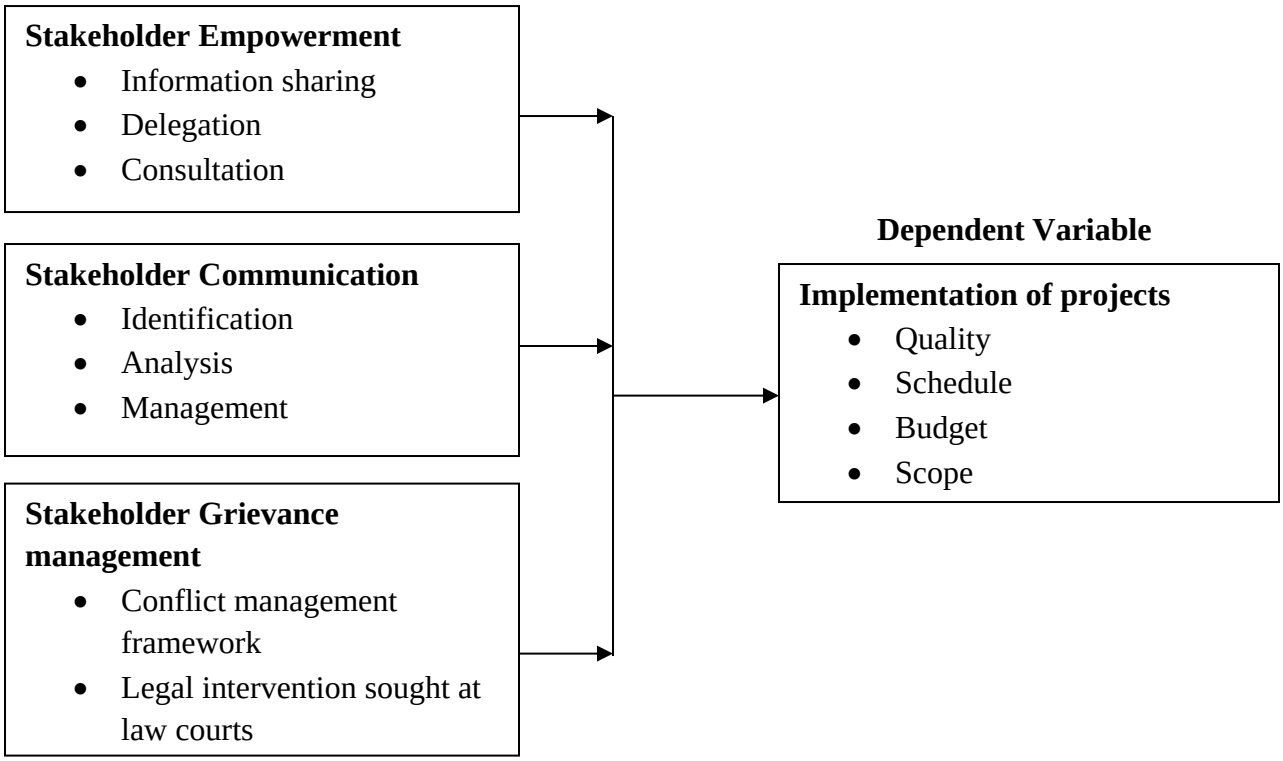


Figure 2.1: Conceptual Framework

Source: Researcher (2020)

Figure 2.1 shows the relationship between independent variables and dependent variable. The independent variables include empowerment, communication and grievance management and the dependent variable include the implementation of projects.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this study section the research methodology employed by the researcher in gathering field data is covered. Chapter three includes; research design, target population, sample size and sampling procedure, data collection instruments, data collection procedure, pilot study, validity and reliability, data analysis and presentation and the ethical considerations.

3.2 Research Design

The study employed descriptive survey research design as the researcher considers it to be perfect for this kind of study. Bell, Bryman and Harley (2018) explained that descriptive survey research design integrates statistical presentations in describing a phenomenon under investigation. In descriptive survey approach, data is gathered using designated tools for field survey, such as the questionnaires, interviews or observation (Cooper & Schindler, 2014). Afterwards, the data is cleaned then processed and finally presented, where statistical constructs notably descriptive and inferential approaches are used to present the research findings. This also enables the researcher to employ quantitative dimensions to explain the research findings (Saunders & Bezzina, 2015).

This study sought to examine stakeholder involvement and implementation of projects in Kenya. Descriptive survey approach is found to be best suited to present the findings of this study. This was because upon processing the field data, the impact of stakeholder involvement on infrastructure projects were determined through inferential data derived from the descriptive statistics. Therefore, in order to gain optimal conclusive evidence on stakeholder involvement on the implementation of infrastructure projects, descriptive survey approach offered the best statistical foundation.

3.3 Target Population

Cooper and Schindler (2014) defined target population as a large population from which a sample population is selected. The target population in this study included officers from five departments that have either been at the forefront in facilitating implementation of infrastructure projects by KPA and/or are immediate beneficiaries of the projects' outcomes. These five departments forming the target population included; projects development and management, port electrical engineering, civil engineering, container terminal operations, and conventional cargo operations.

Table 3.1: Distribution of Target Population

Department	Population Size	Percentage in total Population
Port Electrical Engineering	115	3.4%
Projects Development & Management	26	0.8%
Civil Engineering	95	2.8%
Container Operations	1,300	39%
Conventional Cargo Operations	1,800	54%
TOTAL	**3,336**	**100%**

Source: (KPA Organisational structure)

3.4 Sampling Design and Sample Size

This section describes the sampling procedure that was adopted in calculating the sample size used in this study. The study employed stratified random sampling approach, which was compatible to the distinct diversity of the target population. According to Creswell (2014) stratified sampling involves distributing the target population across smaller subgroups often referred to as strata. The division into subgroups is often based on diverse characteristics within the population.

The sample size is defined as the determined representative portion of a population that is drawn from a bigger population which is the target of the study (Bell *et al.*, 2018). In this study, different

persons were drawn from the projects' development and management, port electrical engineering, civil engineering, container terminal operations, and conventional cargo operations departments.

Cooper and Schindler (2014) submitted that a sampling frame is a list of elements from which a sample is actually drawn and is closely related to the population. Sampling procedure is the process through which the entities in a sample are identified and selected. Saunders and Bezzina (2015) explain sampling techniques as the process of selecting some elements from a population to represent that population.

Borrowing from Mandala (2013) approach, the sample for each sub-group was determined using the Slovin's sample size formula.

The Slovin's formula: $n = \frac{N}{1+N\ e^2}$

Where; n = sample size

N = total target population

e = margin of error (5%), for 95% confidence level

Thus, to calculate the study sample size; $n = \frac{3,336}{1+[3,336 \times (0.05)^2]}$

$$n = \frac{3,336}{1+[3,336\ (0.0025)]}$$

$$n = 357.17$$

Therefore; rounded off to the nearest person, the sample size = **358 persons**.

Thus, the sample size in each stratum;

a) Port electrical, total population = 115 $\Rightarrow \frac{115}{3,336} \times 358 = 12$ people

b) Projects development & management, total population = 26 $\Rightarrow \frac{26}{3,336} \times 358 = 3$ people

c) Civil engineering, total population = 95 $\Rightarrow \frac{95}{3,336} \times 358 = 10$ people

d) Container operations, total population = 1,300 $\Rightarrow \frac{1,300}{3,336} \times 358 = 140$ people

e) Conventional cargo operations, total population = 1,800 =>$\frac{1,800}{3,336}$ × 358 = 193 people

Table 3.2: Sample Size

Department	Sample size	Percentage in total sample
Port Electrical Engineering	12	3.4%
Projects Development & Management	3	0.8%
Civil Engineering	10	2.8%
Container Operations	140	39%
Conventional Cargo Operations	193	54%
TOTAL	**358**	**100%**

Source: (Researcher, 2020)

3.5 Data Collection Instrument

This study employed a structured questionnaire as the primary data collection instrument in seeking respondent's opinions. Data collection instrument is the tool adopted in data collection process for the purpose of research (Hair, Wolfinbarger, Money, Samouel & Page, 2015). Questionnaire refers to a data gathering tool that contains a list of questions, whether close-ended or open-ended, seeking respondent's feedback for a topic under investigation (Sekaran & Bougie, 2016). Demographic data of respondents was collected followed by data relating to the independent and dependent variables.

The questionnaires were structured with close-ended questions which ensured efficient and faster response time from the respondents. A 5-point Likert scale was used to gather data, where 1 is the least level of satisfaction and 5 the highest level of satisfaction.

The questionnaire was divided into five different sections namely; Section A which covered demographic details of the respondents, section B collected data on empowerment variable, section

C collected data on communication, section D collected data on grievance management and section E collected data on dependent variable which was project implementation.

3.6 Pilot Study

Sekaran and Bougie (2016) reveals that pilot test is vital in examining the accuracy and effectiveness of the research design and research tools. A total of 8 respondents were selected to participate in the pilot study who did not take part in the final data collection process. The researcher distributed 5 questionnaires to 8 people from different strata in the study. The findings were useful in examining whether there was consistency in the responses and offer relative accuracy to the contents of the questionnaires. The researcher tested all the research variables and indicators using Cronbach's coefficient evaluation tool. The researcher proceeded to carry out field study after he obtained Cronbach's coefficient of above 0.7 for each test, which implied that the tools had attained validity level satisfactorily enough to proceed to the data collection exercise, as recommended by Mugenda (2008).

3.6.1 Validity of the Research Instrument

Cooper and Schindler (2011) define validity as the degree to which the instrument measures the constructs under investigation. There are three types of validity tests; content, criterion and related construct validity. This study used content validity because it measures the degree to which the sample of the items represents the content that the test was designed to measure. Criterion validity was carried out to test how well one measure predicts an outcome for another measure and construct validity was measured to check the appropriateness of inferences made on the basis of observations or measurements, specifically whether a test measures the intended construct.

3.6.2 Reliability of the Research Instrument

In order to ascertain as to whether the research tool is reliable, it should be able to produce similar results across different contexts, as long as the research methodology and the group of respondents

share similar characteristics. The reliability factor centres on data attributes notably; consistency, stability, or dependability (Hair *et al*., 2015). A reliable measurement is one that if repeated a second time gives the same results as it did the first time. In case the output results generated are different, then the measurement is considered to be unreliable (Cooper & Schindler, 2014). The study used SPSS to calculate for the reliability test. If a coefficient of over 0.7 is obtained, it signified the justification of the tool with acceptable reliability (Babbie, 2010).

3.7 Data Collection Procedures

The researcher booked appointments with the concerned authorities and explained to them the objective of intending to carry out a study within their organization. After getting consent from management, the researcher used a 'drop and pick' method in the administration of questionnaires. The questionnaires were picked in duration of 4 weeks that gave the respondents an ample time to go through all the questions. This aided in enhancing the response rate and ensuring that information gathered was accurate and reliable.

3.8 Data Analysis

Once the process for collecting field data was completed, data was cleaned, organized and fed into data processing software for analysis. The researcher used Microsoft Excel as the primary software for recording raw data and cleaning it before exporting final product to SPSS v. 24 for more advanced data analysis. Data analysis refers to the procedure adopted while inspecting, cleaning, transforming and modelling data with the goal of establishing valuable outcomes, suggesting conclusion, and supporting decision making.

Descriptive statistics involved computation of mean scores, standard deviation, percentages, cross tabulation and frequency distribution which describe the demographic characteristics of the organization and the respondents. Multivariate regression analysis was used to determine the

relationships and significance between independent and dependent variables. The relationship between these variables was given by the regression model-:

$$\mathbf{Y = ß_0 + ß_1X_1 + ß_2\ X_2 + ß_3\ X_3 + e}$$

Where:

Y= Implementation of projects

$ß_0$= Constant

$ß_1$ to$ß_3$=Variable Coefficients

X_1 = Stakeholder Empowerment

X_2 = Stakeholder Communication

X_3 = Stakeholder Grievance management

e= Error

The three variables were taken through factor analysis and their probability values for the t- test used to evaluate if they were within 10% (0.01) significance levels and thus if their coefficient values could be taken as significant and a reflection of the influence these independent variables have on project implementation.

3.9 Ethical Issues

The researcher obtained an authorization letter from the University. Thereafter a research permit from National Commission for Science, Technology and Innovation (NACOSTI) was obtained. The researcher assured respondents that no private information would be divulged to a third party and that respondents' individual identities would not be revealed whatsoever. Besides, no identification information about the individual or the institution was revealed in written or in any other communication platform.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of data collected from the field. The response rate is given first followed by background information of the respondents, descriptive statistics and regression analysis.

4.2 Response Rate

A total of 358 questionnaires were administered to the respondents obtained from 5 departments namely; Port Electrical Engineering, Projects Development & Management, Conventional Cargo Operations, Container Operations and Civil Engineering. Their response rate is presented in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	346	96.6
Non Response	12	3.4
Total	**358**	**100**

Source: Research Data (2020)

Table 4.1 indicates a response rate of 96.6% and a nonresponse rate of 3.4% which could be attributed to lack of enough time to attend to the questionnaire due to busy schedules of the respondents. Baruch & Holton (2008) recommend a response rate of above 80% as being sufficient for data analysis. Therefore, 96.6% overall response rate was considered appropriate for data analysis. This meant that there was acceptance and credibility of the research findings of the study due to high response rate.

4.3 Reliability Test Results

Table 4.2: Reliability Test Results

Research Variable	**Cronbach's Alpha Index (α)**	**Comment**
Stakeholder Empowerment	0.798	Reliable
Stakeholder Communication	0.803	Reliable
Stakeholder Grievance management	0.811	Reliable
Project Implementation	0.799	Reliable
Average Score	**0.803**	**Reliable**

Source: Pilot Study (2020)

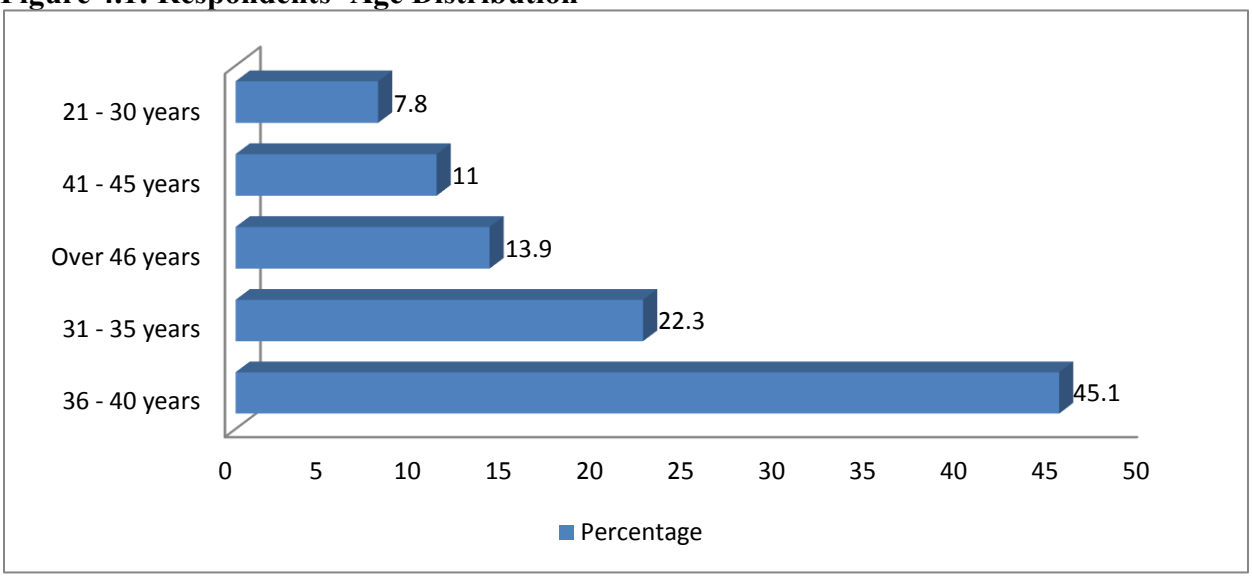
The result from reliability was given as follows; empowerment, communication, grievance management and project implementation with Cronbach alpha values as 0.798, 0.803, 0.811 and 0.799 respectively produced using SPSS 21.0. The average alpha coefficient for every individual variable was way above 0.7 which satisfies the recommendation made by Mugenda and Mugenda (2003) that an alpha coefficient score of above 0.7 shows that the instruments are highly reliable.

4.4 Background Information

The study sought information on the respondents' age, level of education and years of service at KPA.

4.4.1 Respondents' Age Distribution

Figure 4.1: Respondents' Age Distribution



Source: Research Data (2020)

The results in figure 4.2 indicate that 45.1% of the respondents were aged between 36 to 40 years followed by those who were aged between 31 to 35 years at 22.3%, 13.9% were aged over 46 years, 11.0% aged between 41 to 45 years and 7.8% aged between 21 to 30 years. Age diversity was important to the study as it brings about different experiences, expectations, styles and perspective on project implementation.

4.4.2 Respondents' Education Level

Table 4.3: Respondents' Education Level

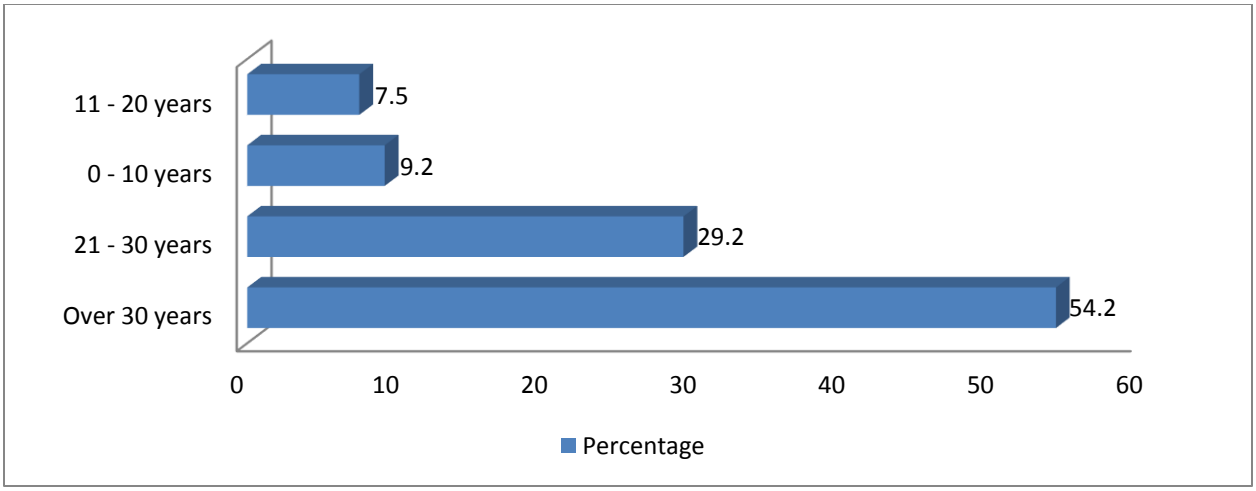
Level	**Frequency**	**Percentage**
Secondary school certificate	54	15.6
Diploma	80	23.1
Degree	157	45.4
Post graduate	55	15.9
Total	**346**	**100**

Source: Research Data (2020)

The results in Table 4.3 show that majority (45.4%) had attained bachelor degree level of education, 23.1% had a Diploma, and 15.9% had a Post Graduate and 15.6% secondary school certificate. It can be concluded that the respondents involved in the study had a considerable education exposure. The higher the education level of an employee, the better the knowledge and skills to meet changing business needs hence the higher the likelihood of achieving organizational success.

4.4.3 Respondents' Years of Service at KPA

Figure 4.2: Respondents' Years of Service at KPA



Source: Research Data (2020)

Figure 4.3 indicates that majority (54.2%) of the respondents had a work experience of more than 30 years, 29.2% between 21 to 30 years, 9.2% 10 years and below and 7.5% between 11 to 20 years. These results confirm that the respondents involved in this study had necessary experience to provide the information that was of interest to the researcher.

4.5 Descriptive Statistics

Quantitative data was descriptively analysed in terms of Mean (M) and Standard Deviation (SD) using Statistical Package for Social Sciences (SPSS) version 17.0 and presented in tables based on study specific variables. These are presented as follows;

4.5.1 Stakeholder Empowerment

Table 4.4: Stakeholder Empowerment

Statement	M	SD
Leads to a greater degree of stakeholder commitment to organizational goals since they can take some degree of ownership in the decisions made toward goal achievement	4.08	1.155
Stakeholders are allowed to share information which is an effective way of reducing costs during project implementation	4.04	0.835
Stakeholder empowerment provide them with complete freedom to take up judicious decisions on project implementation	4.30	0.601
Stakeholder communication leads to allocation of right authority for effective project implementation	4.11	0.837
Stakeholder empowerment encourages participative decision making during project implementation	3.99	1.452
Aggregate Score	**4.16**	**0.896**

Source: Research Data (2020)

The aggregate score of 4.16 indicates that the respondents agreed that stakeholder empowerment affects implementation of infrastructure projects at KPA with a standard deviation of 0.896. This agrees with a study by Rowlinson and Cheung (2015) which examined stakeholder management through empowerment: modelling project success and established that stakeholder engagement and management is instrumental in aligning participants and their perspectives on project management and project success.

The respondents strongly agreed that stakeholder empowerment provide them with complete freedom to take up judicious decisions on project implementation as shown by mean score of 4.30 and standard deviation of 0.601. These findings are consistent with Dahou and Hacini (2018) study that assessed successful stakeholder empowerment on project implementation and revealed that sharing information, job design, transformational leadership and decision making authority have a positive effect on project implementation.

The respondents agreed that Stakeholder communication leads to allocation of right authority for effective project implementation, leads to a greater degree of stakeholder commitment to organizational goals since they can take some degree of ownership in the decisions made toward goal achievement, stakeholders are allowed to share information which is an effective way of reducing costs during project implementation and that stakeholder empowerment encourages participative decision making during project implementation with mean score of 4.11, 4.08, 4.04 and 3.99 respectively and standard deviation of 0.837, 1.155, 0.835 and 1.452 respectively. These findings are in line with El-Sawalhi and Hammad (2015) who studied the influence of stakeholder empowerment on implementation of construction projects in the Gaza Strip and established that stakeholder empowerment process leads to high competency, transparent evaluation of the alternative solution, ensuring effective communication between the project and its stakeholder, setting common goals and objectives for the project, and exploring the stakeholders' needs and expectations.

4.5.2 Stakeholder Communication

Table 4.5: Stakeholder Communication

Statement	M	SD
Stakeholder communication is key in attaining success of project implementation at KPA	4.55	0.516
There exists a stakeholder communication framework in project implementation at KPA	4.51	0.605
Stakeholders' views and feedback are sought and considered in decision making with regard to projects	4.62	0.491
Stakeholder analysis allows the project managers to determine what drives the stakeholder, their underlying motivations and needs from the project	3.84	0.874
Throughout the project, each stakeholder is managed to ensure their communication needs are being met	3.73	1.245
Aggregate Score	**4.11**	**0.664**

Source: Research Data (2020)

The aggregate score of 4.5 indicates that the respondents strongly agreed that stakeholder communication affects implementation of infrastructure projects at KPA with a standard deviation of 0.537. This finding concur with a study by Butt, Naaranoja and Savolainen (2016) study that examined the influence of project change stakeholder communication on successful project implementation and the the results underline the fact that an effective communication ensures stakeholder participation in the change management processes through teamwork and empowerment.

The respondents strongly agreed that stakeholders' views and feedback are sought and considered in decision making with regard to projects, stakeholder communication is key in attaining success of project implementation at KPA and that there exists a stakeholder communication framework in project implementation at KPA as shown by mean score of 4.61, 4.55 and 4.51 respectively and

standard deviation of 0.491, 0.516 and 0.605. The findings are supported by Naqvi and Aziz (2011) who carried out a study on the impact of stakeholder communication on project outcome and the findings confirmed a strong correlation and dependency of project implementation on stakeholder communication.

The respondents agreed that stakeholder analysis allows the project managers to determine what drives the stakeholder, their underlying motivations and needs from the project and that throughout the project, each stakeholder is managed to ensure their communication needs are being met as shown by mean score of 3.84 and 3.73 respectively and a standard deviation of 0.874 and 1.245 respectively. This is in line with Asrat (2018) study that examined the role of project communication management in improving project performance of building construction projects and observed that, there is a strong appreciation of the importance of project communication and its importance within the industry.

4.5.3 Stakeholder Grievance Management

Table 4.6: Stakeholder Grievance Management

Statement	**M**	**SD**
Stakeholder grievances can derail project success	3.77	1.538
KPA has in place a good stakeholder grievance management system	3.32	1.496
There is documented evidence of stakeholders' grievances from projects ending up in courts of law	4.49	0.796
There exists good relationships between stakeholders in KPA projects	3.26	1.728
Aggregate Score	**3.71**	**1.389**

Source: Research Data (2020)

The aggregate score of 3.71 indicate that the respondents agreed that stakeholder grievance management affects implementation of infrastructure projects at KPA with a standard deviation of

1.389. This agree with study findings of Pak and Jussupbekova (2017) that indicated that local communities valued their participation in the project implementation and the effectiveness in addressing their grievances and objectives related to the project under implementation.

The respondents strongly agreed that there is documented evidence of stakeholders' grievances from projects ending up in courts of law as shown by mean score of 4.49 and a standard deviation of 0.796. These findings are supported in submissions by Davis (2017), who identifies the participation of local stakeholders in project implementation as central towards enhancing prospects of success in the project implementation.

The respondents agreed that stakeholder grievances can derail project success as shown by mean score of 3.77 and a standard deviation of 1.538. This consistent with Pirozzi (2018) study that established that, building an integrative framework that accommodated contributions from all the critical stakeholders was crucial in limiting conflicts triggered by stakeholder acrimony. Pirozzi (2018) study also observed that putting in place a mechanism to receive and determine stakeholder complaints will make it possible to identify possible areas of project implementation that could trigger conflicts. Thus, having a grievance mechanism is viewed as a way towards averting possible disruptions to project implementation.

The study indicated to a moderate extent that KPA has in place a good stakeholder grievance management system and that there exists good relationships between stakeholders in KPA projects as shown by mean score of 3.32 and 3.26 respectively and standard deviation of 1.496 and 1.728 respectively. This is in disagreement with Mandala (2018) study that examined the value of stakeholders' involvement on the success of road construction projects in Bondo Sub-County and found that strong involvement of all stakeholders enhanced the prospects of successful outcome as it eliminated potential conflicts.

4.5.4 Implementation of projects

Table 4.7: Implementation of Projects

Statement	M	SD
There is timely completion of projects at KPA	3.94	1.075
Projects are concluded within budgeted cost	4.86	0.712
Completed projects are meeting their intended purpose/user's requirements	4.85	0.482
KPA projects undergo scope variations	4.83	0.374
Aggregate Score	**4.62**	**0.661**

Source: Research Data (2020)

The aggregate score of 4.62 indicate that the respondents strongly agreed that stakeholder involvement affects implementation of infrastructure projects at KPA with a standard deviation of 0.661. This concur with Storvangand and Clarke (2014) who argue that stakeholder involvement in the implementation of any project, public, private or otherwise is an important factor in the summative outcome of the project in question. This is because stakeholders are a critical component that wields substantial impact on the likelihood of the project progression and the eventual project output.

The respondents strongly agreed that projects are concluded within budgeted cost, completed projects are meeting their intended purpose/user's requirements and KPA projects undergo scope variations as shown by mean score of 4.86, 4.85 and 4.83 respectively and standard deviation of 0.712, 0.482 and 0.374. This is in line with Tengan and Aigbavboa (2016) who observe that stakeholders are vital in the project lifecycle. This is because they are critical in creating the ambient environment that will make it possible for the experts to execute their responsibilities in overseeing the project implementation.

The respondents agreed that there is timely completion of projects at KPA as shown by mean score of 3.94 and standard deviation of 1.075. This agrees with Datche (2015) who undertook a study on factors affecting performance of construction projects in the coast region of Kenya. Their findings demonstrated that attainment of project outcomes within time schedule, planned cost and clients' satisfaction (quality) were critical success factors in the implementation of projects.

4.6 Inferential Statistics

Inferential statistics including correlation analysis and regression analysis was done to reach conclusions about the relationship between variables. They results are presented as follows:

4.6.1 Correlation Analysis

Table 4.8: Correlation Analysis

		Stakeholder Empowerment	Stakeholder Communication	Stakeholder Grievance management	Project implementation
Stakeholder Empowerment	Pearson Correlation	1	.308**	.794**	.155**
	Sig. (2-tailed)		.000	.000	.004
	N	346	346	346	346
Stakeholder Communication	Pearson Correlation	.308**	1	.485**	.689**
	Sig. (2-tailed)	.000		.000	.000
	N	346	346	346	346
Stakeholder Grievance management	Pearson Correlation	.794**	.485**	1	.836**
	Sig. (2-tailed)	.000	.000		.000
	N	346	346	346	346
Project implementation	Pearson Correlation	.155**	.689**	.836**	1
	Sig. (2-tailed)	.004	.000	.000	
	N	346	346	346	346

Source: Research Data (2020)

The results in Table 4.8 show that the Pearson's r for the correlation between stakeholder communication and project implementation variables is 0.659 and vice versa which is close to 1 with a significant value of 0.00 which is less than 0.05. This shows a strong relationship meaning that communication is strongly correlated with the project implementation. This is in agreement with Rajhans (2018) who observed that communication platform is a project management tool that enables interaction between stakeholders in project implementation and influences project outcome.

Stakeholder grievance management was found to be strongly related to project implementation as indicated by the Pearson's r at 0.836 implying that grievance management is directly proportional to project implementation. This concurs with Davis (2017) who noted that project implementation team must first develop a comprehensive grievance management policy which has substantial influence on the project implementation process.

4.6.2 Regression Analysis

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.605[a]	.766	.761	.484	.366	65.832	3	342	.000

Source: Research Data (2020)

The three independent variables (stakeholder empowerment, stakeholder communication and stakeholder grievance management) that were studied, explain a factor of 0.766 of the implementation of infrastructure projects at KPA as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute to a factor of 0.234 of the project implementation.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.282	3	15.427	65.832	.000[a]
	Residual	80.146	342	.234		
	Total	126.428	345			

Source: Research Data (2020)

The significance value is 0.000[a] which is less than 0.05 thus the model is statistically significance in predicting how empowerment, communication and grievance management affected the implementation of infrastructure projects at KPA. The F calculated at 5% level of significance was 65.832. Since F calculated is greater than the F critical (p value = 15.427), this shows that the overall model was significant.

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.777	.254		7.005	.000
	Stakeholder Empowerment	0.611	.048	1.110	2.332	.001
	Stakeholder Communication	0.728	.036	2.316	6.346	.000
	Stakeholder Grievance management	0.501	.060	4.427	8.285	.000

Source: Research Data (2020)

From the above regression model, holding stakeholder empowerment, stakeholder communication and stakeholder grievance management to a constant, the implementation of infrastructure projects at KPA would be at a factor of 0.777. It was established that a unit increase in empowerment would lead to increase in the implementation of infrastructure projects at KPA by a factor of 0.611, a unit

increase in communication would lead to increase in the implementation of infrastructure projects at KPA by a factor of 0.728 and a unit increase in grievance management would lead to increase in the implementation of infrastructure projects at KPA by a factor of 0.501.

The established regression equation by the study was: $Y = 0.777 + 0.611X_1 + 0.728X_2 + 0.501X_3$

Where Y = Project implementation

X_1= Stakeholder Empowerment

X_2= Stakeholder Communication

X_3= Stakeholder Grievance management

The study established that stakeholder empowerment had a positive and significant effect on the implementation of infrastructure projects at KPA as indicated by t-value ($\beta= 2.332$, $p < 0.05$). These findings are consistent with Dahou and Hacini (2018) study that revealed that sharing information, job design, transformational leadership and decision-making authority have a positive effect on project implementation.

The study revealed that stakeholder communication had a positive and significant effect on the implementation of infrastructure projects at KPA as indicated by t-value ($\beta= 6.346$, $p < 0.05$). The findings are supported by Alqaisi (2018) who submitted that communication factor in project management is key in creating cooperative working relationship between stakeholders and the project implementation team.

The study found that stakeholder grievance management had a positive and significant effect on the implementation of infrastructure projects at KPA as indicated by t-value ($\beta= 8.285$, $p < 0.05$). This is consistent with Pirozzi (2018) study that established that, building an integrative framework that accommodated contributions from all the critical stakeholders was crucial in limiting conflicts triggered by stakeholder acrimony.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key findings, conclusions, recommendations for policy and practice and suggestions for further studies.

5.2 Summary of Key Findings

The study examined stakeholder involvement and implementation of projects in Kenya focusing on infrastructure projects at Kenya Ports Authority. The specific objectives were to examine the influence of empowerment on the implementation of infrastructure projects at KPA, to establish the influence of communication on the implementation of infrastructure projects at KPA and to find out the influence of grievance management on implementation of infrastructure projects at KPA. The study employed descriptive survey research design whose target population included officers from five departments that had either been at the forefront in facilitating implementation of infrastructure projects by KPA and/or were immediate beneficiaries of projects' outcomes. The study employed stratified random sampling approach. Quantitative data was collected using questionnaire and analysed using both descriptive statistics and inferential statistics. The findings are presented below.

The study sought to examine the effect of stakeholder empowerment on implementation of infrastructure projects at KPA and found that empowerment had a positive and significant effect on project implementation. Stakeholder empowerment provides complete freedom to take up judicious decisions on project implementation, stakeholder communication leads to allocation of right authority for effective project implementation; furthermore it leads to a greater degree of stakeholder commitment to organizational goals since they can take some degree of ownership in the decisions made toward goal achievement.

The study examined the effect of stakeholder communication on implementation of infrastructure projects at KPA and established that communication had a positive and significant effect on project implementation. Stakeholders' views and feedback are sought and considered in decision making with regard to projects, stakeholder communication is key in attaining success of project implementation at KPA and that there exists a stakeholder communication framework in project implementation at KPA.

The study examined effect of stakeholder grievance management on implementation of infrastructure projects at KPA and revealed that grievance management had a positive and significant effect on project implementation. There is documented evidence of stakeholders' grievances from projects ending up in courts of law and that stakeholder grievances can derail project success.

5.3 Conclusions

This study concluded that empowerment of stakeholders is a benefit index in which a higher level of empowerment results in improved planning processes for organisations. Empowerment increases the ability and confidence of stakeholders to make choices and decisions, and access opportunities relating to their personal development and issues that concern them. This may be through access to information, resources, capabilities or institutional changes.

The study concluded that effective communication helps the organization to build positive relationships with the project stakeholders. Communication with stakeholders builds dialogue through setting forums or inviting other forms of feedback, the project managers can gain a better understanding of the project stakeholders' interests and attitudes towards implementation of the project.

The study concluded that management of grievances serves as a way to meet requirements, prevent and address stakeholder concerns, reduce risk, and assist larger processes that create positive social change towards implementation of projects. Provides a predictable, transparent, and credible process to all parties, resulting in outcomes that are seen as fair, effective, and lasting, builds trust as an integral component of broader community activities and enables more systematic identification of emerging issues and trends, facilitating corrective action and pre-emptive engagement.

5.4 Recommendations

The study recommended that stakeholders can be empowered by allowing them to participate in decision making. Giving them more control over what happens in their work environment through control over work tasks and work pace. Empower them through upgrading their skills, assigning increasingly challenging projects and duties as well as communicating information about the strategy and its implementation. This gives them access to information based on decisions to be made.

The study recommended that project managers should establish regular communication with stakeholders and create a positive understanding to help build effective long-term relationships with key project stakeholders. Different stakeholders have different interests, attitudes and priorities. Effective communication is recommended to ensure stakeholders receive information that is relevant to their needs and builds positive attitudes to the organization.

The study recommended that the organization should have proper structure of grievance management procedures which should be known to all employees. It should create more channels for receiving stakeholders' complaints that will encourage them air their grievances peacefully and

in harmony. Develop and publicize good policies and strategies for grievance management according to the organization's structure and working environment to guide decision making.

5.5 Suggestions for Further Studies

This study focused on stakeholder involvement and implementation of projects in Kenya focusing on infrastructure projects at Kenya Ports Authority. The stakeholder involvement was examined in terms of stakeholder empowerment, stakeholder communication and stakeholder grievance management on project implementation. Further studies should be carried out that focus on other variables of stakeholder involvement not explored in this study; moreover, a similar study should be undertaken in other Kenyan state corporations.

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APPENDICES

Appendix I: Introductory Letter

RE: REQUEST FOR PARTICIPATION IN RESEARCH

I am a postgraduate student pursuing Master of Business Management Degree (Project Management option) at Kenyatta University. As part of this course, I am carrying out a research on Stakeholder Involvement and Implementation of Projects: A Case of Infrastructure projects in Kenya Ports Authority.

You have been selected to participate in this study as a respondent. Kindly respond to all items to reflect your opinion and experience. Please answer all questions freely. You will not be identified from the information you provide and no information about individuals will be given to any organization. The data collected will be used for this academic research only. Your participation is important for the success of this project and I greatly appreciate your contribution. Thanking you most sincerely in advance.

Yours Faithfully,

COSMUS MWACHIRU KALU

Researcher

Appendix II: Questionnaires

Section A: Background Information

1. Age Distribution

i. 21 – 30 years ☐
ii. 31 – 35 years ☐
iii. 36 – 40 years ☐
iv. 41 – 45 years ☐
v. Over 46 years ☐

2. Education Level

i. Secondary School Certificate ☐
ii. Diploma ☐
iii. Degree ☐
iv. Post Graduate ☐

3. Years of Service at KPA

i. 0 – 10 years ☐
ii. 11 – 20 years ☐
iii. 21 – 30 years ☐
iv. over 30 years ☐

Section B: Empowerment

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

Please indicate, by ticking (√) appropriately, the extent to which you agree with the following statements on the importance of stakeholder empowerment on the implementation of infrastructure projects.

No.	STATEMENTS	RATING				
		(1)	(2)	(3)	(4)	(5)
1.	Leads to a greater degree of stakeholder commitment to organizational goals since they can take some degree of ownership in the decisions made toward goal achievement					
2.	Stakeholders are allowed to share information which is an effective way of reducing costs during project implementation					
3.	Stakeholder empowerment provide them with complete freedom to take up judicious decisions on project implementation					
4.	Stakeholder communication leads to allocation of right authority for effective project implementation					
5.	Stakeholder empowerment encourages participative decision making during project implementation					

Section C: Communication

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

Please indicate, by ticking (√) appropriately, the extent to which you agree with the following statements on the importance of stakeholder communication on the implementation of infrastructure projects.

No.	STATEMENTS	RATING				
		(1)	(2)	(3)	(4)	(5)
1.	Stakeholder communication is key in attaining success of project implementation at KPA					
2.	There exists a stakeholder communication framework in project implementation at KPA					
3.	Stakeholders' views and feedback are sought and considered in decision making with regard to projects					

4.	Stakeholder analysis allows the project managers to determine what drives the stakeholder, their underlying motivations and needs from the project					
5.	Throughout the project, each stakeholder is managed to ensure their communication needs are being met					

Section D: Grievance Management

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

Please indicate, by ticking (√) appropriately, the extent to which you agree with the following statements on the importance of grievance management on the implementation of infrastructure projects.

No.	STATEMENTS	RATING				
		(1)	(2)	(3)	(4)	(5)
1.	Stakeholder grievances can derail project success					
2.	KPA has in place a good stakeholder grievance management system					
3.	There is documented evidence of stakeholders' grievances from projects ending up in courts of law					
4.	There exists good relationships between stakeholders in KPA projects					

Section F: Implementation of Projects

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

Please indicate, by ticking (√) appropriately in the table below, your rating of the statements with regard to KPA's infrastructure projects:

No.	STATEMENTS	RATING				
		(1)	(2)	(3)	(4)	(5)
1.	There is timely completion of projects at KPA					
2.	Projects are concluded within budgeted cost					
3.	Completed projects are meeting their intended purpose/user's requirements					
4.	KPA projects undergo scope variations					

Thank you for your participation.

KENYATTA UNIVERSITY
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Internal Memo

FROM: Dean, Graduate School

DATE: 15th September, 2020

TO: Cosmus Mwachiru Kalu
C/o Business Administration Dept.

REF: D53/ MSA/OL/27728/2014

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 11th September, 2020 approved your Research Project Proposal for the MBA Degree Entitled, **"Stakeholder Involvement and implementation of Projects: A Case of Infrastructure Projects in Kenya Ports Authority."**.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

KENYATTA UNIVERSITY OFFICE OF DEAN 15 SEP 2020 GRADUATE SCHOOL P.O. BOX 43844-00100 NAIROBI

JACKSON LUVUSI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Mr. Maina Rugami
   C/o Department of Business Administration
   Kenyatta University

EM/nn

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **308240**

Date of Issue: **22/September/2020**

RESEARCH LICENSE

This is to Certify that Mr.. COSMUS KALU MWACHILU of Kenyatta University, has been licensed to conduct research in Mombasa on the topic: STAKEHOLDER INVOLVEMENT AND IMPLEMENTATION OF PROJECTS: A CASE OF INFRASTRUCTURE PROJECTS IN KENYA PORTS AUTHORITY for the period ending : 22/September/2021.

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