STAKEHOLDER PARTICIPATION AND PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN KISII COUNTY, KENYA

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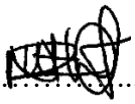
A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS, AND TOURISM IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF A DEGREE IN MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) OF KENYATTA UNIVERSITY

APRIL, 2024

DECLARATION

This research project is my original work and has not been presented to any other institution for examination.

Sign ……  .. Date ……

Ruth Nyaserema Monyoncho **D53/OL/NKU/26345/2019**

This research project was done under my supervision as the institution's assigned supervisor.

Sign ……  ..... Date ……7/5/2024……

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DEDICATION

This work is dedicated to my lovely family for their daily encouragement and inspiration to be patient. I hope to accomplish this journey. I am always grateful. May God’s blessings follow you.

ACKNOWLEDGEMENT

My heartfelt appreciation goes to Dr. Kinoti Kaburu (supervisor) for his tireless effort to see my proposal succeed. I acknowledge my classmate for their contribution and encouragement towards this milestone achievement.

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OPERATIONAL DEFINITION OF TERMS

Project Identification	Refers to the process undertaken in authorization and commissioning project ideas within the planned scope while documenting underlying risks and focusing on the stakeholder needs.
Project Planning	Refers to a project phase in which actual steps such as developing project strategies, risk mitigation, and facilitation plans to achieve stakeholder needs, hence, project completion.
Project Implementation	Process of coordinating final activities by generating a progress report and structuring a change management plan while taking necessary actions to achieve the desired project outcomes.
Project Monitoring	Tracking and surveying project deliverables and deviations against planned objectives through reviewing monitoring framework, documenting report feedback, and issue log.
Project Performance	Refers to the act of achieving the desired project result within the stipulated time frame, planned budget, and desired quality.
Stakeholder Participation	Refers to the individual inclusivity to make and foster informed decision-making at all stages of the project lifecycle.

ABBREVIATION AND ACRONYMS

ANOVA	Analysis of Variance
ERS	Employment Creation Strategy
ERB	Engineers Board of Kenya
KeNHA	Kenya National Highways Authority
KRB	Kenya Road Boards
KURA	Kenya Urban Roads Authority
KERRA	Kenya Rural Roads Authority
KERS	Kenya Economic Recovery Strategy
MDG	Millennium Development Goals
NCA	National Construction Authority
SPSS	Statistical Package for the Social Sciences
SEM	Scanning electron microscopy

ABSTRACT

The County Government of Kisii has substantially invested in road construction projects to enhance transportation and stimulate economic growth. However, many of these projects have encountered delays, budget overruns, and quality complaints, affecting their success rates. This study investigates the role of stakeholder participation in addressing these challenges and improving project outcomes. The theoretical framework for this research is grounded in three principal theories: Stakeholder, Resource-Based View, and Diffusion of Innovation Theories. These theories help explore how stakeholder involvement influences project management and success, the adoption of new practices in project execution, and the utilization of resources. The research employed a descriptive design, focusing on 45 road construction projects and involving 65 participants ranging from project managers to community representatives. A questionnaire was used as the primary data collection tool. Analyses were done through SPSS version 23. Results indicated an R-square value of 78.6% in the multi-regression analysis, suggesting a strong influence of the independent variables on the observed outcomes. Descriptive statistics revealed high ratings for all study variables. However, engagement was notably lower during the planning phase. The correlation and regression analyses underscored a significant correlation with the overall project performance. To enhance project success, the study recommends aligning projects more closely with stakeholder needs and implementing a project portfolio management strategy to evaluate and select projects based on strategic importance and resource requirements. It also suggests establishing realistic timelines, developing risk assessment and mitigation strategies, maintaining detailed schedules and budgets, and creating a structured project management framework. Moreover, the research advocates fostering a collaborative and inclusive work culture, implementing real-time project management tracking mechanisms, and promoting open communication and transparency. These measures are expected to serve as a model for similar initiatives in other regions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Road projects are integral to the economic advancement of any nation as they facilitate wealth generation and the creation of job opportunities, as shown by Gachengo (2019). Globally, numerous countries across various continents have heavily invested in their road networks to alleviate traffic congestion. For instance, the UK and France in Europe have invested $263 billion and $167 billion, respectively, in road construction (Wang et al., 2020). In 2017, fifteen European countries had over 73 percent of their road projects valued at $1.05 trillion. Wang et al. highlighted that a significant reason for these investments is to bolster economies through enhanced transportation links between Eastern and Western Europe. Additionally, Asian countries like Laos, China, and Thailand have strategically improved their transport logistics to facilitate cross-border trade with neighboring countries (Yu, 2021). High-performance rates in these areas are often achieved through collaborative international partnerships and the adoption of construction industry technology (Cigu et al., 2018).

Many African countries have focused on education and transportation as pillars of national economic development (Tarrosy & Vörös, 2019). Research by Jedwab and Storeygard (2019) revealed that countries such as Nigeria, Ghana, Namibia, and Kenya have significantly invested in road networks. However, many project stakeholders are dissatisfied with the outcomes of these road development initiatives. Atwater and Chakravorty (2013) reported that one in two road construction projects is deemed a failure, highlighting a significant gap that needs to be investigated to analyze the status of these initiatives and identify essential steps for their success. According to Damoah et al. (2018), project failure can be attributed to inadequate

risk identification and mitigation, poor scope management, non-adherence to budgets, improper project scheduling, and lack of comprehensive stakeholder participation, all leading to poor performance.

In Kenya, under Vision 2030, the Kenya Economic Recovery Strategy (KERS), and Millennium Development Goals (MDG), there is a vision to establish a well-connected country through an extensive network of roads and other infrastructure. There is also a strong emphasis on adopting science-based, technological, and innovative strategies to enhance construction performance (Beldinne & Gachengo, 2022). The County Government of Kisii is among the leading counties in Kenya aiming to realize the goals of Vision 2030, including creating a more extensive road network and increasing employment under the Employment Creation Strategy (ERS) (Kiboma, 2021). Among the many counties in Kenya, Kisii uses roads as a vital mode of transport. They have allocated a higher budget to road infrastructure. However, many projects have faced numerous challenges, such as budgetary constraints, scope deviations, the use of substandard construction materials, and project delays. Despite these challenges, the County Government of Kisii has consistently focused on opening and graveling county roads to facilitate more accessible transportation of farm commodities and improve the movement of people (County Government of Kisii, 2022).

1.1.1 Project Performance

Project performance in road construction is traditionally measured by criteria such as timeliness, adherence to budget, fulfillment of the specified scope, and the quality of the construction (Kabutiei et al., 2022). Timely completion of projects is crucial as delays can significantly increase costs and cause disruptions. Project performance refers to the achievement of project results by the stipulated time frame, planned budget, identified scope,

and desired quality (Ingle & Mahesh, 2020). Project performance is determined by the functionality and the primary reasons for undertaking the project, which may include cost-cutting, increased service delivery, enhanced end-project quality, and public benefits (Büyüközkan & Karabulut, 2017).

Financial variables such as budget adherence, efficient use of project resources, and high investment returns can also be used to assess project performance. The project's ultimate performance is determined by the ability of the project to strictly utilize time, budgetary allocation, and the extent to which it was intended to cover. Moreover, achieving the technicalities required to ensure standard operations, and functionality in an environment-safe way should not be ignored. Consequently, project performance ensures that firms and corporations maximize profits while minimizing the impacts of risks and uncertainty occurrences to meet project objectives (Sirisomboonsuk et al., 2018). Integration, cooperation, and coordination of efforts from all project stakeholders are required to achieve project success. Project team members, project funders, and local community members are among the project stakeholders. As a result, good communication lines, sufficient budget for raw material acquisition, and professional human resources are required for project success.

This study utilized key indicators such as timely completion ensuring milestones and deadlines are met; budget usage to ensure expenditures against the allocated budget and identifying cost control measures; and road quality to evaluate factors like durability, smoothness, and adherence to technical specifications and safety standards through inspections, testing, and user feedback are selected as Büyüközkan & Karabulut (2017). These indicators helped to gauge the project’s ability to meet schedule targets, financial efficiency, and the overall quality of the constructed road.

1.1.2 Stakeholder Participation

Effective stakeholder participation entails engaging these stakeholders in meaningful dialogue, consultation, and collaboration throughout the decision-making process. This approach acknowledges the importance of incorporating multiple viewpoints, fostering transparency, and building trust among stakeholders (Franklin & Franklin, 2020). In various contexts, such as environmental management, urban planning, or corporate governance, stakeholders often possess diverse perspectives, interests, and values that significantly influence outcomes.

According to Momen (2020), by involving stakeholders in decision-making, organizations, and policymakers can enhance the legitimacy, accountability, and sustainability of their actions. Moreover, stakeholder participation can lead to more informed decisions, improved problem-solving, and greater acceptance and support for the outcomes. However, challenges such as power imbalances, conflicting interests, and communication barriers may hinder effective stakeholder participation and necessitate careful management and facilitation strategies. Overall, stakeholder participation is crucial for ensuring inclusive and democratic decision-making processes.

Stakeholder participation is an act of ensuring that individuals, groups, and organizations that are actively affected by the project outcome are included in all project lifecycle stages to make an informed decision (Nederhand & Klijn, 2019). The involvement of stakeholders is crucial to the performance of any organizational project. These associates are frequently numerous in a project context, and their level of impact varies greatly. The essential stakeholder attributes are regarded to be power, legitimacy, and urgency. Since the quantity and kind of stakeholders will change throughout the course of the project, it is prudent to conduct an ongoing evaluation

of identification (Nguyen & Mohamed, 2021). Stakeholder participation can occur in any project cycle stage including; the identifying, planning, execution, and M&E stage.

Project identification is the process of authorizing and commissioning of idea for a project as per Tarasenko (2022). It involves some diagnostic analysis in terms of scope, objective to be achieved, and some initial planning. According to Cha and Maytorena-Sanchez (2019), this is a critical stage that requires full stakeholder participation as the decisions made affect the entire project lifecycle. The diagnostic analysis helps to align the project to meet stakeholder needs, mission, and vision. Stakeholder participation in this phase helps to document risks that might affect the project implementation, highlight stakeholder needs, and project scope identification and documentation.

After the project idea is commissioned and authorized, planning of the project starts. It involves developing strategies and facilitation plans to achieve stakeholder needs (Yu et al., 2018). Stakeholder participation in this stage helps to develop a detailed project schedule as well as the budget. Detailed planning enables the project management team to discover the project's wrong assumptions and oversights made during the idea commissioning stage. According to YU et al., the level of stakeholder participation in a stage can be measured through the availability of a project execution team, the presence of a detailed project budget, and the availability of a risk mitigation plan document.

According to Tarasenko (2022), project implementation is a vital stage where project outputs such as progress reports, deliverables, and communications to stakeholders are made. As revealed by Shavaliev and Puryaev (2018), project implementation is the process of coordinating both activities and people, taking necessary actions, and mobilizing resources to achieve the desired project outcomes. The project manager starts by acquiring the necessary

tools to aid the project implementation. The progress can be measured by producing progress reports, change management plans, and corrective action measures put in place (Shavaliev & Puryaev, 2018).

Lastly, project monitoring is the process of evaluating and tracking project deliverables and deviations against planned objectives while taking corrective measures according to Kabeyi (2019). Project monitoring starts in the first stage of project initiation and runs through the last stage. It requires full stakeholders' attention as the level of control needs to be top-notch to ensure a hundred percent success rate. Monitoring helps to establish monitoring discipline and identify unexpected consequences. According to Mume (2021), key stakeholder participation indicators can be the availability of a monitoring framework, issue log documents as well as project feedback reports.

Project managers monitor and regulate project operations to ensure that they are completed within the scope of stated budgets, forecasts, and timetables to assure quality project performance. Schalk (2017) ascertains that stakeholder participation in firm performance is beneficial in matters of portfolio project prices and standards, as well as the costs and time involved with project portfolio management development. As a result, stakeholder participation is critical for project performance, because they determine whether a project succeeds or fails. Time, budget, and deliverables all play a role in project success (Sherman & Ford, 2014). Concerned shareholders must participate in stakeholder participation. This includes identifying ideals, and public concerns, and creating a broad consensus on planned creative activities. It's also about utilizing the immense knowledge that stakeholders possess to produce effective and workable solutions (Magassouba et al., 2019).

Every project manager delights in delivering projects that are within the budget and the specified time. Stakeholders have an impact on this because people aren't used to defining what they want in great detail (Mojtahedi & Oo, 2017). Regardless, people are preoccupied with indicating what they believe they desire. When offered a decision, they stress what they like and dislike about the options available to them. In other words, stakeholders must be considered to determine what they believe is correct. The goal is to operate more evolutionarily and effectively to produce workable solutions that reflect the actual needs of the stakeholders (Kalu & Rugami, 2021). To accomplish this, the project team must collaborate closely and regularly with the designated stakeholders. Stakeholder participation improves project performance by removing conflicts and lowering costs by allowing more stakeholders to participate in decision-making (Kofigah & Badu, 2021). Stakeholders must therefore be actively engaged across the cycle project cycle to avoid cost overruns and delays.

1.1.3 Kisii County Road Construction Projects

County Government of Kisii in collaboration with Kenya National Highway Authority (KeNHA), Kenya Roads Board (KRB), Kenya Urban Roads Authority (KURA), Kenya Rural Roads Authority (KERRA), Engineers Board of Kenya (ERB), Ministry of Road, and National Construction Authority (NCA) has consistently prioritized construction of road networks in counties and villages to enhance agricultural production and transportation of farm produce (County Government of Kisii, 2018). In the financial year 2018/19, the County Government of Kisii aimed to construct 45 (see appendix v) county roads. In 2018, the county reported the highest number of roads to be built to smoothen transportation from one location to another, according to Ksh's estimated budget. 450 million. Construction tenders were awarded to various agencies by the County Government of Kisii. The outlined budget was to facilitate the

construction of over 500 kilometers of county roads in 4 years up to 2022. Additionally, the county allocated Ksh. Three hundred fifty million to improve and maintain the already constructed roads that are inaccessible due to poor drainage and potholes. The county government has worked hard for four years to achieve this milestone. However, the overall performance rate stands at 90 percent (450 KMs constructed against 500 KMs planned) and was ranked among the list of performing counties in Kenya according to the County Government of Kisii (2022-2023) annual development plan; Migori et al. (2019).

1.2 Statement of the Problem

In Kisii County, road construction projects have historically struggled to meet their objectives, often finishing over budget, behind schedule, and below expected quality standards. Despite an allocation of approximately Ksh. 450 million, the County Government of Kisii reported in its 2022/2023 annual report that only 90 percent of the planned 500 kilometers of road development was completed. This shortfall raises concerns about the effectiveness of stakeholder participation in the county's road construction projects. Issues such as potholes, deteriorating road surfaces, inadequate pedestrian infrastructure, and the use of substandard construction materials not only compromise the safety and efficiency of the road network but also restrict access to essential services and economic opportunities (Njeri, 2019; Abuga & Ndegwa, 2022).

Previous studies have examined stakeholder participation in various sectors, including hospitality, infrastructure, and banking, assessing its impact on project success. However, many of these studies lack a detailed empirical review of critical variables, fail to clarify the theoretical frameworks used, or do not adequately reveal the influence of stakeholder engagement on project outcomes (Dagne, 2018; Kabutiei et al., 2022; Matu et al., 2020).

Furthermore, some research has been criticized for having a broad scope but presenting limited findings or focusing disproportionately on one variable over others (Al-Hajj & Zraunig, 2018; Kissi et al., 2019; Muchelule, 2018).

This study aimed to determine how effective engagement of stakeholders, including local government officials, contractors, and community representatives, can influence the successful completion of these projects within their allocated budgets and timelines. The necessity of this research stems from the ongoing issues within Kisii's road projects. This study provided empirical insights that could help improve the planning and execution of future road construction projects, enhancing the county's infrastructure and supporting its economic development objectives.

1.3 Objectives of the Study

1.3.1 General Objective

To determine the level of stakeholder participation in the performance of road construction projects in Kisii County, Kenya.

1.3.2 Specific Objectives

The study seeks to;

i. To assess how stakeholder participation in project identification influences the performance of road construction projects in Kisii County, Kenya.
ii. To determine the influence of stakeholder participation in project planning on the performance of road construction projects in Kisii County, Kenya
iii. To evaluate the relationship between stakeholder participation in project implementation and performance of road construction projects in Kisii County, Kenya

iv. To Examine the role of stakeholder participation in project monitoring on the performance of road construction projects in Kisii County, Kenya

1.4 Research Questions

i. What role does stakeholder participation in project identification play in the performance of road construction projects in Kisii County, Kenya?

ii. What role does stakeholder participation in project planning play in the performance of road construction projects in Kisii County, Kenya?

iii. How does stakeholder participation in project implementation relate to the performance of road construction projects in Kisii County, Kenya?

iv. What role does stakeholder participation in project monitoring play in the performance of road construction projects in Kisii County, Kenya?

1.5 Significance of the Study

The research directly impacts project management and the stakeholders involved in road construction projects, including local communities, businesses, and organizations. By highlighting the significance of stakeholder participation, the research encourages more inclusive and collaborative project processes. This fosters positive relationships, addresses community concerns, and results in projects that better meet the needs of stakeholders.

Policymakers within infrastructure development and road construction sectors benefit from research findings in its guide on developing policies that promote stakeholder participation in road construction projects.

The findings add to the existing literature pool, providing a basis for referencing by the upcoming researchers and a foundation that can be used to explore the role of stakeholder

participation on enterprise performance. This research helps advance academic comprehension and steering more explorative studies on the same subject.

1.6 Scope of the Study

This study explores the impact of stakeholder participation on the performance of road construction projects in Kisii County, Kenya. The research investigates explicitly four critical aspects of project management: project identification, project planning, project implementation, and project monitoring. These aspects were examined to understand how stakeholder involvement at different stages influences overall project outcomes.

The target population for this study includes 211 respondents drawn from various roles related to road construction projects in Kisii County, encompassing project managers, engineers, technical auditors, contractors, community representatives, and government officials. These respondents were selected based on their direct involvement and expertise in the road construction projects within the county, providing a comprehensive view of the stakeholder dynamics at play.

The research was conducted over three months, which allowed sufficient time for data collection through structured questionnaires and thorough analysis and interpretation of the data gathered. This timeframe was essential to ensure that the study could comprehensively cover all necessary aspects of project performance and stakeholder participation. The study looked at the gaps between 2019 to 2013.

1.7 Limitations of the Study

One of the primary challenges faced by the researcher was the scarcity of prior research explicitly focusing on the interplay between stakeholder participation in various project phases and the performance of road construction projects within the Kenyan context. To mitigate this

limitation, the research extended beyond local studies to incorporate a comprehensive global and continental literature review. This approach allowed for the adaptation of broader insights and proven methodologies to the specific conditions of Kenya's roadwork projects, thereby enriching the study's relevance and depth of analysis. Another significant challenge was the potential reluctance of respondents to provide comprehensive and honest data, which stemmed from concerns over privacy and the sensitivity of project details. To counteract this, the researcher ensured confidentiality and the feedback to be accessed by the academic supervisor only.

1.8 Organization of the Study

The survey is structured in five main chapters. The first one highlighted an introduction in addition to the background, a statement problem, and a specification of objectives while highlighting how significant the study was, defining the scope plus the limitations. Chapter Two focused on relevant theories related to the study variables, including identifying the project, planning, implementation, and monitoring. This chapter also included an empirical literature review, which examined previous research conducted in the field, identified research gaps, and established the basis for the current study. A conceptual framework was also presented to illustrate how the study variables relate. Chapter three details the research methodology, including the research design, targeted population, sample size, and applied technique. The chapter also discusses the research instrument used and its validity and reliability. It further covered methods of data collection, techniques used to analyze and present the analysis output, and ethical considerations of the research process. Chapter four presents data analysis, interpretation, and discussion. Lastly, chapter five provides a summary of the

findings, conclusions, and recommendations based on the study's results. It also suggests areas for further research by future scholars.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter introduced the theoretical review, establishing the study's foundational theories. The section also included an empirical literature review that examines prior research relevant to the study's objectives, identifying key findings and contributions. The chapter also addressed the research gaps identified, emphasizing the need for further investigation and the significance of the current research in filling those gaps. Lastly, the chapter presents a conceptual framework that visually depicts how the variables relate.

2.2 Theoretical Framework

2.2.1 Stakeholder Theory

Stakeholder Theory was developed by Freeman in 1984. The theory proposes that organizations should consider the interests and expectations of all stakeholders, not just shareholders, in their decision-making processes and operations. As per the theory, stakeholders include not only shareholders but also employees, customers, suppliers, local communities, and society at large. The primary premise of Stakeholder Theory is that organizations have a responsibility to manage their relationships with these various stakeholders ethically and responsibly, considering their diverse needs and concerns (Freeman 1984).

According to Kivits et al. (2021), one of the key aspects of Stakeholder Theory is the recognition that stakeholders can influence and be influenced by the organization's actions. Therefore, it advocates for a more inclusive approach to decision-making that takes into account the impact on all stakeholders, not just financial shareholders. Considering the

interests of stakeholders beyond shareholders helps to enhance the organization's long-term sustainability and success. Stakeholder Theory also emphasizes the importance of building trust and maintaining mutually beneficial relationships with stakeholders. Organizations are encouraged to engage in dialogue and collaboration with stakeholders to address their concerns and incorporate their perspectives into decision-making processes. This approach leads to better outcomes for both the organization and its stakeholders, fostering trust, loyalty, and support.

In project management, it is pivotal to understand how relationships and interests within a project are managed to ensure successful outcomes. project managers ensure the satisfaction of all the stakeholders, pertaining project implementation process, and that stakeholder interests and relationships are effectively protected to ensure the project's success in the long run. Later years saw the theory evolve to its current state, with Freeman's contribution serving as a foundation for the development of the theory that is tied to Donaldson and Preston (1995). They propose that, while stakeholder theory is descriptive and instrumental, it is ultimately normative since stakeholders are defined by their interests and all stakeholders are regarded as intrinsically valued. This assertion is supported by Freeman's belief that managers should be actively involved in the development and implementation of initiatives that satisfy all and only the groups involved in the project (Freeman 1984).

Jones (2016) supports this theory by stating that the organization should be viewed as a stakeholder grouping, with the organization's goal being to manage its interests, requirements, and opinions. The importance of stakeholder involvement is emphasized in this theory. Managers opt to understand that stakeholders impact greatly on project success. Since effective stakeholder participation depends on the administration of many project functions, project

managers are tasked with the maintenance of order and directing other team members in their actions. The theory, therefore, agrees with this study based on its contribution to how stakeholder involvement impacts the identification of the project, execution, and oversight.

2.2.2 Resource-Based View (RBV) Theory

RBV theory was developed by Edith Penrose in 1959 and later reviewed by Wernerfert (1984). The theory states that when the firm's specific resources are exploited, it can generate value. Organizational resources include partnerships, managers' and employees' competencies and talents, as well as discoveries and inventions to be exploited to boost the firm's profit prospects. The resources then reflect human-related competencies and capacities based on their skills, experiences, and knowledge, which are leveraged to boost an organization's revenues and competitive advantages. This theory is popularly used in explaining the link between the elements and how they can be handled to create value for the company. The resources of a firm significantly determine its success prospects in attaining a competitive advantage within the marketplace.

The theory's proponents argue that a firm's resources are input it employs to increase performance and gain competitiveness and that the environment has little impact. The theory has been criticized by Campbell and Park (2017) because it assumes that all firms in a given market, sector, or industry are heterogeneous and have complete control over collective resources that can improve the firm's results and performance. Consequently, the firm is configured in a variety of ways and yet produces the same value. These resources, in conjunction with the environment, operate together to deliver company value, resulting in enhanced performance and a competitive advantage.

Now, in the field of project management, managers and team members of the project can benefit from the abundance of information, skills, and experiences required to boost a project's success. It demonstrates how the project team manipulates the financial and time resources at their disposal to achieve project objectives. The theory was evidently in line with this study as it revealed how project performance can be achieved through resource maximization.

2.2.3 Principal-Agent Theory

The concept of the principal-agent relationship, as elucidated by Bernhold and Wiesweg (2021), originated from the seminal work of Jensen and Meckling in 1976. This theory serves as a cornerstone in both economic and organizational behavior analysis, delineating the dynamics between two pivotal entities: the principal and the agent. In essence, the principal delegates decision-making authority to the agent, entrusting them to act in the principal's best interests. However, as articulated by Bjurstrøm (2020), inherent disparities in incentives and objectives between the principal and the agent can lead to conflicts of interest, giving rise to agency problems. To navigate these challenges, Principal-Agent Theory advocates for the implementation of incentive structures, monitoring mechanisms, and contractual frameworks. These measures aim to align the agent's actions with the principal's objectives, fostering accountability and optimizing outcomes. For instance, strategies like performance-based compensation and rigorous oversight protocols are instrumental in incentivizing agent behavior that maximizes the principal's welfare, as underscored by Bjurstrøm (2020).

In project management, PAT aligns well with the concerns of stakeholders, project teams, and project performance. For example, in this case, stakeholders act as the principals who select project management teams as their agents to act on their behalf. The project management team is granted decision-making power on behalf of the stakeholders (Lien and Jiang, 2017).

Throughout the project management process, potential risks related to supplier quality may arise. Min et al. (2019) observed buyers expect high-quality goods and services from suppliers, while suppliers remain hesitant to significant investments in quality. This misalignment of interests between buyers and suppliers can lead to conflicts. The theory confirms that if the relationship between the principal and agent is poor, it can negatively influence how stakeholders and the project management team relate. In this research, the Agency Theory was utilized in examining how the involvement of stakeholders affects the success of Kisii County's roadwork projects.

2.3 Empirical Literature Review

2.3.1 Project Identification and Performance

Recent research by Njoroge and Kimani (2023) highlights stakeholder involvement's critical role in project planning in Kenya's public sector infrastructure projects. The research aimed to investigate whether risk analysis, feasibility study, stakeholder analysis, and objective analysis were followed from the initial project phase to the implementation. The study's target respondents included 30 management-level staff working with Sugar Corporation. The research found that a lack of proper preparation and management appraisal made the project a bust. The study mainly focused on descriptive analysis. However, the researcher did not employ a model to analyze how the independent and the experimental variables relate. Also, the research lacked a clear empirical review of critical variables as the researcher reviewed project lifecycle stages instead.

Kabutiei et al. (2022) studied how risk identification relates to Kenya's National Irrigation Authority projects. The research sampled 205 staff to participate in the exercise. The study found that risk identification positively influences project performance. However, the study

lacked an empirical review of how stakeholder management influences project performance. The researcher did not report any findings on stakeholder management but focused on risk identification and project performance as if the moderating variable has no impact on the dependent variable.

Ouma and Patel (2021) investigated how stakeholder involvement influences development programs in Guinea. The study examined the degree of involvement of stakeholders while initiating, planning, executing, and overseeing a project and how they affect Guinea's development project performance. The study stakeholders included the United Nations Development Program, Government Ministries, the Africa Development Bank, the World Bank, Non-Governmental Organizations, and construction and manufacturing companies. The study's outcome revealed that engaging stakeholders appropriately increases the project success rate as per the set goals. The study, however, concluded from the literature review rather than from the analysis that stakeholders' involvement through identifying, planning, implementing, and monitoring dramatically influences the productivity of a project.

In their research, Mutai (2023) investigated factors influencing project performance within Manyatta Constituency, Embu County, Kenya. Key elements contributing to project performance in roadwork infrastructure within this constituency were analyzed through a descriptive study design with 153 target respondents. A questionnaire, semi-structured in nature, collected the primary data. The study outcome revealed several factors significantly influence project performance, including the availability of funds for acquiring resources, involving stakeholders, its leadership, and the surrounding political-legal factors. However, the study was confined to one constituency, Manyatta Constituency, within Embu County. As

a result, the findings cannot be generalized to represent the overall performance of the entire county.

Furthermore, a study by Boadu et al. (2020) explored the effect of project identification on road work performance in developing countries. The survey employed a comparative analysis of multiple case studies. The study revealed that robust project identification processes, which included thorough needs analysis, stakeholder engagement, and feasibility studies, led to more successful project outcomes regarding cost control, quality management, and community satisfaction.

2.3.2 Project Planning and Performance

In a recent study conducted by Kim and Lee (2021), the impact of stakeholder involvement on the success of urban development projects in South Korea was thoroughly examined. Employing a mixed-method approach, quantitative and qualitative data from 325 project managers were meticulously analyzed. The results unequivocally demonstrated that proactive engagement of stakeholders during the planning phase markedly enhances project alignment with strategic objectives, consequently leading to improved overall outcomes. Similarly, Matu et al. (2021) delved into the critical role of stakeholder involvement in project success, emphasizing the detrimental effects of inadequate planning. Through correlational and descriptive methodologies involving 309 respondents sampled from a total target pool of 1593, Matu's team elucidated the profound impact of stakeholder engagement on project completion. Utilizing a semi-structured questionnaire, their findings underscored the undeniable correlation between stakeholder engagement and the successful culmination of projects. However, the researchers did not provide details about the study's theories. Also, it lacked a clear explanation of how the correlational and descriptive research designs were helpful in this research.

Shawn (2022) researched how to improve project performance through work scope, team capability, project planning, and materials procurement, a case study of the MRO project. The research's objectives purposed to determine the effect of the project's scope, material procurement, team capability, and project planning on MRO project performance. The study's target respondents were 50 project staff members. The researcher only conducted inferential analysis (partial least square). The study's outcome deduced that project planning, team capability, project coverage, and material procurement significantly impacted the MRO project's performance. However, the investigation failed to provide details on the methodological research design applied. The study also did not allow the participants to share their views freely, as the research instrument was a structured questionnaire.

Sicotte and Delerue (2021) researched to evaluate how project communication, planning, and senior management support affect a program's performance. The researcher stipulated that management support, communication, and project planning among project stakeholders are essential, although ambiguous. As such, the investigator planned to explain the predictor variables that influence project success. To achieve the study's objective, the researcher interviewed project directors and led while distributing questionnaires to the project members. The researcher conducted an SEM analysis to establish mutual influences among the changing factors of the survey. The result of the analysis depicted project planning as a factor that influences project performance if communication is initiated by all parties involved. The study lacked detailed analysis results as the researcher only conducted SEM analysis, which is insufficient to provide satisfactory results.

Irfan et al. (2021) researched the project planning role and outstanding qualities of a manager in the performance of projects within the public sector. The survey sampled 260 project

engineers. The investigation used an explanatory research method, which researchers believed to reveal an association among the study variables. Researchers used structured questionnaires to correct data regarding the nature of the research. Researchers also used research hypotheses rather than research questions. Only quantitative data was collected, and a partial least square equation was later generated.

Recent research by RezaHoseini et al. (2021) delved into the intricate relationship between project planning management competencies and the advancement of public sector projects. Their study investigated how stakeholder involvement in project planning translates into the success of construction activities, employing a comprehensive approach that included interviews and surveys. The results elucidated that engaging critical stakeholders, such as government agencies, local communities, and contractors, during the project planning phase led to enhanced project alignment, reduced conflicts, and improved overall project performance, particularly in the context of roadwork projects. However, it's worth noting that the study's applicability may be limited to its specific geographical focus and may not be readily generalizable to other countries or regions.2.3.3 Project Implementation and Performance

Emmanuel (2020) investigated how donor funding in Rwanda influences the project's success through stakeholder involvement. The case of using a cooperative movement that was an inclusive movement to empower the youth in Bugesera District was sampled. The survey variables included stakeholders' engagement at the beginning of the project across stages of planning and implementation. The study sample size involved 75 project officers. The researcher analyzed data using SPSS software and performed descriptive and inferential

analyses, including descriptive statistics and correlation matrix. The study results depicted a substantial correlation between project initiation, planning, execution, and project success.

Al-Hajj and Zraunig (2018) investigated how project management implementation influences the favorable finalization of construction projects. The findings indicated that most successful projects use modern project management tools and practices to some extent but not to their full potential. The study further suggested that timeliness, practitioner's training, and the achieved implementation are the determinants of tools required for the project's success. However, the human component remains critical to project success. Project execution remains a complex process influenced by resource management, corporate culture leadership, and operational systems. The development, planning, and execution stages in a project are dependent on the project cycle. The scope was broad; thus, many results were expected to be presented.

Furthermore, a study by Kabirifar and Mojtahedi (2019) established the relationship between effective project implementation and large-scale residential construction project performance. The data analyzed was quantitative as well as qualitative in nature. The study found that projects with well-executed implementation processes exhibited better performance in terms of cost implications, timeliness, intended quality, and the general success of the project. However, the scope was so broad.

2.3.4 Project Monitoring and Performance

In 2021, Zhang and Ng explored the effectiveness of M&E practices in large-scale infrastructure projects in China. Their study involved 150 project managers. The findings underscored that continuous stakeholder involvement in monitoring activities significantly correlates with improved project performance, particularly in terms of adherence to budgets and schedules.

Furthermore, Patel and Patel (2022) researched the influence of M&E strategies on the success of highway construction projects across India. Through a comprehensive survey of 180 project managers and direct stakeholders, the study found that dynamic and responsive M&E practices facilitated by stakeholder feedback led to better project scope and resources management, enhancing overall project effectiveness.

The research conducted by Mutua et al. (2020) examines the impact of project monitoring strategies on the implementation of roadwork programs, focusing on the case of Kilifi County. In the context of Kilifi County, this study seeks to understand how closely monitoring projects contributes to their practical completion. The researchers utilized a case study approach, which involved collecting data through questionnaires and interviews with project members of roadwork projects within Kilifi County. The study focused on assessing project monitoring practices employed and their effect on the execution of roadwork programs. Various aspects of project monitoring were examined, including tracking progress, identifying and addressing issues, and ensuring compliance with project plans and specifications. Implementing roadwork programs in Kilifi County is realized with effective project monitoring. However, evaluation of project activities, nor the use of appropriate performance indicators to assess project progress was overlooked.

The survey by Njeru and Kirui (2022) explores how M&E practices relate to the success of construction programs undertaken by KeNHA in Nairobi Municipality, Kenya. The research assesses the effectiveness of monitoring and evaluation practices in ensuring the successful execution of roadwork projects. The researchers employed a quantitative design and collected data through surveys administered to the professionals and project managers involved in roadwork projects in Nairobi City County. The study aimed to evaluate the monitoring and

evaluation practices employed by KeNHA and their impact on project performance indicators, including cost control, schedule adherence, standard management, and stakeholders' satisfaction. The survey's outcome strategies significantly affect the success of roadwork projects undertaken by KeNHA within the Nairobi municipality.

2.4 Summary of Empirical Review and Research Gaps

Table 2:1 Summary of Empirical Review and Research Gap

Author	Research topic	Variables	Findings	Research gap
Dagne (2018)	The effect of project identification on the selection process applied by the Ethiopian Sugar Corporation.	Risk analysis, feasibility study, stakeholder analysis, objective analysis, and selection practice	The research found that a lack of proper preparation and management appraisal caused the project to bust.	It did not employ any model to analyze the degree of influence between the study variables. The survey also lacked a clear empirical review of critical variables.
Kabutiei et al. (2022)	Risk Identification	Risk identification,	Risk identification positively	The study lacked an

	and National Irrigation Authority Projects Performance in Kenya.	stakeholder management, and project success.	influences a project's success.	empirical review of how stakeholder management affects project success.
Magassouba et al. (2019)	Stakeholder involvement and the success of Guinea's development project	Participation of key stakeholders in the development and completion of the project.	Stakeholder involvement in the project lifecycle stages increases project performance.	However, the study derived a conclusion from the literature review rather than the findings of the analysis.
Matu et al. (2020)	Kenyan stakeholders and the start and finish of urban road construction projects.	Involvement of firm members in initiation and project completion.	The involvement of the stakeholders in the project planning significantly compels project completion.	It did not provide details about the theories on which the study was founded. Also, the study lacked a clear

				explanation of how correlational and descriptive research designs were helpful in this research.
Sicotte and Delerue (2021)	Relationship between project planning, communication and top administrative support on project success: a trident in search for an explanation.	Management support, communication, project planning, and project performance.	The analysis result indicated that project planning influences project performance if communication is initiated by all parties involved.	The study lacked detailed analysis results as the researcher only conducted SEM analysis, which is insufficient to provide satisfactory results.
Masasabi and Ngari (2019)	Determinants of Program execution on the success of	Project management, stakeholder involvement,	The analyzed data revealed that project implementation	The study findings, however, can only be helpful

	Sacco-funded housing projects within Nairobi Municipality, Kenya.	communication, resource availability, and performance.	indicators positively impacted real estate project performance.	to the banking sector.
Al-Hajj and Zraunig (2018)	Effect of project execution on the successful completion of the construction programs.	Project management implementation and successful completion.	The study results showed that many successful projects use modern project management tools and practices to some extent but not to their full potential.	The scope was broad. Thus, much result finding was expected to be presented, but it happened the other way around.
Kissi et al. (2019)	How M&E strategies affect the performance of construction projects in Ghana.	Project oversight and evaluation and performance criteria.	The research outcome showed that M&E practices positively and significantly affected the success criteria of	The study scope was broad, thus creating biases in finding presentation.

			construction projects.	
Michelle (2018)	Influence of monitoring practices on Kenyan State Corporation project performance.	We are monitoring planning and project performance.	The survey found that the adoption of project monitoring practices enhances project performance.	The survey concentrated much on project monitoring rather than including other variables that also greatly influence project performance.

Source: Researcher (2023)

2.5 Conceptual Framework

In diagrams, the conceptual framework represents how the research variables relate. It describes the critical concepts, factors, and the relationships between them. The conceptual framework highlighted how predictor factors (identifying projects, preparing them, carrying them out, and monitoring them) associated with experimental variables (project success)

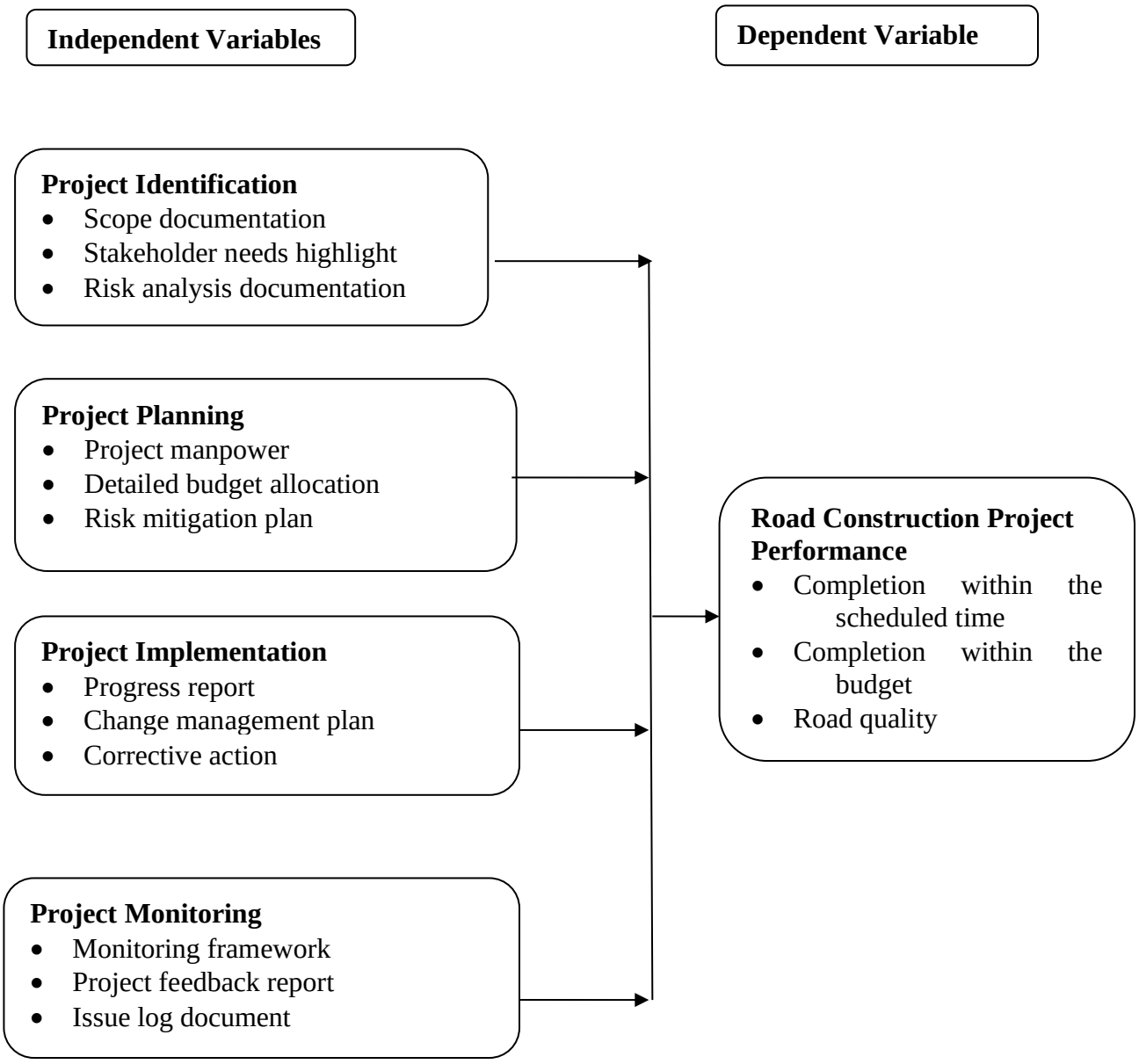

Figure 2.1: Conceptual Framework

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on methodologies used in the study to respond to research questions. It covered the research design, target population, sampling procedures, measures of validity and consistency, data collection methods, and ethics.

3.2 Research Design

The research applied a descriptive design. The design helps in describing the phenomenon without any alteration as per Mugenda and Mugenda (2013). Cooper and Schindler (2003) seconded the suitability of this design in the description of behavior without any influence.

3.3 Target Population

Smith and Albaum (2020) defined a target population as a group of people, objects, or cases with similar observable quality to which the study is based. The target population for this study encompasses professionals and community members involved in the 45 county road projects within Kisii County. This includes project managers, road engineers, contractors, technical auditors, surveyors, consultants, and community representatives with a direct stake or involvement in these projects. Each individual from these categories contributes unique insights into the performance and stakeholder participation of the road construction projects under review.

3.4 Sampling Design

This study implemented a multi-stage stratified sampling to subgroups of participants involved in the 45 county road projects. The target population was initially organized into distinct strata based on project roles: project managers, road engineers, technical auditors, surveyors,

contractors, consultants, and community representatives. This stratification acknowledged different stakeholders' varied perspectives and experiences in the road construction process. Out of the total target respondent pool of 211, a sample size of approximately 30% was deemed sufficient to achieve representativeness by current methodological standards, suggesting that a sample of this size can adequately capture the diversity and complexity of the population (Johnson & Christensen, 2020). Additionally, both stratified and simple random sampling techniques were employed to select samples within each stratum of the participants. The approaches ensured that each subgroup was proportionately represented in the final sample, enhancing the likelihood that the sample would reflect the broader population's characteristics.

Table 3. 1: Sample Size

Category	Frequency	Sample proportion	Sample Size
Project Managers	25	30%	8
Road Engineers	17	30%	5
Technical Auditors	12	30%	4
Surveyors	18	30%	5
Contractors	50	30%	15
Consultants	24	30%	7
Community Representatives	70	30%	21
Total	211	0.3	65

Source: Ministry of Road Kisii County (2022)

This sample was drawn to ensure that the research findings would be generalizable to the entire population of individuals involved in road construction projects in Kisii County.

3.5 Data Collection Instrument

An effective data collection instrument is vital for gathering insightful and reliable information. For this study, a semi-structured questionnaire was utilized which allows for a combination of open-ended questions and structured close-ended Likert-scale statements. The tool enables the researcher to capture qualitative insights while still allowing for quantifiable data on both independent and dependent variables. The questionnaire was designed with several sections corresponding to the critical areas of the research; **Section A**: Gathered demographic information to understand the respondents' background and relation to the road construction projects. **Section B**: Focused on project identification, asking participants to detail the processes used to initiate road projects. **Section C**: Addressed project planning, seeking insights into the strategic approach and stakeholder engagement during this phase. **Section D**: Covered project implementation, inquiring about execution strategies, challenges faced, and solutions applied. **Section E**: Examined project monitoring, looking at how ongoing progress and issues are tracked and addressed. **Section F**: Concentrated on the outcomes, evaluating the overall project performance against established metrics and goals.

The use of open-ended questions and Likert-scale items was intended to give respondents the flexibility to express detailed, contextual responses and standardized ratings of their experiences and perceptions. It is important to note, however, that while the semi-structured nature of the questionnaire aids in capturing a breadth of data, it is subject to the inherent biases and limitations of self-reported information. Care was taken to minimize these through careful questionnaire design and pilot testing to ensure clarity and mitigate the likelihood of misunderstandings or errors. Despite these efforts, no data collection method is entirely free from biases or errors, but acknowledging these limitations is part of rigorous research practice.

3.6 Data Collection Procedure

A semi-questionnaire was administered to each participant. The data collection process involved using a questionnaire to gather qualitative and quantitative data. The questionnaire was presented to the participants on a drop-and-pick later approach, after which a maximum of two days was allowed to fill the questionnaire.

3.7 Validity and reliability of Research instrument

3.7.1 Pilot Study

According to Hazzi & Maldaon (2015), it is essential to pre-test a measuring instrument to ensure its effectiveness. As stated by Jackson (2015), pre-testing tools assist researchers in assessing the instrument's competency. Johnson, Reynolds, and Mycoff (2015) suggest that a sample size ranging from 1 to 10 percent can be used as a pre-research tool. Therefore, the researcher conducted a pilot test where questionnaires were administered to 20 respondents in Nyamira County to evaluate the research instruments' viability and reliability.

3.7.2 Research Instrument Validity

Instrument validity is the degree to which a research tool accurately serves its intended function. In this study, internal validity was employed to assess the consistency and accuracy of the measured variables in real-world data. Experts such as lecturers, supervisors, and classmates evaluated the questionnaires to ensure validity by assessing their relevance and comprehensiveness. Construct validity was also verified by operationalizing variables in alignment with how they have been defined and used in previous studies conducted by other researchers. This comprehensive approach to validity assessment enhanced the effectiveness and reliability of these instruments in gauging sustainability issues.

3.7.3 Research Instrument Reliability

Reliability measures the consistency of research instruments in a study. (Furler, 2013) Cronbach's alpha, a widely used tool in the social sciences for measuring instrument reliability, was utilized. A threshold value of 0.7 or higher was considered acceptable for this study, indicating a satisfactory level of internal consistency among the measured variables. The study uses Cronbach's alpha to ensure that the research instruments demonstrate top-ranking reliability, enhancing the findings' trustworthiness.

Table 3. 2: Reliability of the Instrument

Variable	Cronbach's Alpha	N of Items
Project identification	.930	7
Project planning	.971	7
Project implementation	.911	7
Project monitoring	.889	12

Source: Data analysis (2023)

The discovery of the analysis, as shown in Table 3.2, revealed that the instrument had met the threshold of 0.7 Cronbach's Alpha value, thus indicating excellent applicability of the research instrument.

3.8 Data Analysis and Result Presentation

After data collection, the SPSS software (Version 23.0) was used to aid data entry and analysis for quantitative data. Later, after entry and cleaning, descriptive, and inferential statistics analysis were conducted. The descriptive analysis involved generating a frequency table with means, frequencies, and percentages. Inferential statistics on the other hand involved Pearson correlation, ANOVA, and linear regression. The inferential statistics helped to determine the

degree of influence and association between stakeholder involvement and the success of roadwork projects in Kisii County, Kenya. These analyses helped assess the relationships and dependencies among the variables of interest.

The regression model used was as follows:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where: -

Y = Road Projects Performance

$\mathbf{X_1}$ = Project Identification

$\mathbf{X_2}$= Project Planning

$\mathbf{X_3}$=Project Implementation

$\mathbf{X_4}$= Project Monitoring

$\boldsymbol{\beta_0}$ = Intercept,

$\boldsymbol{\beta_1}$, $\boldsymbol{\beta_2}$, $\boldsymbol{\beta_3}$, $\boldsymbol{\beta_4}$ = Regression Coefficients

ε = error term.

In addition, before inferential analysis, diagnostic tests, including multi-collinearity and normality tests, were performed to check for multi-collinearity symptoms and data distribution, respectively. On the other hand, thematic content analysis was utilized to analyze qualitative data in which themes and narratives emerging from the data were identified. The analysis results were presented in tables with percentages, frequency, standard deviation mean, and charts.

3.9 Ethical Considerations

The researcher first ensured consent form was shared with the participants to allow voluntary participation in the study according to the research guidelines. Only those who agreed to

participate were involved in the survey. The researcher also reassured participants that the information given was solely for educational purposes and would remain confidential. In addition, the researcher sourced the necessary authorization and approval before commencing the research from KU and NACOSTI.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter unveils the findings of the analysis and discusses the correlation between stakeholder participation and the performance of road construction projects in Kisii County, Kenya. The analytical process involved a multifaceted approach incorporating descriptive analysis, multiple linear regression analysis alongside Pearson Correlation, and analysis of variance (ANOVA) techniques.

4.1.1 Response Rate

Sixty-five questionnaires were administered to the study respondents. However, only 55 were filled and returned, translating to 84.6%. The achievement resulted from the researcher's high emphasis on the importance of the research study. According to Mugenda and Mugenda (2013), a response rate above 50% is enough to conclude.

4.1.2 Bio Data

Biodata offers valuable insights into the composition of the surveyed group, highlighting the gender balance, education diversity, range of experience levels, and the respondents' broad spectrum of professional roles. Such analysis is instrumental in understanding the makeup of the group under study and drawing relevant conclusions based on these demographic characteristics.

Table 4. 1: Demographic information

Gender	Female	45.5%
	Male	54.5%
Education Level	Bachelor degree	32.7%
	Certificate	16.4%
	Diploma	23.6%

	Master degree	23.6%
	PhD	3.6%
Experience	Less than one year	32.7%
	1-2 years	34.5%
	3-5 years	16.4%
	Six and above years	16.4%
Position held	Community representative	30.9%
	Contractor	20.0%
	Consultant	10.9%
	Managing Director	3.6%
	Project Manager	10.9%
	Road engineer	9.1%
	Surveyors	9.1%
	Technical auditor	5.5%

Source: Data analysis (2023)

The analysis result in Table 4.1 provides a comprehensive overview of a group's demographic characteristics, revealing that 54.5% of respondents are male and 45.5% are female. The result indicates a slight gender inequality in the construction industry due to a male-dominated role (Ayodele, Chang-Richards & González, 2020). Educational levels vary, with 32.7% holding Bachelor's degrees, 23.6% each for Diplomas and Master's degrees, 16.4% with Certificates, and 3.6% possessing a PhD. This suggests a balanced mix of skill sets and knowledge within the cohort, potentially contributing to a well-rounded approach to the subject matter. Additionally, individuals with certificates and PhDs imply a wide range of expertise that caters to different skill levels.

On the other hand, work experience spans across different ranges, with 34.5% having 1-2 years, 32.7% having less than one year, and 16.4% each having 3-5 years and six and above years. Work experience distribution spans across different ranges, with a notable proportion having 1-2 years or less than one year of experience. This suggests a combination of early-career professionals and individuals with more established backgrounds, which could influence the depth and breadth of perspectives shared. Position distribution encompasses a variety of roles: Community representatives at 30.9%, Contractors at 20.0%, Consultants at 10.9%, Project Managers and Surveyors at 10.9% each, and smaller percentages in roles such as Managing Director (3.6%), Road Engineer (9.1%), and Technical Auditor (5.5%). The presence of managing directors, project managers, community representatives, and technical auditors suggests both leadership roles and specialized expertise within the group, as well as good representation, as Beldinne and Gachengo (2022) revealed.

4.2 Descriptive Analysis

Table 4. 2: Project initiation

		Statistic	Bootstrap			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
We involve our community in the county's scope analysis of roadwork projects.	N	55	0	0	55	55
	Minimum	2				
	Maximum	5				
	Mean	4.73	.00	.08	4.56	4.87
	Std. Deviation	.592	-.018	.122	.356	.827
We ask the community to suggest roads within the county of Kisii that	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.51	.00	.12	4.24	4.73

require graveling/grading.	Std. Deviation	.900	-.021	.157	.560	1.190
Community members provide helpful information for successful road construction projects.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.36	.00	.15	4.09	4.64
	Std. Deviation	1.112	-.020	.159	.760	1.378
We involve the community in identifying the need for roads to be constructed.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.22	-.01	.17	3.87	4.51
	Std. Deviation	1.228	-.015	.141	.920	1.458
We involve all stakeholders in documenting the project scope	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.44	.00	.13	4.15	4.65
	Std. Deviation	.958	-.016	.141	.663	1.214
We involve the community in risk identification, which is attached to the road project scope.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.67	.00	.10	4.45	4.85
	Std. Deviation	.747	-.028	.176	.405	1.062
Project stakeholders participate in identifying the goals of all our road projects to be constructed.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.69	.00	.10	4.47	4.85
	Std. Deviation	.742	-.027	.175	.405	1.069
Valid N (listwise)	N	55	0	0	55	55

Source: Data analysis (2023)

The analysis revealed that all statements, such as involving the community in suggesting roads for graveling/grading, providing helpful information for successful road projects, identifying the need for road construction, documenting project scope, identifying risks, and participating

in goal identification for road projects, the mean ratings range from approximately 4.22 to 4.73. These consistently positive mean ratings suggest a general trend of community involvement and collaboration across various aspects of roadwork projects. The bootstrap analysis indicates that the means of these ratings are relatively stable, as evidenced by the narrow confidence intervals. This shows a reasonable level of confidence in the reported mean values. In summary, the descriptive statistics and bootstrap analysis suggest that the community is actively engaged positively in the project identification stage of roadwork projects in Kisii County, which can potentially lead to well-informed and successful project outcomes. The findings agree with Magassouba et al. (2018), who revealed that participation in all project lifecycles increases the success rate of a project.

Table 4. 3: Project planning

		Statistic	Bootstrap			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
We evaluate the skills possessed by all our stakeholders and how they can promote road construction projects in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.18	.00	.21	2.73	3.58
	Std. Deviation	1.623	-.017	.068	1.462	1.733
We engage community members with appropriate planning skills to aid in the construction of roads in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	2.89	-.01	.21	2.46	3.29
	Std. Deviation	1.583	-.015	.076	1.409	1.704
We hire technical consultants to train our project team to efficiently complete	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.40	.00	.20	2.98	3.80

road projects in the county.	Std. Deviation	1.547	-.014	.088	1.343	1.687
Stakeholders are involved in selecting top management officials to steer project implementation.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.44	.00	.19	3.07	3.80
	Std. Deviation	1.463	-.015	.094	1.245	1.620
Stakeholders are involved in structuring the project budget	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.49	-.01	.21	3.07	3.87
	Std. Deviation	1.562	-.015	.088	1.351	1.699
Our county arranges special training for its staff in areas where they are not competent.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.58	.00	.20	3.18	3.98
	Std. Deviation	1.548	-.016	.093	1.323	1.696
Stakeholders are involved in developing a risk mitigation plan document	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.47	-.01	.20	3.02	3.85
	Std. Deviation	1.574	-.017	.080	1.373	1.698
Valid N (listwise)	N	55	0	0	55	55

Source: Data analysis (2023)

The analysis result in Table 4.3 reveals that stakeholders are actively involved in various aspects of project planning and implementation, such as evaluating stakeholder skills (mean rating 3.18), engaging community members with planning skills (mean rating 2.89), hiring technical consultants for training (mean rating 3.40), involving stakeholders in selecting top management officials (mean rating 3.44), structuring project budgets (mean rating 3.49), arranging training for staff competence (mean rating 3.58), and developing risk mitigation plans (mean rating 3.47). These mean ratings suggest a moderate level of stakeholder

involvement in these areas. The findings align with the study of Matu, Kyalo, Mbugua, et al. (2020), emphasizing the significance of stakeholder engagement and collaboration in project planning to enhance project success. However, the moderate mean ratings indicate that stakeholders are engaged to a certain extent in various project-related activities, potentially leading to less informed decision-making in project planning.

Table 4. 4: Project implementation

		Statistic	Bootstrap			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
We involve our community in implementing road construction projects in our county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.76	.00	.11	4.53	4.96
	Std. Deviation	.860	-.043	.247	.189	1.215
Our community supplies some of the materials used in constructing roads in our county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.78	.00	.10	4.56	4.96
	Std. Deviation	.738	-.033	.211	.229	1.080
We task some of our community members to construct roads in the county.	N	55	0	0	55	55
	Minimum	2				
	Maximum	5				
	Mean	4.73	.00	.08	4.56	4.87
	Std. Deviation	.592	-.014	.122	.356	.811
We engage some of our community members to share their corrective action views on road construction projects in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.51	-.01	.11	4.27	4.71
	Std. Deviation	.900	-.015	.142	.605	1.158
	N	55	0	0	55	55

Our community members provide timely information on the areas that need rectification during the construction of road projects.	Minimum	1				
	Maximum	5				
	Mean	4.36	-.01	.15	4.05	4.62
	Std. Deviation	1.112	-.013	.164	.742	1.394
We involve our stakeholders in procurement processes for road construction works in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.22	-.01	.16	3.87	4.49
	Std. Deviation	1.228	-.008	.138	.920	1.461
We involve our stakeholders in preparing progress reports on implementing road projects in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.44	-.01	.12	4.18	4.65
	Std. Deviation	.958	-.012	.130	.680	1.198
Valid N (listwise)	N	55	0	0	55	55

Source: Data analysis (2023)

The analysis finding in Table 4.4 demonstrates significant community engagement across various dimensions of road construction projects, with high mean ratings ranging between 4.22 and 4.78, indicating active participation. This involvement encompasses implementing road projects, contributing materials, performing tasks, sharing corrective action views, providing timely information on rectification areas, involving stakeholders in procurement processes, and engaging stakeholders in progress report preparation. This collaborative approach suggests a comprehensive and inclusive strategy, fostering effective project implementation and accountability. The consistently high mean ratings across these statements on project implementation suggest a strong and active partnership in Kisii road construction projects. Kabirifar and Mojtahedi (2019) emphasized the importance of efficient project implementation in achieving successful project outcomes.

Table 4. 5: Project monitoring

		Statistic	Bootstrap			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
We task some of our community members with overseeing roadwork programs within the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.67	.00	.09	4.47	4.84
	Std. Deviation	.747	-.031	.162	.420	1.034
We have entrusted some of our community members to evaluate the quality of road construction in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.69	.00	.09	4.49	4.85
	Std. Deviation	.742	-.031	.165	.405	1.034
We involve the community in setting performance indicators for our road work projects in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.75	.00	.10	4.55	4.91
	Std. Deviation	.751	-.036	.193	.315	1.080
We have developed quality standards for all construction works on our roads in the county.	N	55	0	0	55	55
	Minimum	2				
	Maximum	5				
	Mean	4.64	.00	.10	4.42	4.82
	Std. Deviation	.802	-.023	.134	.501	1.029
Material usage for roads is monitored closely by our stakeholders	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.71	.01	.11	4.47	4.89
	Std. Deviation	.854	-.044	.205	.369	1.198
We involve our community in collecting regular information on the	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.45	.01	.13	4.20	4.71

progress of road construction projects in the county.	Std. Deviation	.997	-.030	.159	.653	1.254
We involve our stakeholders in analyzing data collected on road construction projects in the county.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.64	.00	.11	4.42	4.84
	Std. Deviation	.847	-.033	.179	.459	1.150
We involve our stakeholders in the development of work schedules	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.24	.00	.15	2.95	3.53
	Std. Deviation	1.140	-.015	.079	.965	1.270
Regular information provided by stakeholders on the progress of construction projects has been acted upon	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	3.28	.00	.20	2.91	3.66
	Std. Deviation	1.393	-.015	.084	1.203	1.531
We involve our stakeholders in determining whether roads constructed in the county are having the desired impact.	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.57	.01	.09	4.39	4.74
	Std. Deviation	.719	-.027	.139	.449	.981
We involve our stakeholders in fostering transparency and public trust	N	55	0	0	55	55
	Minimum	1				
	Maximum	5				
	Mean	4.64	.00	.09	4.45	4.80
	Std. Deviation	.719	-.028	.145	.399	.980
We involve our stakeholders in continuously assessing design timelines for inputs.	N	55	0	0	55	55
	Minimum	2				
	Maximum	5				
	Mean	4.89	.00	.06	4.75	4.98
	Std. Deviation	.458	-.036	.177	.135	.732
Valid N (listwise)	N	55	0	0	55	55

Source: Data analysis (2023)

The analysis results in 4.5 reveals that community members are actively engaged in overseeing roadwork projects (mean rating 4.67), evaluating the quality of road constructions (mean rating 4.69), setting performance indicators (mean rating 4.75), and collecting regular progress information (mean rating 4.45). Stakeholders are similarly involved in analyzing data (mean rating of 4.64), assessing the impact of constructed roads (mean rating of 4.57), fostering transparency and public trust (mean rating of 4.64), and continuously assessing design timelines (mean rating of 4.89). However, stakeholder involvement in developing work schedules (mean rating of 3.24) and the act on progress information (mean rating of 3.28) seem relatively lower. The implications of these findings are substantial. The high mean reflects a positive trend of community and stakeholder collaboration in enhancing project quality, transparency, and accountability as confirmed by Muchelle (2018).

4.3 Pearson Correlation Analysis

Table 4. 6: Pearson correlation matrix

				Project identification	Project planning	Project implementation	Project monitoring
Project performance	Pearson Correlation			.760**	.508**	.766**	.830**
	Sig. (2-tailed)			.000	.000	.000	.000
	N			55	55	55	55
	Bootstrap	Bias		-.016	.001	-.016	-.004
		Std. Error		.089	.092	.086	.057
		95% Confidence Interval	Lower	.521	.322	.525	.710
			Upper	.883	.672	.884	.928

Source: Data analysis (2023)

The analysis result in Table 4.6 reveals significant positive correlations between project performance and stakeholder participation in various project phases as indicated by the Pearson Correlation coefficients. Stakeholder participation in project implementation and monitoring exhibit the strongest correlations with project performance (0.766 and 0.830), followed by stakeholder participation in project planning and identification (0.508 and 0.760). The strong correlation between project implementation and monitoring with performance suggests that well-stakeholder participation in project monitoring and implementation is well observed, which is crucial for achieving successful project outcomes. Additionally, the findings revealed that effective stakeholder participation in project planning also plays a vital role in project performance. The correlation implies that attention to detail and diligent stakeholder participation in monitoring throughout the project lifecycle improve overall project success. These findings are consistent with Magassouba, Tambi, Alkhlaifat, et al. (2019), who found and emphasized that stakeholders' participation in all project lifecycle stages increases project success rate appropriately as per the set goals.

4.4 Diagnostic Test Analysis

This analysis helps to ensure the accuracy and robustness of regression models, enabling researchers to make informed decisions and draw reliable conclusions from their analyses. If multicollinearity or normality violations are detected, appropriate steps must be taken to address these issues. These steps include variable transformations, removal of problematic variables, or exploring alternative modeling techniques.

Table 4. 7: Homoscedasticity analysis

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.795	.169		10.613	.000		
	Project identification	.078	.153	.178	.508	.614	.035	28.495
	Project planning	.070	.016	.296	4.311	.000	.906	1.103
	Project implementation	.003	.160	.007	.019	.985	.034	29.700
	Project monitoring	.342	.069	.596	4.942	.000	.294	3.396

a. Dependent Variable: Project performance

Source: Data analysis (2023)

The result findings from the collinearity statistics highlight the presence of multicollinearity among the independent variables within the model with the dependent variable. The tolerance values indicate that project identification and implementation exhibit extremely low tolerance, suggesting a high degree of multicollinearity. In contrast, project planning and monitoring demonstrate higher tolerance values, implying lower multicollinearity. VIF values corroborate this observation, indicating that project identification and implementation have exceptionally high VIFs. In contrast, project planning and project monitoring have more moderate VIFs. The identified multicollinearity among the independent variables has essential implications for the model's interpretability and stability.

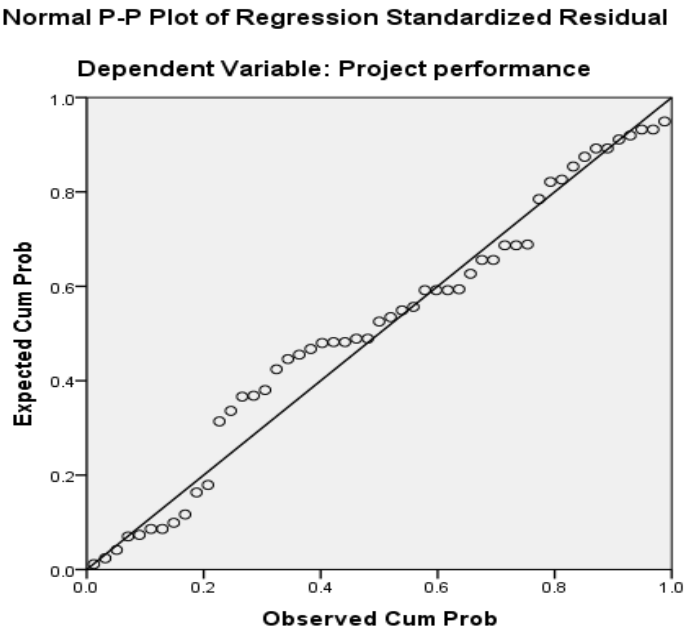

Figure 4. 1: Normal distribution

Source: Data analysis (2023)

Standard P-P Plot of Regression Standardized Residuals involves examining the plotted points on a graph, as presented in Figure 4.1. Each point on the plot represents a standardized residual (the difference between observed and predicted values, scaled by the standard deviation of the residuals) from a regression model. The close residual points on a straight line suggest that the data is approximately normally distributed.

4.5 Multi-regression Analysis

This analysis examines the relationship between independent and dependent variables. In multiple regression analysis, the goal is to model and quantify how changes in the independent variables are associated with changes in the dependent variable.

Table 4. 8: Model summary

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.886[a]	.786	.769	.16236

a. Predictors: (Constant), Project identification, Project planning, Project implementation, Project monitoring

b. Dependent Variable: Project performance

Source: Data analysis (2023)

The model summary indicates that the coefficient of determination (R Square) stands at 1786, suggesting that approximately 78.6% of the variance in project performance can be explained by the variation in the combined effects of the predictors. The adjusted R Square of .769, accounting for the number of predictors and sample size, further reinforces this relationship. The model's predictive power is highlighted by an impressive coefficient of determination, indicating that the predictor variables capture a significant proportion of the variability in project performance.

Table 4. 9: ANOVA analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.831	4	1.208	45.818	.000[b]
	Residual	1.318	50	.026		
	Total	6.149	54			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Project identification, Project planning, Project implementation, Project monitoring

Source: Data analysis (2023)

The analysis of variance (ANOVA) results for the regression model reveals a statistically significant F value of 45.818 ($p < .001$). The statistical significance F value underscores the model's acceptance.

Table 4. 10: Regression coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.795	.169		10.613	.000
	Project identification	.078	.153	.178	.508	.614
	Project planning	.070	.016	.296	4.311	.000
	Project implementation	.003	.160	.007	.019	.985
	Project monitoring	.342	.069	.596	4.942	.000

a. Dependent Variable: Project performance
Source: Data analysis (2023)

As depicted in Table 4.10, the analysis reveals that the estimated project performance score is approximately 1.795 when all predictors are zero. Among the predictor variables, stakeholder participation in project planning emerges as a significant driver of project performance, with a standardized coefficient (Beta) of .070 ($p < .000$). This implies that an additional unit in stakeholder participation in project planning, increases project performance by 0.070, and the strong p-value of 0.000 which confirms the statistical significance of this relationship as DP (2020) agrees with the findings. Moreover, stakeholder participation in project monitoring also plays a significant role, with a Beta of .342 ($p < .000$) and a t-value of 4.942. This implies that a unit increase in stakeholder participation in project monitoring increases project performance by 0.342. However, stakeholder participation in project identification and implementation does not demonstrate statistically significant relationships with project performance, as indicated by their p-values (0.614 and 0.985 respectively). Regardless, a unit increase in stakeholder participation in project identification and implementation, results in an increase in project performance by coefficient values of 0.078 and 0.003 respectively in the same direction. This

is due to high multicollinearity between predictor variables, making it difficult to isolate the individual impact of each variable.

4.6 Content Analysis

The content analysis outlines a structured approach for aligning projects with organizational goals through a multi-faceted strategy. Forty percent of respondents highlight the importance of involving key stakeholders from various departments early on for a comprehensive needs assessment, which helps identify gaps and prioritize improvements. Additionally, 56% of respondent advocate for data-driven decision-making using historical data, customer insights, and market trends to guide project selection, while 46% support the implementation of a project portfolio management strategy to systematically evaluate, rank, and select projects based on strategic fit, resource needs, and potential returns.

Further, 71% of respondents emphasize the value of regular reviews, feedback loops, and post-project assessments to adjust alignment continually. During the planning phase, 66% of participants stressed establishing a well-defined scope and precise objectives to provide clear direction to the project team. Additionally, 52% of the respondents mention the need for meticulous planning of resources-including human, financial, and technological to prevent bottlenecks and ensure smooth execution.

Regarding risk management, 64% recommend proactively devising strategies to address potential challenges and establishing a realistic project timeline with achievable milestones. Effective communication strategies and a robust change management plan are essential by another 64% of respondents to manage expectations and maintain alignment.

As projects move into the implementation phase, 51% advise establishing a structured project management framework that clearly defines roles and responsibilities. Forty-four percent

suggest implementing a detailed project plan that includes task assignments, timelines, dependencies, and contingency plans for potential setbacks. A collaborative and inclusive work culture that encourages open dialogue, knowledge sharing, and problem-solving is endorsed by 66%.

Finally, during the project monitoring phase, 88% of respondents revealed the necessity of establishing a comprehensive monitoring plan with specific KPIs aligned with project objectives. Real-time tracking mechanisms and project management software are deemed essential by 43% for quickly identifying deviations from the plan. Moreover, 64% advocate fostering a culture of open communication and transparency, encouraging team members to report concerns promptly. Regular project status meetings to review progress, discuss emerging challenges and brainstorm potential solutions collaboratively are considered crucial by 74% of the respondents. This comprehensive approach underscores the importance of strategic alignment, thorough planning, continuous improvement, and collaborative efforts for the success of projects that align with broader organizational goals.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings, implications, and conclusions from the study results. Moreover, relevant recommendations were addressed, as well as suggestions beneficial to researchers who would be interested in further investigations in the future.

5.2 Summary of the Findings

This investigation focused on evaluating stakeholder participation's impact on road construction projects' performance in Kisii County, Kenya, structured around four specific objectives concerning different project management stages. Firstly, the study found that project identification significantly influences project outcomes, which was demonstrated by a positive correlation (R=0.760) and coefficient of 0.178 in multi-regression analysis. This indicated a high stakeholder engagement level during project identification. Secondly, project planning showed a positive and significant effect on project performance as well. While stakeholder engagement in project planning was intense, it waned over time, reflected by a correlation of R=0.508 and an impact coefficient of 0.296, suggesting its moderate influence on the overall project success.

More so, stakeholder participation in project implementation emerged as a critical factor with a strong positive correlation (R=0.766) and a minimal effect with p p-value of 0.007, underscoring its essential role in successfully executing road projects. Lastly, stakeholder participation in project monitoring had the most substantial correlation with project performance (R=0.830) and a significant impact (standardized coefficient of 0.596, $P < .001$) as revealed by the analysis result. stakeholder participation in project monitoring is a crucial

role in enhancing project outcomes. Overall, the findings underscore the importance of stakeholder participation in each project lifecycle stage, with the study's inferential statistics supporting the significant positive impact of thorough and continuous stakeholder participation. The analysis also addressed potential multicollinearity among variables, with a variance inflation factor analysis confirming the robustness of the results. The R-square value of 0.786 in the multi-regression model suggests that approximately 78.6% of the variability in project performance can be explained by stakeholder participation in all project lifecycle stages, emphasizing their critical role in the successful delivery of road construction projects in Kisii County.

5.3 Recommendation

The research underscores a notable positive Pearson correlation between stakeholder engagement across different project phases and project success. It highlights the pivotal role of stakeholder involvement, particularly in project ideation, authorization, and scoping, as fundamental to the project lifecycle. By aligning projects with stakeholder needs and integrating their insights to identify potential risks, projects can mitigate obstacles that may arise throughout the lifecycle. Moreover, the study advocates for the adoption of a project portfolio management approach to systematically assess, prioritize, and select projects based on strategic alignment, resource allocation, and anticipated outcomes. This strategic framework ensures that projects are not only well-aligned with organizational objectives but also effectively managed to optimize overall project success. The project team should also foster a culture of innovation and cross-functional collaboration that encourages creative solutions to cater to short-term and long-term organizational project aspirations.

Secondly, projects should develop strategies, a detailed facilitation schedule, and a budget that can be utilized throughout the project cycle. Through such detailed planning, the stakeholders can unveil project assumptions and oversights that were otherwise made during the initial identification stage. A risk mitigation plan is also essential to involve the stakeholders in this stage of the project cycle. A project's success has been evident by involving stakeholders throughout the project planning process. Therefore, the study recommends that resource allocation, including human, financial, and technological resources, be meticulously planned to prevent bottlenecks and ensure smooth execution.

Moreover, stakeholder involvement in project implementation is critical to the performance of a project. In this stage, progress reports, deliverables, and communications are made to the stakeholders to ensure project activities are well coordinated through relevant actions and resource mobilization to achieve the project's success. It is through the implementation of project activities that management plans are set up and corrective measures put in place. This study depicts a significant Pearson correlation between project implementation and project success. However, the project implementation process remains complex. It requires the incorporation of many facets, including resource management, effective communication, good corporate culture leadership, and well-executed operational systems to ensure better performance on cost implications, timeliness, intended quality, and the general success of a project. Despite this, the study advised the establishment of a well-structured project management framework that defines roles, responsibilities, and communication channels among team members. Also, implement a comprehensive project plan that includes detailed task assignments, timelines, dependencies, and contingency plans for potential setbacks, and

foster a collaborative and inclusive work culture that encourages open dialogue, knowledge sharing, and problem-solving.

Lastly, the most substantial positive is the Pearson correlation in this study between project monitoring and project performance. For any project to succeed, all stakeholders' attention to project control should be top-notch. This stage of the project evaluates and tracks deliverables and deviations while taking corrective actions to ensure project success. Here, the stakeholders should be actively involved in ensuring the availability of a monitoring framework and an activity log document and provide feedback reports. Through this, project completeness and success will be realized within the scope of the budget, existing forecasts, and timeliness.

Ultimately, stakeholder involvement in all stages of the project lifecycle cannot be underrated if the project's success is to be realized. It is also crucial to note that project identification, planning, implementation, and monitoring stages are complementary, and the successful execution of one stage leads to the success of the other, hence the project's overall performance. Thus, implementing real-time tracking mechanisms and project management software to capture and analyze data regularly is essential in quickly identifying deviations from the plan. Also, the project team should foster open communication and transparency among team members to encourage them to report their concerns promptly.

5.4 Conclusion

The study's findings underscore a substantial positive correlation, as revealed by Pearson correlation analysis, between stakeholder engagement across all project phases and project performance, highlighting the indispensable role of stakeholders throughout the project lifecycle. Emphasizing the significance of integrating stakeholders in project identification, planning, implementation, and monitoring, the study underscores the need for their continual

involvement to optimize project outcomes. Particularly noteworthy is the robust positive correlation observed between stakeholder participation during project implementation and monitoring, indicating their pivotal influence on driving project performance. This insight emphasizes the importance of sustained stakeholder engagement throughout the project journey to enhance overall project success and underscores the value of prioritizing stakeholder involvement in project management strategies.

Additionally, the multi-regression analysis provides statistical significance for all these independent variables, providing more reason to incorporate stakeholders in their execution. Project monitoring strategies are essential for the success of any project as they provide a continuous and comprehensive way of setting control measures for all the activities within a project and a subsequent correction measure on each deviation promptly.

Stakeholder engagement in the Kisii project had mean ratings that were generally high in project identification, monitoring, and implementation. However, project planning faced a challenge where the stakeholders were engaged only to a certain extent before they were neglected. This led to a reduction in informed decision-making within this stage.

Challenges that arise with stakeholder involvement should not also be underrated. Executing each project phase calls for massive mobilization of resources, an adequate budgetary allocation, and internal and external threats. Comprehensive risk management and mitigation plans are, therefore, crucial. However, the benefits of stakeholder involvement throughout the project cycle to the project's success outweigh the associated cost implications and, therefore, should not be compromised.

5.5 Suggestions for Future Research

There is a need for further studies on different sectors such as health, sports, and service delivery. Moreover, the study suggests that future research to be conducted on hurdles that hinder the comprehensive incorporation of stakeholders throughout the project cycle and the AI technology in project implementation.

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APPENDICES

APPENDIX I: APPROVAL LETTER

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 24th August, 2023

TO: Ruth Nyaserema Monyoncho
C/o Management Science Dept.

REF: D53/OL/NKU/26345/2019

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 16th August, 2023 approved your Research Project Proposal for the M.B.A Degree Entitled, "Stakeholder Participation and Performance of Road Construction Projects in Kisii County, Kenya."

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.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. Kinoti Kaburu
C/o Department of Management Science
Kenyatta University

AM/mo

APPENDIX II: QUESTIONNAIRE

STAKEHOLDER PARTICIPATION AND PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN KISII COUNTY, KENYA

Section A: Background Information

1. Indicate your gender.

   Male [ ] Female [ ]

2. Indicate the highest education attained

Certificate [ ] Diploma [ ] Bachelor Degree [ ] Master Degree [ ] PhD [ ]

3. What is the length of time you have served on projects at Kisii County?

   Less than one year [ ] 1-2 years [ ] 3-5 years [ ] 6 and above years [ ]

4. What is your position in the County?

   Project Managers [ ] Road Engineers [ ]

   Technical auditors [ ] Surveyors [ ]

   Contractors [ ] Consultants [ ]

   Community Representatives [ ]

Section B: Project Identification

Enlisted statements relate to project identification and the success of firms.

Statement	**1**	**2**	**3**	**4**	**5**
We involve our community in the county's scope analysis of roadwork projects.					

We ask the community to suggest roads within the county of Kisii that require graveling/grading.					
Community members provide helpful information for successful road construction projects.					
We involve the community in identifying the need for roads to be constructed.					
We involve all stakeholders in documenting the project scope.					
We involve the community in risk identification, which is attached to the road project scope.					
Project stakeholders participate in identifying the goals of all our road projects to be constructed.					

How do you think identifying potential projects could be improved to ensure a better alignment with organizational goals and objectives? Please share any recommendations or ideas you may have.

……

……

……

Section C: Project Planning

Enlisted are project-related statements on planning and performance.

Statement	**1**	**2**	**3**	**4**	**5**
We evaluate the skills possessed by all our stakeholders and how they can promote road construction projects in the county.					

We engage community members with appropriate planning skills to aid in the construction of roads in the county.					
We hire technical consultants to train our project team to efficiently complete road projects in the county.					
Stakeholders are involved in selecting top management officials to steer project implementation.					
Stakeholders are involved in structuring the project budget.					
Our county arranges special training for its staff in areas where they are not competent.					
Stakeholders are involved in developing a risk mitigation plan document.					

In your experience, what key aspects or considerations should be considered during the project planning phase to enhance the overall effectiveness and success of the project?

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Section D: Project Implementation

Enlisted below are statements related to project implementation and performance.

Statement	**1**	**2**	**3**	**4**	**5**
We involve our community in implementing road construction projects in our county.					
Our community supplies some of the materials used in constructing roads in our county.					

We task some of our community members to construct roads in the county.					
We engage some of our community members to share their corrective action views on road construction projects in the county.					
Our community members provide timely information on the areas that need rectification during the construction of road projects.					
We involve our stakeholders in procurement processes for road construction works in the county.					
We involve our stakeholders in preparing progress reports on implementing road projects in the county.					

Based on your knowledge and expertise, what specific recommendations would you make to ensure a smoother and more efficient project implementation process?

……

……

……..

Section E: Project Monitoring

The statements on project monitoring and performance are mentioned below.

Statement	**1**	**2**	**3**	**4**	**5**
We task some of our community members to oversee roadwork programs within the county.					
We have entrusted some of our community members to evaluate the quality of road construction in the county.					

We involve the community in setting performance indicators for our road work projects in the county.					
We have developed quality standards for all construction works on our roads in the county.					
Our stakeholders closely monitor the material usage of roads.					
We involve our community in collecting regular information on the progress of road construction projects in the county.					
We involve our stakeholders in analyzing data collected on road construction projects in the county.					
We involve our stakeholders in the development of work schedules.					
Regular information provided by stakeholders on the progress of construction projects has been acted upon					
We involve our stakeholders in determining whether roads constructed in the county are having the desired impact.					
We involve our stakeholders in fostering transparency and public trust.					
We involve our stakeholders in continuously assessing design timelines for inputs.					

How can the monitoring process be strengthened to identify potential challenges or issues early on and take appropriate corrective actions?

……

……

……

Section F: Project Performance

The statements below relate to the performance of road construction projects.

Statement	**1**	**2**	**3**	**4**	**5**
Road construction projects in our County have been completed within set timelines.					
Our county's road construction projects have been finalized within preset budgets.					
Our county's road construction projects have been finalized to the desired standards.					

THE END

THANK YOU FOR TAKING PART IN THE STUDY

APPENDIX III: RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **461753**

Date of Issue: **17/October/2023**

RESEARCH LICENSE

This is to Certify that Ms.. Ruth Monyoncho of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kisii on the topic: STAKEHOLDER PARTICIPATION AND PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN KISII COUNTY, KENYA for the period ending : 17/October/2024.

License No: **NACOSTI/P/23/30462**

461753

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX IV: LIST OF KISII COUNTY ROAD PROJECT

No	Project Name	Project Location(Ward)
1.	Nyanchwa - Riamaobe – Omosasa	Kitutu Central
2.	Oroboti – Nyaparainye	Nyatieko
3.	Bogeka SDA-Iranda market	Nyakoe
4.	St Barbara - Omogumo Junction - Rionyonka.	Bogeka
5.	Nyamatuta-Itibo-Royal academy	Bogusero
6.	Kiareni - Nyansaga - Rianyamuya – Riomenyo	Marani
7.	Rangenyo - Esiteni - Botabori – Rioma	Sensi
8.	soko – isambo	Kegogi
9.	kenyoro girls-gesso corner view-megogo	Monyerero
10.	Riobiero Bridge-Ekemunche-Moogi	Bosoti /Sengera
11.	Aspea-Gera road	Boochi Tendera
12.	Nyamiobo-Kebege-Egetuki	Machoge Bassi
13.	Kiogendo TBC-Riamuma TBC-Maiga sec-Getenga mkt	Bokimonge
14.	Nyamasogota-Ritembu-Entanda	Boochi Borabu
15.	Umeme-riasiocha-bunge road	Magenche
16.	Igembe-Rondani-Bogetange road	Bombaba
17.	Iberia-Riomweri-Rianyakundi	Keumbu
18.	Bwo'mogere-Nyandoche Ibere	Kiogoro
19.	Gianchere TBC-Birongo SDA-Rionchiri-Keoke	Birongo
20.	Kerongo-Riangabi-Mosaraba 2)Nyankongo-Nyabarainye	Ibeno
21.	Kegati-Riabamanyi	Bobaracho
22.	Black house-Etangi	Kisii Central
23.	Bara nne-Riapatris-Itibo pry	Bomorenda
24.	Mesisita mkt-Nyamegukuna pry-SDA church-Rianyangera kiosk-	Riana

	Getare-Riomambia	
25.	Itibo-Riamogaka	Bogiakumu
26.	Obwari-Riasomoni-Riamagige cattle dip-Monchururi-Matongo	Bomariba
27.	Hoteli ya Abuga-Siko-Ekona-Bogonko Dip	Nyamasibi
28.	Irungu-Moremani TBC-Ibacho mkt	Kiamokama
29.	Chicago-Mosioria TBC	Ichuni
30.	Gesusu-Riorori	Jesus
31.	Ramasha-Emborogo	Masimba
32.	Ebiosi-Chitago-Riokibeni	Nyacheki
33.	Mosaraba-Rianyanchoka-Nyambande	Boitang'are
34.	Etora (Riongiri via Bomuri Junction	Sameta mokwerero
35.	Riatinega-Mosora BC-Riapaulo full gospel	Masige West
36.	Nyamware-Rianyandumo	Masige East
37.	Mwamwama-Omaroko-Riiomori-Inani-Nyagesa PAG	Bassi Chache
38.	Nyakona-Matierio-Itumbe	Bassi Central
39.	Nyabisiongororo road	Bogetaorio
40.	Etago-Maosa Forest	Chitago Borabu
41.	completion of the Kiorori-Riakameri road with the construction of Box culvert	Tabaka
42.	Kiamabundu-Nyabigena-Goti chaki	Bogetenga
43.	Kenoria-Orienyo-Kenuchi road	Getting
44.	Chief camp- Riasobera-Riokeri-Nyamuche junction	Boikanga
45.	Ndonyo-egetesi	Moticho

Source: County Government of Kisii, 2018