STAKEHOLDER INVOLVEMENT AND PERFORMANCE OF CONSTRUCTION PROJECTS IN PUBLIC UNIVERSITIES IN NAIROBI CITY COUNTY, KENYA

FRANCIS KAUNDA NYARIBO MOEGH
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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 THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) OPTION, KENYATTA UNIVERSITY

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DECLARATION

This Project report is my original work and has not been presented for a degree in any other University.

Signature ……..…… Date…….

Francis Kaunda Nyaribo Moegh
D53/CTY/PT/26235/2018

Supervisor

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

Signature ……..…… Date…….

Dr. Morrison Mutuku
Department of Management Science
Kenyatta University

DEDICATION

This reach project is dedicated to my family members Mum Robin, children Amandah, Dancan, Hynner, Anne and Maryanne for the great and many sacrifices they made during my absence for them while I was in the process of completing this research project. Their support, encouragement, love, concern and enthusiasm motivated me to put more effort in completing this project and also not forgetting the rest of my family members and friends for their support which had sustained me during the development of this project.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

CDF: Constituency Development Fund Projects

CHE: Commission for Higher Education

GoK: Government of Kenya

KNA: Kenya National Agency

M&E: Monitoring and Evaluation

MPCU: Municipal Planning and Coordinating Unit

PTA: Parents Association projects

TKRA: The Theory of Reasoned action

CGK: County Government of Kenya

KERRA: Kenya Rural Roads Authority

KENHA: Kenya National Highway roads Authority

KURA: Kenya Urban Roads Authority

OPERATIONAL DEFINITION OF TERMS

Stakeholder Involvement:	Individuals or organizations that are impacted by project management choices and have a say in implementation decisions that can exercise their rights to influence the design and execution of their projects.
Project Performance: objectives quality, outcome term	The achievement of the project's stated and goals within the specified timeframe, and budget. The value of a task's overall is determined by its efficacy and long-viability in terms of execution.
Government Involvement: have proceedings.	This refers to external authorities that are key stakeholders whose responsibility is to approval or deny permits for constructing projects. Therefore, they are influential and a favorable impact on the project's
Management Engagement:	These are representative of the project sponsor whose levels of both interest and influence is high and owns the project directly and finances it.
Contractor Involvement: construction responsible failure.	It refers to the individuals who are responsible for planning and implementation of projects. Contractors are therefore for the project outcome as a success or
Community Involvement:	It comprises residents from the local area who are indirectly impacted by university construction projects. They do not participate directly in decision making process of these projects

ABSTRACT

Universities in Kenya have registered a number of projects, which have stalled for one reason or another. However, from the report analysis represented to parliament on Wednesday 15th July, 2020 by Saturday Standard (July. 18, 2020). The Ministry of Education is laboring under the weight of unfinished projects totaling Sh200.7 billion in public universities expenditure, according to the performance of capital projects report from 2016/2017 to 2018/2019. According to the findings, Sh70.3 billion has been wasted, and the fate of 310 projects is still unknown. Most of the projects started at public institutions have not been finished, with some having a completion rate as low as 17%. Therefore, the study sought to determine the impact of stakeholder Involvement on construction projects performance in the public universities within Nairobi City County. The study specific objectives were to examine the influence of government involvement, University management engagement, contractors' involvement and community involvement on the performance of construction projects in public universities. The study used a descriptive research approach, with 80 respondents chosen at random from the four public universities in Nairobi City County and the target population was 265 employees from the departments of procurement, finance, administration, legal office and user departments from the chosen universities. Structured questionnaires were used in gathering data, which was then analyzed using descriptive and inferential statistics to determine connections among and between variables. The study found that government involvement, University Management engagement, contractor involvement and community involvement had a positive significant effect on the performance of construction projects in public universities. The study concluded that the government through a number of initiatives is requiring clients to change their procurement strategies and as a result force the construction companies to adopt more innovative approaches in the construction delivery process. The University management engagement is important because it is responsible for the determination of the objectives as well as the scope of the project which acts as a guide for the project employees. The responsibility of a contractor in construction is the execution of the work activities that are required for the completion of the project. Effective community engagement is a strategy or process that aligns interests and creates understanding for sustained mutual benefits of the project. The study recommended that the government clients generally have a major role to play both at the project and industry level. For effective engagement of University management, there should be a proper definition of active role of top management throughout the project lifecycle. The organization should have a timely and effective onboarding process to assist in finding the right candidates and also save costs for a successful project. The development activities of the projects should first prioritize the needs of the people.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Stakeholder participation means working with people who have interests in a project so that they are part of the team implementing it (Mielke et al, 2016). Stakeholder involvement in construction projects is critical from the start to the finish, as it ensures that the project outcome is accepted and owned by the stakeholders, guaranteeing seamless implementation and sustainability.

A skilled firm will always look for ways in which each individual's interests and ability can contribute to the good of the whole. Power, efficacy(urgency), and legitimacy were highlighted as the most essential stakeholder attributes by Mitchell et al. (1997). In this regard, it is imperative that public universities meaningfully involve all stakeholders in the decision-making process. Stakeholder involvement has been considered as a major contributor towards the success of any organizational project.

According to Boiral and Heras-Saizarbitoria (2017), stakeholders are a group of individuals who provides support towards the existence of an organization; hence their involvement will really help in making planned decisions that are geared towards the attainment of organizational goals and objectives This suggests that stakeholders are important in helping most firms to achieve their objectives. Most of the organizations come into existence with the main aim of serving the interested parties or the key stakeholders (Osadchy & Akhmetshin, 2015). Stakeholder participation in project success has not been sufficiently highlighted in public institutions throughout the world. The importance of stakeholders involvement globally has been highlighted by both public and private organizations. Project success often depends on the time,

money, and deliverables that were initially planned for it. Stakeholder involvement benefits employees and the surrounding environment because they learn technical skills and improve knowledge as part of their experience that helps them become more self-reliant and develop (Maskrey, et al, 2016). To ensure effective and successful management, there is need to involve people both within and outside the institutions.

1.1.1 Performance of Construction Projects

Various scholars and authors have attempted to avail the correct definition and standard of measuring project performance but without reaching to an agreement. The measurement of project performance can be done qualitatively or quantitatively in terms of the project's values and utilities earned respectively. (Büyüközkan & Karabulut, 2017), argued that the three main dimensions of the performance assessment are quality, budget and delivery period, while noting that the culture of the organization and that of project management beside the characteristics of project managers are three elements that determine and affect the project success. Over time, companies have chosen to work more closely with key stakeholders, in particular consumers, suppliers and staff, to create more effective, efficient processes by involving strategy during formulation and implementation phases. Therefore, project performance should be geared towards achieving stakeholders' objectives (Zhu & Mostafavi, 2017). For the purpose of this study, satisfaction in quality, schedule and budget will be employed as parameters of project performance.

1.1.2 Stakeholder Involvement

Stakeholders are recognized for the value they bring to an organization through gaining of skills and knowledge, better relations and performance improvement.

Different approaches have been developed to help in ensuring that there is inclusivity and drive for performance to help in meeting the differing needs of the stakeholders.

Successful organizations have always strived to understand and respond to the risks and opportunities identified by the key stakeholders. According to Wamsler (2017), stakeholder involvement has continued to grow more rapidly and most of the organizations are realizing its value due to the increasing operational environment complexities like public affairs, investor relations, difficult markets and management (Heravi et al, 2015). Stakeholder involvement is well known for helping project managers make well-informed decisions that lead to better project results (Mielke, et al, 2016). Stakeholder decisions about a project's implementation are thought to have a very big impact on how it gets done in considering their perceptions, interests and motivation to have a strong effect on the project's success hence should not be ignored at all.

The more the stakeholder involvement, the more the chances of reducing and uncovering the risks associated with projects (Spangenberg, et al, 2015). One of the most typical reasons for project failure is that the deliverables were not what the clients expected or did not satisfy their expectations. The fact that the deliverables fell short of or were not what the clients had anticipated is one of the most frequent causes of project failure. Therefore, involving key stakeholders is very important, because they know their needs and what will be the acceptable results.

1.1.3 Public Universities in Kenya

A university is a center for higher learning and research that awards degrees at all levels (Bachelor, Master, PhD, and Diploma) in compliance with its regulations. Kenya now has thirty-one (31) public institutions, according to the Commission for

Higher Education (CHE) (2020). A university is responsible for tertiary and quaternary education. Other auxiliary institutions, such as middle-level colleges, hospitals, and research institutes, have also created relationships with these universities. The study targets public universities because these institutions are allocated with public funds which require effective utilization, transparency and accountability. Therefore, the stalled construction projects of these institutions need to be monitored and evaluated in order to determine whether the projects in perspective attained the stipulated and intended purpose.

1.2 Statement of the Problem

Universities in Kenya have a number of projects that have halted for various reasons. According to the report represented to parliament, Sh70.3 billion has been wasted, with the fate of 310 projects still in doubt. The survey also found that construction projects started at public Universities have yet to be finished, with some having a completion percentage as low as 17%. (Saturday standard, July, 18th 2020). Public universities in Kenya contain the biggest number of pending construction projects. For instance, Maseno University's construction of tuition and administration blocks are incomplete. In addition, Masinde Muliro University's multi-purpose hall completion is behind schedule while both the physical sciences laboratory and multibillion library complex at Egerton University are white elephant projects. Furthermore, the biotechnology project at the university of Nairobi has stagnated since 2016 (Oduor, 2020).

Various empirical investigations have been conducted both globally and locally to establish the effects of stakeholder involvement and performance of construction projects. Globally, Noel et al. (2014) evaluated the renovation of higher education

facilities, focusing on stakeholder involvement in the process and final product in the United Kingdom.

Magassouba, et al. (2019) examined the influence of stakeholders' involvement on development project performance in Guinea; Locally in Kenya, Kimutai and Kwamba (2018) conducted a study on the effect of stakeholder engagement on effectiveness of public universities in Kenya;

It is now obvious that a variety of empirical studies have been done, with inconsistent and ambiguous results. Public universities still have unfinished construction projects. Therefore, it is against this backdrop that this study arises to ascertain and establish the influence of stakeholder involvement and performance of construction projects in the public universities and fill the gap in the literature for future researchers and references,

1.3 Objectives of the Study

1.3.1 Objectives of the Study

To determine the impact of stakeholder Involvement on construction projects performance in the public universities within Nairobi City County, Kenya.

1.3.2 Specific Objectives

i. To examine the extent to which government involvement influences success of construction projects in the public universities.
ii. To determine the extent to which University Management engagement influences performance of construction projects in the public universities
iii. To assess the effectiveness of contractor's involvement to influence performance of construction projects in public Universities

iv. To assess the extent to which community involvement influence performance of construction projects in public universities

1.4 Research Questions

The following research questions led this investigation.;

i. To what extent does the government involvement influence performance of construction projects in the public Universities in Nairobi City County, Kenya?
ii. To what extent does university management involvement influence performance of construction projects in the public Universities?
iii. To what extent does the contractors' involvement influence the performance of construction projects in the public universities in Nairobi City County, Kenya?
iv. To what extent does the community involvement determines the performance of construction projects in the public universities in Nairobi City County, Kenya?

1.5 Significance of the Study

This research looked at the effects of stakeholder involvement on construction project accomplishment that will contribute to the existing literature on the subject and be useful to a variety of stakeholders, including public university management, in terms of how successful stakeholder involvement would improve future construction project performance.to the current literature on the subject and be of value to a number of stakeholders including public universities' management on how successful implementation by involving stakeholder would improve performance of construction projects in future, and the researched information will form part of literature, which

would serve as a source of reference material and suggest areas for future scholars and researchers, as well as policymakers in higher education institutions and sectors who are responsible for enacting laws, regulations, and policies that would improve project implementation success.

1.6 Scope of the Study

This study focused on senior, medium, and low-level management workers from project/construction/maintenance, finance/accounts, procurement, and user departments at public universities at the City County of Nairobi, Kenya.

1.7 Limitations of the Study

A remarkable number of staff were unwilling to participate and gave no reason, others feared for victimization and had to sought permission from their seniors for authorization before participating. This could result in inadequate data collection for providing extensive deductions. In order to counter this restriction, the researcher emphasized and elaborated on the confidentiality of the information collected that it was solely for academic purposes.

Other employees were unwilling to participate due to the time commitment required to complete the surveys. As a result, the researcher used a drop-and-pick approach to fill out the questionnaire. This strategy provided them enough time to complete it without disrupting their working

1.8 Organization of the study

This research project has five chapters, the first of which contains the study's background information, the issue description, the objectives and research questions, and the study's objectives, scope, and limitations. The literature review is covered in Chapter 2, with a focus on the conceptual framework, theoretical review, empirical review, and final summary of the literature review and knowledge gaps. The research

methodology used by the researcher is covered in Chapter 3. This chapter is broken down into sections that cover the research design, target population, sampling design, data collection instruments, data collection procedures, analysis and presentation of findings, diagnostic tests, and ethical considerations. Chapter four primarily covers the findings drawn from the data collected from the field and includes; response rate, background information of the respondents, results of descriptive analysis and regression analysis. Finally, chapter five comprises the summary of findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter addresses theoretical review, empirical review, summary of literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Review

This section reviews theories that guides the study particularly by examining Stakeholder Theory, Theory of Reasoned Action and General System Theory.

2.2.1 Stakeholder Theory

Stakeholder theory is a concept proposed by Freeman (1984). Every individual or organization, according to the notion, is participating in a project with the primary purpose of defending their own intentions. This theory focuses on the stakeholder management in regards to possible project outcomes and this theory attempts to defines the desires of an individual and satisfying them as possible. Furthermore, project managers hold the responsibility for ensuring that stakeholders are satisfied with the project processes during implementation and their interests are well catered for over the project's long-term success.

Freeman's contributions and development linked to Donaldson and Preston (1995) were incorporated and formed the basis of the current status of this theory. Both contributions have the same view that managers should engage in the formulation and implementation of projects that satisfies all stakeholders involved in the project (Freeman, 1984). This strategy was expanded upon by Friedman and Miles (2006), who contended that the organization should be seen as a stakeholder grouping with the aim of

managing its own interests and demands. As a result, the project manager's responsibility is to keep stakeholder interests in check.

Even if there are occasions when one group of stakeholders will profit at the expense of another (Harrison et al., 2015), stakeholder theory does not grant one group of stakeholder's superiority over another. Therefore, maintaining a balance in stakeholder interactions is the project manager's responsibility. This theory is applicable to and pertinent to this research as it identifies all the stakeholders involved in a certain project together with their roles in supporting the implementation of a project.

2.2.2 Theory of Reasoned Action

Martin Fish established the Reasoned Action Theory (TRA) in 1967, which was later refined and enlarged by Ajzen and Fishbein in the early 1970s. In regard to this theory, human beings are considered being rational and uses the available information before they can accept or decline from engaging in certain behavior. According to this hypothesis (Kiatkawsin & Han, 2017), a person's desire to do or not execute a given activity is essentially what determines whether they really do it or not. The main antecedent intention of conduct is the person's positive or negative attitude toward engaging in a certain activity. A person will wish to engage in an action when they perceive it favourably (Hussain et al., 2016).

The upshot is that the recovered beliefs should be clustered in a manner that normative and behavioral ideas should be remembered next to each other. Both normative and behavioral ideas should have a tendency to be remembered next to one another. This hypothesis thus has application to the present research that explains the behavioral intents of project stakeholders. They are more inclined to participate if

they believe the initiative will benefit them in some way. Because it describes the behavioral goals of stakeholders involved in the implementation of a particular project, this theory is therefore seen to be pertinent to the current study. Their likelihood of joining will improve if they believe the initiative will have some positive effects.

2.2.3 General System Theory

Ross Ashby developed the general system theory that Ludwig Von Bertalanffy had introduced in the 1940s. They believe that a system is made up of connected components working together to accomplish a single objective. When one part of the system is removed, the function character will also change. Management systems are a type of organizational social system that is involved in the modeling of the organization they manage. System theory focuses on the inter-parts interactions rather than reducing an entity like the human body to its components or constituents (for example, cells or organs). The focus of system theory is on how the elements operate together as a whole, as well as how they are organized and related.

A system's characteristics are determined by how its components are arranged and interact. This theory applies to the current study because for a project to be successfully formulated, financed, implemented and monitored there must be a supporting system and this system comprises of external people like the stakeholders who play a great role in ensuring that the project becomes a success and that its performance is improved. It is therefore important to involve stakeholders in the decision-making process regarding the performance of the project.

2.3 Empirical Review

This section guides this study by examining the independent variables in particular government involvement, University Management Engagement, contractor involvement and community involvement on performance of construction projects as a dependent variable.

2.3.1 Government Involvement and Project Performance

Antonio and Barry (2008) examined the primary factors that impacted positively and negatively on government institutions projects undertaken in Mozambique. The survey questionnaire was used to gather information from government employees. Customers as end users were happy, according to the study's conclusions, and they were the most significant criteria in project success. Therefore, the study provided an understanding for the components which impacted the success of projects in the government institutions in particular Mozambique and other emerging economies.

A government and governance research by Crawford & Helm (2009) in Australian public-sector companies, looked at the importance of project management in the public sector. Improvements in organizational performance and flexibility in implementing and adapting to change are driving forces behind many governance-related activities. In the public sector, they often take the shape of initiatives and programs that support various project management implementations. This study examines the expectations and value realization from project management investment in four Australian public-sector companies, paying special attention to the government environment and the public value management (PVM) perspective. It has been discovered that project management helps in satisfying the requirements of public-sector governance

In Kenya between 1980 and 2013, Mbaya (2016) looked at the impact of state spending on educational performance. Time series data from economic surveys and indicators from the World Bank were utilized to achieve the goal. An examination of stationarity was performed on each variable. The study discovered a positive correlation between public education funding and academic results.

Patanakul et al. (2016) performed research to determine the influence of large-scale government project performance that may be used to improve performance. From the analysis of the findings, six major characteristics were suggested and six research propositions. Thus, the research implications were meant to enable the government and project managers to optimum utilize project management approaches.

2.3.2 University Management Engagement and Project Performance

University construction projects require multifaceted management skills (Wishitemi, 2008). For project sustainability to be achieved the institutions and management involved in project implementation from the community to the national or international levels need to be empowered in terms of information, skills and resources (human and capital) for smooth running of activities for sustainability of projects.

Kipkeny (2014) investigated the parameters that influence the long-term viability of hand pumps used on shallow wells in Garissa Sub-County. According to 77.04 percent of respondents, trained craftsmen are not accessible to operate pumps. Hand pumps operating under shallow wells, could be properly and efficiently administered by the community with minimal external support if adequate infrastructure is put in place. This would require capacity building for the community set up, technical support and sustainable financial management skills. Therefore, the national and

county governments should adopt rural water supply and development policies to guarantee that clear processes are in place to support water supply systems and rural water supply.

Ndao, (2018) analyzed strategic management practices and performance of public universities in Kenya: case of Multimedia University of Kenya. Specifically, the study analyzed the influence of strategic leadership, technology strategy, strategic financial management, innovation strategy and human resources strategy on performance of Multimedia University of Kenya. The study used quantitative techniques where 450 respondents of the university staff were targeted. The study used stratified sampling to select 82 subjects as the sample size. The information was gathered through use of survey questionnaires. The study employed both descriptive and inferential statistics to analyze the data and establish the relationship between and among the variables. The study findings confirmed that the university leadership greatly played major role in providing strategic direction towards achieving clear guidelines on organizational control and budgetary matters

2.3.3 Contractor Involvement and Project Performance

Using a case study of chosen Kenyan contractors, Gitahi, & Tumuti (2019) carried out research on the impact of managing construction risks on the performance of projects. The investigation primarily looked at financial, health and safety, technological, and scheduling hazards. CGK, KERRA, KENHA, and KURA contributed 73 construction projects to the study. To divide the sample of technical workers from the selected companies into strata, stratified sampling was modified. The data was acquired using a questionnaire instrument that was semi-structured in nature. In cases where data were coded and analyzed using statistical packages for social sciences (SPSS version 21.0) software, both descriptive and inferential statistics approaches were adjusted.

The study of the data showed that management contracting risks had a clear impact on how construction projects performed, and it was advised that the concerned company take efforts to reduce these risks. Apart from stakeholder involvement, which the current study aims to explore, this study addressed additional factors which wasn't carried out in Kenya's public universities but rather in a variety of organizations. Additionally, the research did not include any secondary sources of data that the current study was supposed to address and only employed primary sources of information.

Mwangi (2016) looked at the factors. that determine road contractor performance. The research focused on the impact of skilled labor, organizational structure, working capital, and client assistance on contractor's benefits in the road construction industry. The survey included 156 technical auditors, consultants, contractors, and engineers as participants. The research applied stratified sampling approaches with 62 participants. A survey questionnaire was used to gather primary sources of information, and both qualitative and quantitative methodologies were considered. According to the research outcome, the four criteria (skilled labour, organizational structure, working capital client support) affected the road contractors' performance. However, this research focused on the road sector and it covered different parameters other than the one for stakeholder involvement, in which this study intends to examine.

Nganyi, Mulama, and Owano (2014) conducted research on Kenya's public universities' use of performance contracting for service delivery. The study examined how public universities implemented their policies and measured their effectiveness. Staff from these universities in various cadres were the study's target population. The study used a descriptive survey research approach, with questionnaires used to collect data from primary sources. 80 respondents were utilized in the study's random

stratified sample. The research's conclusions showed that just 25% of the workforce had signed performance contracts, indicating that performance contracting has not been cascaded to all employees. As a study variable, stakeholder engagement was not included. Stakeholder participation and project performance will be covered in this study.

2.3.4 Community Involvement and Project Performance

By engaging the community in the development process, the planned development better matches people's demands, incorporates local knowledge of the project, strengthens grassroots ability to carry out further projects and facility maintenance, fairly distributes benefits and decreases project costs.

Kimani and Kombo (2011) investigated community participation in school development and income generating projects in Rural Areas in Kenya. A case study design, which was exploratory in nature, was employed where the sample size comprised of schools and income-generating projects, which selected from the seven divisions in the district. The four categories comprised of primary schools, secondary schools, youth polytechnics and income generating projects. Ten ordinary members were selected from each of the projects. The study employed both the interview schedule and group focused discussion to gather information from the officials, local administrators and project members. According to the analysis of the findings, it was established that factors like marital status, level and source of income impacted community participation in development of schools in the district. Other contributing factors in community participation entailed accountability and safety of project funds, gender dynamics, quality of leadership, government policies, and project-related skills. It was deduced from the findings that there is need to enhance community

participation in the development of schools and income-generating projects in rural areas.

Migwi and Atikiya (2017) conducted research at Jomo Kenyatta University of Science and Technology (JKUAT) to determine the benefits of community engagement on project sustainability during the planning stages. The research looked into the long-term consequences of involving the community in project design, execution, and monitoring and evaluation phases. The study targeted 200 different respondents which were with Jomo Kenyatta University of Science and Technology (JKUAT) sponsored community projects. The study employed a case study design and employed a survey questionnaire to gather primary sources of information while secondary sources of information were gathered reviewed from journals, articles, JKUAT annual reports and internet sources. The research findings concluded that the community wasn't involved in the project development stages. Therefore, the study analysis findings established that sustainability had not been prioritized nor mainstreamed for all phases.

In Kisumu County, Kenya, Omondi et al. (2015) investigated the impact of community engagement on the projects' success of Kisumu Water and Sanitation Company. The research employed stratified sampling to gather information from 145 respondents. The research used a survey questionnaire in gathering raw data from the respondent. The research findings confirmed that project management skills were positively related with organizational performance.

All these reviewed studies have covered various parameters on organization performance but omitted stakeholder involvement as a variable to assess project performance. Therefore, looking into this backdrop with this background in mind, this

research emerges to clear the identified knowledge gap on the research topic's influences on this study.

2.4 Summary of Literature Reviewed and Knowledge Gap

The studied literature makes it clear that several empirical studies and investigations have been done in relation to stakeholder involvement and project performance. These investigations, however, have yielded conflicting and inconclusive results, while other studies, which were covered outside of Kenya, have encountered contextual gaps while those carried out in Kenya had both contextual and methodological gaps. Other than considering stakeholder participation as the independent variable on project success, the Kenyan studies have also addressed other aspects. For instance, Firman (2017) investigated how government policies affected the start and completion of projects; Muller (2017) examined project performance while analyzing governance, governmentality, and project performance looking into the role of sovereignty; In a research published in 2018, Muigo (2018) investigated a study which examined cash management practices and financial performance of private universities in Kenya; Akwei et al, (2020) analyzed the impact of politics on the execution of government programs/projects: lessons from a developing economy;. Alogo (2021) looked at the effects of educational planning strategies on performance of public universities in western Kenya; and Gitahi, & Tumuti (2019) conducted an investigation, which examined management of constructing risks on performance of construction projects. All these reviewed studies have covered various parameters on organization performance but omitted stakeholder involvement as a variable to assess project performance. Therefore, it is against this backdrop that this study rises to fill the identified knowledge gap by establishing the influence of stakeholder involvement

on performance of construction projects in public universities in Nairobi City County, Kenya.

2.4 Summary of Literature Reviewed and Research Gaps

Table 2.1: Summary of Literature Reviewed and Research Gaps

Author (Year)	Study's title	Findings of the Research	Knowledge Gap	How this Current Study filled the gaps
Akwei et al, (2020))	Effects of politics on government project implementation	These projects failed due to political corruption, culture and inadequate planning and during execution.	The research failed to evaluate the impact of stakeholder involvement on performance of construction projects	These study examined stakeholder involvement and performance of construction projects
Firman (2017)	Effects of government policy on project initiation and implementation	The study confirmed a relationship between initiation and implementation of projects	The dimensions of stakeholder involvement were ignored to affect project performance	This study looked at stakeholder involvement as an independent variable in assessing construction projects performance
Gitahi, & Tumuti (2019	Looked at the effects of construction risk management on the success of projects.	The findings demonstrated that management contracting risks influenced performance of construction projects	This study covered other parameters apart from stakeholder involvement, which the current study intends to examine.	This current study examined stakeholder involvement on the success of construction projects.
Ndao, (2018 Nyabera (2015))	The performance and strategic management approaches of the public institutions were investigated with the Multimedia University of Kenya as a case study.	The study findings confirmed that the university leadership greatly played major role in providing strategic direction on proper resource management, guidelines on organizational budgetary control.	The study focused on university management alone and ignored other variables like contractor, community and government involvement in the public universities.	This study focused on the stakeholder involvement and its effects on construction project performance

Source (Author, 2023)

2.4 Conceptual Framework

A conceptual framework is a relationship model in which researchers relate the study variables diagrammatically. It presents an idea of the variables that will be covered in the study (Bridgett, Burt, Edwards & Deater-Deckard, 2015).

Independent variable

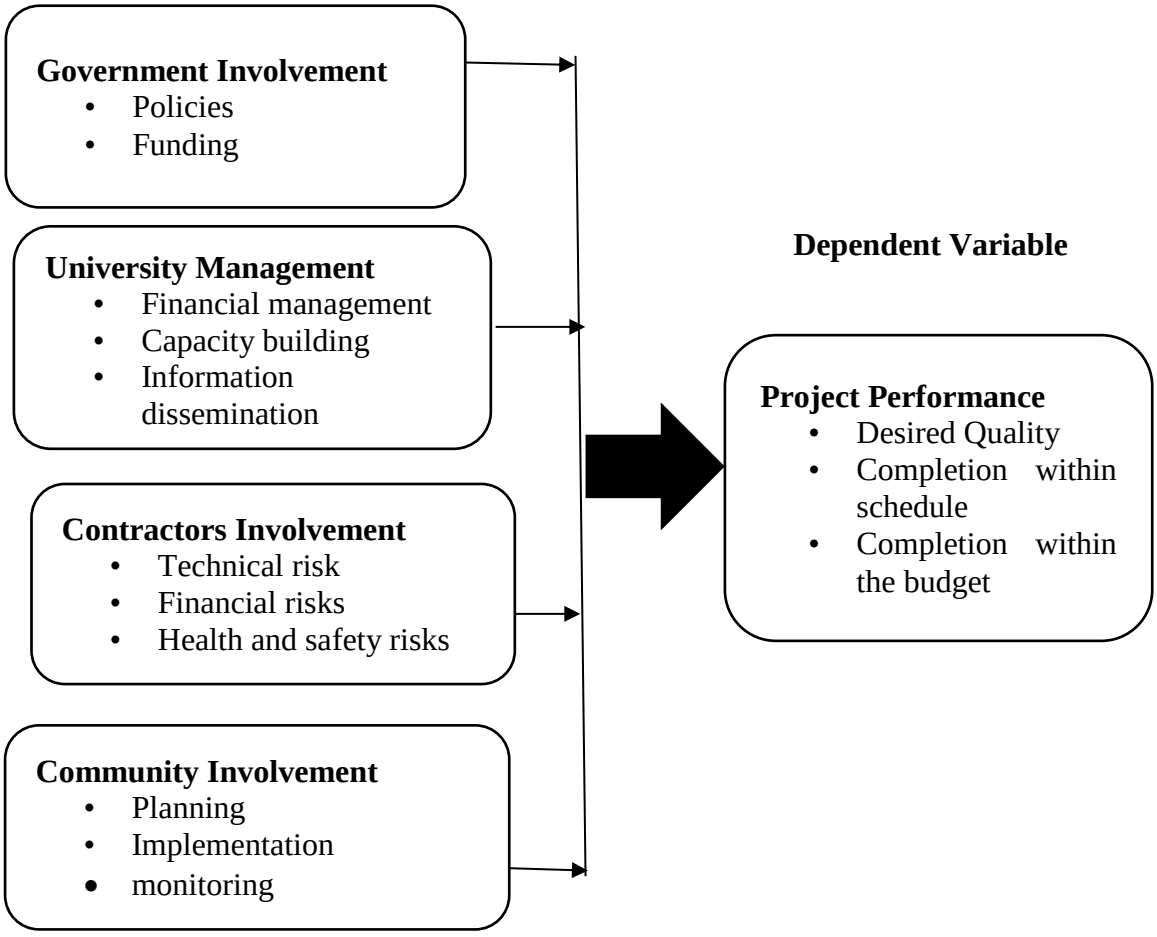

Figure 2.1: Conceptual Framework

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises of the research design, target population, sampling deign and sample size, data collection instruments, pilot study, data collection techniques, data analysis and ethical issues.

3.2 Research Design

This study adopted descriptive survey research design as part of data collection, it helped to describe elements and report things the way they were gathered. The design answers questions on what, when and how the phenomenon on stakeholder involvement influences the performance of construction projects.

Descriptive survey methodology approach are important instruments that were used in gathering information on various variables and transforming it (data) into factual and simple information.

3.3 Target Population

The target population will constitute four (4) public universities in Nairobi City County, Kenya. The public Universities included University of Nairobi, Technical University of Kenya, Multimedia University of Kenya (MMU) and Co-operative University of Kenya (CUK). The researcher will use preliminary information to judge which universities could be holding relevant information. Further, a total number of 122 respondents formed the target population of the study from the four public universities. The unit of analysis are the public universities and unit of observation were the employees of four public universities who included senior management, middle level management and low-level management from the relevant departments

of construction management, procurement management, finance/accountants and departmental management who owns construction projects.

Table 3.1 Populace to be targeted

Public Universities	Target population	Percentage
Cooperative University of Kenya	38	14
Multimedia university of Kenya	55	21
Technical University of Kenya	43	16
The University of Nairobi	129	49
Total	**265**	**100**

Source: HR Records of Public Universities in Nairobi City County (2022)

Table 3.2 Population distribution

Universities	Project/Constr Management dept.	Procurement Management dept.	Finance/ Accounts Management dept.	User Depts. Management dept.	Total staff	%
Cooperative University of Kenya	12	7	10	9	38	14
Multimedia university of Kenya	17	11	15	12	55	21
Technical University of Kenya	15	8	12	8	43	16
University of Nairobi	45	36	30	18	129	49
Total	**89**	**62**	**67**	**47**	**265**	**100%**

Source: HR Records of Public Universities in Nairobi City County (2021)

3.4 Techniques of Sampling and Sample Size

According to Mugenda and Mugenda's Stratified Random Sampling technique (2009), A sample size of 80 responded was selected using the research technique representing 30% of the targeted populace, as indicated below.

Table 3.3 Sample size distribution

Universities selected	**Population size**	**Sample size**
Cooperative University of Kenya	38	11
Multimedia university of Kenya	55	17
Technical University of Kenya	43	13
University of Nairobi	129	39
Total	265	80

3.5 Data Collection Instruments

Data collection instruments refer to the tools used in the process of collecting data (Dunemn, et al, 2017). The study adopted structured questionnaires and randomly picked respondents from the target demographic. Questionnaires were helpful in acquiring objective information as the research does not manipulate respondents in any manner. Questionnaires also have the added benefit of being less expensive and used less time in gathering data information for this research.

3.5.1 Pilot Testing

The pilot test was employed to do away with the questions of ambiguity and ensures that the questions are understood to refine the data gathering tool. Pre-testing the data collection equipment with 10% of the sample size would sufficient, according to

Mugenda & Mugenda (2009). In this case, 11 respondents were targeted for pre-testing the survey instruments and these participants did not form part of this research.

3.6 Data Collection Procedures

Data collection procedures are the steps followed when administering the tools of collecting data (Palinkas et al., 2015). While in the field, each questionnaire presented to respondents were accompanied by a letter of introduction stating the purpose of the study. A drop and pick latter method were employed to distribute questionnaires to the respondents. This method ensured that respondents are given more time to fill in the questionnaires and ensured that their daily operations wasn't interfered with.

3.7 Data Analysis and presentation

Utilizing descriptive statistics like percentages, frequencies, means, and standard deviation were used to analyze the quantitative data. For the analysis, SPSS (Statistical Package for Social Science) was utilized to get the statistical meaning of Pearson's correlation coefficient, one way ANOVA and regression, according to Roberts, et al, (2016) is capable of handling large amounts of data and is efficient due to its wide range of statistics. Linear regression was adopted to determine the relationship between dependent and independent variables as well as measuring whether the relationship is weak or strong

$$\mathbf{Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon}$$

Where:

Y = Project Performance

X_1 = Government Involvement

X_2 = University Management engagement

X_3 = Contractors Involvement

X_4= Community Involvement

β = constant

β_1, β_2, β_3 and β_4= Regression Coefficients

ε = Error Term

3.8 Validity and Reliability of Research Instrument

This are research instruments such as questionnaires primarily employed in social science research for data collection. The main objective is to obtain pertinent information that is generally trustworthy and valid in research. Thus, the accuracy and consistency of survey/questionnaire forms a significant aspect of research methodology which are known as validity and reliability.

3.8.1 Validity of Research Instrument

Validity, according to Heale and Twycross (2015), is the capacity of research instruments to measure precisely what they claim to; internal validity was examined in order to assess if an explanation for a given set of data is supported by real data. To verify that the research instruments fairly and comprehensively measured the items they were supposed to cover, this study examined content validity. According to LoBiondo and Haber (2014), this study also employed construct validity to assess if the theory and the concept were correlated. For the purposes of evaluating and establishing the validity of the questionnaire, the researcher sought the expert's (supervisor's) advice in relation to this study.

3.8.2 Reliability of Research Instrument

According to Carmines and Zeller (1979), reliability refers to the extent to which a phenomenon's measurement yields a reliable and consistent outcome. The Cronbach alpha was employed by the researcher to evaluate the dependability of the instruments. According to Furler et al. (2013), one of the most used dependability metrics in the social and organizational sciences is the Cronbach alpha. The threshold of Cronbach alpha is 0.7, which indicates that the research instruments are consistent (Cronbach, 1950). Cronbach's is a function of the number of items in a test, the average covariance between item-pairs, and the variance of the overall score.

3.9 Ethical Consideration

Ethics are norms governing human conduct, which have a significant impact on human welfare. Ethics refer to the prescribed code of conduct and it aims at ensuring that no one is harmed in the course of the study (Lacey, et al, 2015). The researcher applied for a research permit with National Commission for Science, Technology and Innovation (NACOSTI) which enabled the research to be conducted. A letter of introduction from the university was also requested by the researcher. The APA method was utilized to properly cite all sources used in the study in order to avoid plagiarism, and the study followed ethical norms. Respondents were not compelled to write their names on the questionnaires and their participation in the study was entirely optional. The assurance that the data gathered was exclusively used for academic purposes was made explicit to the respondents.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter primarily presents the findings drawn from the data collected from the field. The sections of the chapter include; response rate, background information of the respondents, results of descriptive analysis and regression analysis.

4.2 Response Rate

The result of response rate based on a sample size of 80 respondents is presented in Table 4.1. below. The results presented shows that those respondents who returned their questionnaire were 77 out of 80 respondents resulting to response rate of 96.3%. Those respondents who did not return their questionnaire were 3 out of 80 bringing to a non-response rate of 3.7%. A response rate of 80% or higher, according to Baruch and Holtom (2014), is sufficient for data analysis. As a result, a study response rate of 96.3% was deemed appropriate for data analysis. The high response rate of the study led to acceptance and credibility of the research findings.

Table 4.1 Response Rate

Category	**Frequency**	**Percentage**
Did not respond	3	3.7
Respondent	77	96.3
Total	80	100

Source: Survey Data (2023)

4.3 Respondents' General Information

The general information of the respondents was analyzed based on their gender, work experience and education level. The results are presented as follows:

4.3.1 Respondents' Gender

The result of gender distribution of the respondents is presented in Figure 4.1.

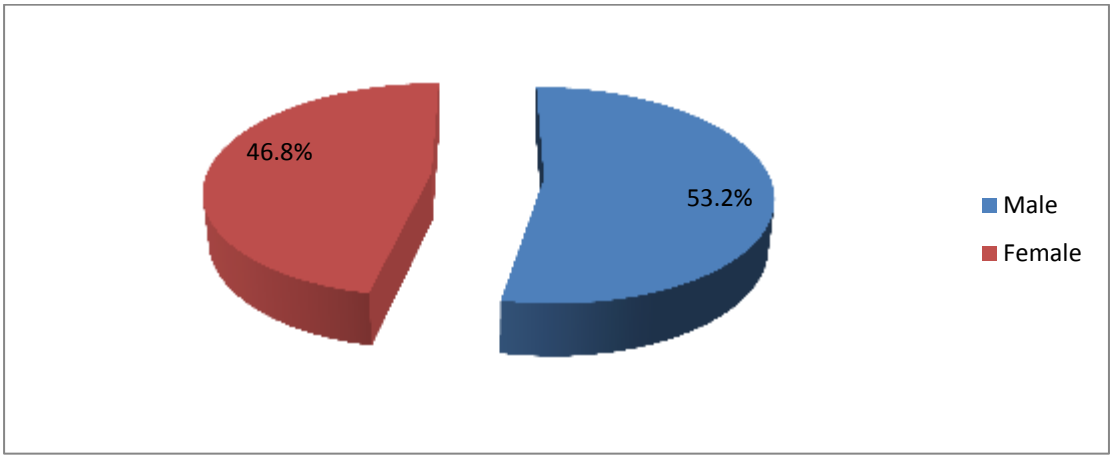

Figure 4.1 Respondents' Gender

Source: Survey Data (2023)

The results presented in Figure 4.1 show that the male respondents accounted majority as represented by 53.2%. On the other hand, female respondents accounted for 46.8%. This shows a fair gender distribution in the study and successfully responsive.

4.3.2 Respondents' Work Experience

The result of distribution of the work experience of the respondents is presented in Table 4.2.

Table 4.2 Respondents' Work Experience

Years	Frequency	Percentage
Less than 5	5	6.5
10 to 14	19	24.7
5 to 9	21	27.3
15 and more	32	41.6
Total	**77**	**100**

Source: Survey Data (2023)

The results presented in Table 4.2 show that the respondents with work experience of 15 years and more were majority as represented by 41.6%, 27.3% had a work experience ranging between 5 to 9 years, 24.7% between 10 and 14 years and 6.5% less than 5 years. This is an indicator the respondents involved in the study had a good number of years working with the University.

4.3.3 Respondents' Level of Education

The result of distribution of the level of education of the respondents is presented in Figure 4.2.

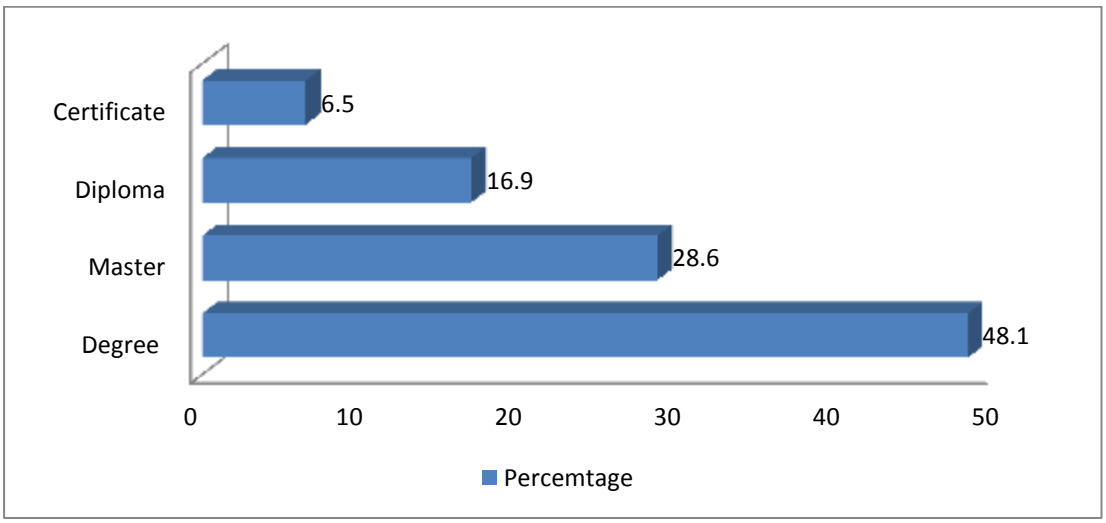

Figure 4.2 Respondents' Level of Education
Source: Survey Data (2023)

The results presented in Figure 4.2 show that the majority (48.1%) of the respondents had achieved a degree level of education, 28.5% master's level of education, 16.9% diploma and 6.5% certificate. This shows that majority of the respondents involved in the study had a high academic level of education.

4.3.4 Respondents' Age Bracket

The result of age distribution of the respondents is presented in Table 4.3.

Table 4.3 Respondents' Age Bracket

Years	Frequency	Percentage
19 to 29	11	14.3
50 and above	16	20.8
40 to 49	20	25.9
30 to 39	30	38.9
Total	**77**	**100**

Source: Survey Data (2023)

The results presented in Table 4.3 show that the respondents whose age bracket ranged between 30 to 39 years accounted most at 38.9%. Those whose age bracket ranged between 40 to 49 years were represented by 25.9%, 20.8% represented the respondents aged 50 years and above and 14.3% were aged between 19 to 29 years. This shows that the study had a fair distribution of respondents in terms of their age.

4.4 Descriptive Analysis Results

Descriptive statistics included Mean (M) and Standard Deviation (SD) to present the results of the quantitative data that were generated using Statistical Package for Social Sciences (SPSS). The results are presented below.

4.4.1 Government Involvement

The results of descriptive analysis of government involvement are presented in Table 4.4

Table 4.4 Government Involvement

Statements	M	SD
Appropriate regulatory framework has been put in place to provide service standards and expansion targets for construction projects	4.55	0.515
Institution's capacity have been done to enable overseeing construction projects	4.30	0.598
Appropriate regulatory frameworks has been put in place to protect property rights and generate equitable returns of construction projects	4.52	0.836
Appropriate regulatory frameworks has been put in place to oversee construction projects	4.08	1.157
Aggregate Score	**4.36**	**0.64**

Source: Survey Data (2023)

The results in Table 4.4 show that the respondents agreed that government involvement affects construction projects performance in the public universities within Nairobi City County as shown by aggregate of 4.36 and a standard deviation 0.64. The finding agree with Antonio and Barry (2008) study which examined the primary factors that impacted positively and negatively on government institutions projects undertaken in Mozambique. The study provided an understanding for the components which impacted the success of projects in the government institutions in particular Mozambique and other emerging economies.

The respondents strongly agreed on the statements that; appropriate regulatory framework has been put in place to provide service standards and expansion targets for construction projects (M=4.55, SD=0.515) and that appropriate regulatory frameworks has been put in place to protect property rights and generate equitable returns of construction projects (M=4.52, SD=0.836). The finding concur with Patanakul et al. (2016) study which sought to determine the influence of large-scale government project performance that may be used to improve performance. From the analysis of the findings, six major characteristics were suggested and six research

propositions. Thus, the research implications were meant to enable the government and project managers to optimize and utilize project management approaches.

The respondents agreed on the statements that; institution's capacity have been done to enable overseeing construction projects (M=4.30, SD=0.598) and that appropriate regulatory frameworks has been put in place to oversee construction projects (M=4.08, SD=1.157). The findings are in line with Mbaya (2016) study which explored the effect of public expenditures on education outcomes in Kenya from 1980 to 2013. The study found that public education spending had a beneficial impact on educational outcomes.

4.4.2 University Management Engagement

The results of descriptive analysis of University management engagement are presented in Table4.5.

Table 4.5 University Management Engagement

Statements	**M**	**SD**
Standard project management tools and practices, such as work planning, monitoring, and assessment plans, are encouraged to be used by project managers.	4.53	0.154
The management has the essential expertise and abilities to complete building projects successfully.	4.84	0.749
The roles of all project team members are clear in the construction projects	4.50	0.790
Structures, duties and responsibilities of authority in the management are properly defined.	3.94	1.068
The project progress during implementation and project team work is frequently reported in project meetings.	4.04	1.707
There is adequate, quality and timely communication within the project team	3.53	1.726
Aggregate Score	**4.35**	**0.650**

Source: Survey Data (2023)

The results in Table 4.5 show that the respondents agreed that University management engagement affects construction projects performance in the public universities within Nairobi City County as shown by aggregate of 4.35 and a standard deviation 0.65.

According to Wishitemi (2008) University construction projects require a wide scope managerial skill. In order for a project to be sustainable, the institutions and management engaged in its execution from the community to the national or international levels must be equipped with the necessary skills, and resources (people and capital) to ensure that operations operate smoothly.

The respondents strongly agreed on the statement that; the management has the essential expertise and abilities to complete building projects successfully (M=4.84, SD=0.749), standard project management tools and practices, such as work planning, monitoring, and assessment plans, are encouraged to be used by project managers (M=4.53, SD=0.154) and that the roles of all project team members are clear in the construction projects (M=4.50, SD=0.790). The finding concur with Kipkeny (2014) study which investigated the parameters that influence the long-term viability of hand pumps used on shallow wells in Garissa Sub-County. Hand pumps operating under shallow wells, could be properly and efficiently administered by the community with minimal external support if adequate infrastructure is put in place.

The respondents agreed on the statement that; the project progress during implementation and project team work is frequently reported in project meetings (M=4.04, SD=1.707), Structures, duties and responsibilities of authority in the management are properly defined (M=3.94, SD=1.068) and that there is adequate, quality and timely communication within the project team (M=3.53, SD=1.726). According to Wishitemi (2008) the national and county governments should adopt rural water supply and development policies to guarantee that clear processes are in place to support water supply systems and rural water supply.

4.4.3 Contractors' Involvement

The results of descriptive analysis of contractors' involvement are presented in Table 4.6.

Table 4.6 Contractors' Involvement

Statements	**M**	**SD**
Health and safety risks are considered when involving contractors/suppliers in the university construction projects	4.75	0.470
Scheduling risks are considered when involving contractors/suppliers in university construction projects	4.58	0.734
Financial risks are considered when involving contractors/suppliers in university construction projects	4.05	0.760
Technical risk are considered when involving contractors/suppliers in university construction projects	4.28	1.136
Aggregate Score	**4.55**	**0.450**

Source: Survey Data (2023)

The results in Table 4.6 show that the respondents strongly agreed that contractors' involvement affects construction projects performance in the public universities within Nairobi City County as shown by aggregate of 4.55 and a standard deviation 0.45. The results agree with Mwangi (2016) study which looked at the factors that determine road contractor performance using a case study of chosen Kenyan contractors. According to the research outcome, the four criteria (skilled labour, organizational structure, working capital client support) affected the road contractors' performance.

The respondents strongly agreed on the statements that; health and safety risks are considered when involving contractors/suppliers in the university construction projects (M=4.75, SD=0.470) and that scheduling risks are considered when involving contractors/suppliers in university construction projects (M=4.58, SD=0.734). According to Rahman and Alhassan (2018) contractors' involvement is essential to increase transparency and shared responsibilities and to reduce risks and limit the reasons for disputes.

The respondents agreed on the statements that; technical risk are considered when involving contractors/suppliers in university construction projects (M=4.28, SD=1.136) and that financial risks are considered when involving contractors/suppliers in university construction projects (M=4.05, SD=0.760). The results agree with Song, Mohamed and AbouRizk (2019) who observe that early contractor involvement provides an efficient means of designing and planning infrastructure projects in a cooperative, more efficient and less adversarial structure.

4.4.4 Community Involvement

The results of descriptive analysis of community involvement are presented in Table 4.7.

Table 4.7 Community Involvement

Statements	**M**	**SD**
Participation in cost sharing by the community allows the community to contribute to the project's long-term viability.	4.57	0.426
The community is involved in the project location selection and identification.	4.63	0.492
The project takes a community-based participative approach in the implementation cost reductions.	4.50	0.512
The project planning process includes community participation	4.52	0.607
Participation and support from the community improves project efficiency.	4.44	0.860
Project management and monitoring are carried out with the help of community members.	3.93	1.493
The construction projects are being implemented with the help of the community.	3.87	1.512
Aggregate Score	**4.351**	**0.649**

Source: Survey Data (2023)

The results in Table 4.6 show that the respondents strongly agreed that contractors' involvement affects construction projects performance in the public universities within Nairobi City County as shown by aggregate of 4.351 and a standard deviation 0.649. The results agree with Migwi and Atikiya (2017) who conducted research at JKUAT to determine the benefits of community engagement on project sustainability

during the planning stages. The research findings concluded that the community wasn't involved in the project development stages.

The respondents strongly agreed with the statements that; the community is involved in the project location selection and identification (M=4.63, SD=0.492), participation in cost sharing by the community allows the community to contribute to the project's long-term viability (M=4.57, SD=0.426), the project planning process includes community participation (M=4.52, SD=0.607) and that the project takes a community-based participative approach in the implementation cost reductions (M=4.50, SD=0.512). The result concurs with Omondi et al. (2015) study which investigated the impact of community engagement on the projects' success of Kisumu Water and Sanitation Company. The research findings confirmed that project management skills were positively related with organizational performance.

The respondents agreed on the statements that; participation and support from the community improves project efficiency (M=4.44, SD=0.860), project management and monitoring are carried out with the help of community members (M=3.93, SD=1.493) and that the construction projects are being implemented with the help of the community (M=3.87, SD=1.512). The results agree with Migwi and Atikiya (2017) who conducted research at JKUAT to determine the benefits of community engagement on project sustainability during the planning stages. The research findings concluded that the community wasn't involved in the project development stages.

4.4.5 Project Performance

The results of descriptive analysis of project performance are presented in Table 4.8.

Table 4.8 Project Performance

Statements	M	SD
End users' needs are satisfied by the desired output of construction projects	3.81	0.178
The delivery of the construction project is of high quality	4.30	0.589
The construction projects have delivered the desired output at the expected time period	4.07	0.814
The accuracy of construction projects performance has increased.	4.42	1.147

Source: Survey Data (2023)

The results in Table 4.8 indicate that the respondents agreed on the statement that; the accuracy of construction projects performance has increased (M=4.42, SD=1.147), the delivery of the construction project is of high quality (M=4.30, SD=0.589), the construction projects have delivered the desired output at the expected time period (M=4.07, SD=0.814) and that end users' needs are satisfied by the desired output of construction projects (M=3.81, SD=0.178). According to Büyüközkan and Karabulut (2017) the measurement of project performance can be done qualitatively or quantitatively in terms of the project's values and utilities earned respectively. The three main dimensions of the performance assessment are quality, budget and delivery period.

4.5 Regression Analysis Results

The results of regression analysis are presented in Table 4.9, 4.10 and 4.11 as follows:

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636[a]	.805	.772	.454

Source: Survey Data (2023)

The results in Table 4.9 show that 0.805(80.5%) as the value of adjusted R square showing the extent to which performance of construction projects in public universities was determined by the independent variables studied which included government involvement, University management engagement, contractors' involvement and community involvement. Therefore, the remaining percentage (19.5%) represented other factors on studied.

Table 4.10 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.254	4	25.0635	179.720	.001
	Residual	10.041	72	.1395		
	Total	110.295	76			

Source: Survey Data (2023)

The value 0.001 shows the significance level is less than 0.05 showing a statistical significance of the model on how government involvement, University management engagement, contractors' involvement and community involvement had affected performance of construction projects in public universities. The F value (179.720) is greater than the value of mean square value (25.0635) at 5% significance level thus it was concluded that the model was significant.

Table 4.11 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.539	.490		6.610	.000
	Contractors' involvement	0.539	.125	2.040	3.313	.000
	University management	0.692	.098	1.417	2.980	.001

Government involvement	0.729	.046	4.256	2.781	.001
Community involvement	0.712	.073	1.161	1.532	.001

Source: Survey Data (2023)

The findings in Table 4.11 revealed that holding independent variables constant (government involvement, University management engagement, contractors' involvement and community involvement) to a constant zero, the performance of construction projects in public universities would be at a factor of 0.539. The study found that a unit increase in government involvement would lead to a unit increase in the performance of construction projects in public universities by a factor of 0.729. A unit increase in University management engagement would lead to a unit increase in the performance of construction projects in public universities by a factor of 0.692. A unit increase in community involvement would lead to a unit increase in the performance of construction projects in public universities by a factor of 0.539 and a unit increase in community involvement would lead to a unit increase in the performance of construction projects in public universities by a factor of 0.712.

The established regression equation was as follows;

$Y = 0.539 + 0.729X_1 + 0.692X_2 + 0.539X_3 + 0.712X_4 + \varepsilon$

Where:

Y = Project Performance

X_1 = Government Involvement

X_2 = University Management engagement

X_3 = Contractors Involvement

X_4= Community Involvement

β = constant

The results in Table 4.11 further indicate that government involvement had a positive significant effect on the performance of construction projects in public universities as indicated by t-value of 2.781 with a significance value of 0.001 which is within the required error margin of 0.05. The finding agree with Antonio and Barry (2008) study which examined the primary factors that impacted positively and negatively on government institutions projects undertaken in Mozambique. The study provided an understanding for the components which impacted the success of projects in the government institutions in particular Mozambique and other emerging economies.

The study established that University management engagement had a positive significant effect on the performance of construction projects in public universities as indicated by t-value of 2.980 with a significance value of 0.001 which is within the required error margin of 0.05. The finding concur with Kipkeny (2014) study which investigated the parameters that influence the long-term viability of hand pumps used on shallow wells in Garissa Sub-County. Hand pumps operating under shallow wells, could be properly and efficiently administered by the community with minimal external support if adequate infrastructure is put in place.

The study revealed that contractors' involvement had a positive significant effect on the performance of construction projects in public universities as indicated by t-value of 3.313 with a significance value of 0.000 which is within the required error margin of 0.05. The results agree with Song, Mohamed and AbouRizk (2019) who observe that early contractor involvement provides an efficient means of designing and planning infrastructure projects in a cooperative, more efficient and less adversarial structure.

The study found that community involvement had a positive significant effect on the performance of construction projects in public universities as indicated by t-value of 1.532 with a significance value of 0.001 which is within the required error margin of 0.05. The results agree with Migwi and Atikiya (2017) who conducted research at JKUAT to determine the benefits of community engagement on project sustainability during the planning stages. The research findings concluded that the community wasn't involved in the project development stages.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter comprises of the summary of findings, conclusions, recommendations and suggestions for further studies.

5.2 Summary of Findings

The general objective of the study was to determine the impact of stakeholder Involvement on performance of construction projects in the public universities within Nairobi City County, Kenya. The study's specific objectives were to examine the influence of government involvement, University management engagement, contractors' involvement and community involvement on the performance of construction projects in public universities. Data was collected using questionnaires and analyzed using descriptive statistics and regression analysis. The summary of the findings are presented as follows:

The first research objective sought to examine the extent to which the Kenyan government is involved in the success of construction projects in public universities.

The study found that government involvement had a positive significant effect on the performance of construction projects in public universities. Appropriate regulatory framework has been put in place to provide service standards and expansion targets for construction projects, appropriate regulatory frameworks has been put in place to protect property rights and generate equitable returns of construction projects and that institution's capacity have been done to enable overseeing construction projects.

The second research objective sought to determine the influence of University Management engagement on the success of public university's construction projects. The study established that University management engagement had a positive significant effect on the performance of construction projects in public universities. The management has the essential expertise and abilities to complete building projects successfully, standard project management tools and practices, such as work planning, monitoring, and assessment plans, are encouraged to be used by project managers and that the roles of all project team members are clear in the construction projects.

The third research objective sought to evaluate the effectiveness of contractors in completing construction projects in public universities. The study revealed that contractors' involvement had a positive significant effect on the performance of construction projects in public universities. Health and safety risks are considered when involving contractors/suppliers in the university construction projects, scheduling risks are considered when involving contractors/suppliers in university construction projects and that technical risk are considered when involving contractors/suppliers in university construction projects.

The fourth research objective sought to assess the community involvement influence on the success of public University construction projects. The study found that

community involvement had a positive significant effect on the performance of construction projects in public universities. The community is involved in the project location selection and identification, providing labour, community skill improvement, participation in cost sharing by the community allows the community to contribute to the project's long-term viability, the project planning process includes community participation and that the project takes a community-based participative approach in the implementation cost reductions.

5.3 Conclusions

The study concluded that the government through a number of initiatives is requiring clients to change their procurement strategies and as a result force the construction companies to adopt more innovative approaches in the construction delivery process. In addition, the government is providing leadership in driving a construction research and development agenda. Without the participation of the government, the construction industry will not be able to solve current problems. The lack of proper support from the government authorities will increase the number of construction companies are not qualified.

The study concluded that the University management engagement is important because it is responsible for the determination of the objectives as well as the scope of the project which acts as a guide for the project employees. The management ensures that construction projects are justifiable. This is because the control of staff members in the projects and the administration of such processes as training and remuneration are part of the decisions that the University management makes and if these decisions are not made in the right way it is possible that the staff members will get demotivated and none of the project's objectives will be achieved.

The study concluded that the responsibility of a contractor in construction is the execution of the work activities that are required for the completion of the project. The roles and responsibilities of contractors manifest themselves in various aspects of the project for instance project planning, management, monitoring, construction site safety, and legal issues. The building contractor plans and coordinates construction activities, and must complete the project within the established time and budget. Contractors are responsible for the entire construction process, and must determine the best methods to finish the project as specified.

The study concluded that effective community engagement is a strategy or process that aligns interests and creates understanding for sustained mutual benefits of the project. The involvement which place communities at the centre of development action of the project allow the community members to contribute to their own advancement in a more meaningful way. Effective community engagement is built on the principles of meaningful participation and social inclusion.

5.4 Recommendations

The study recommended that the government clients generally have a major role to play both at the project and industry level. The government must provide the leadership if barriers to industry improvements are to be removed. The governments should base the selection of projects on reliable data and analytics, robust financial models, and designs that meet the needs of citizens. They should consider both the direct impact of an infrastructure project and the indirect effects on the rest of the economy and society.

The study recommended that for effective engagement of University management there should be a proper definition of active role top management has throughout the project lifecycle. In addition, the study recommends that a close communication to top

managers should be maintained, mainly through questions, demonstrate the importance of excellent leaders in the context of projects and project management and make clear that projects are a means to realize the organization's strategy and the top managers are the top project managers.

The study recommended that the organization should have a timely and effective onboarding process to assist in finding the right candidates and also save costs for a successful project. The organization should check whether a contractor is reputable and professional, verifying that their company details are registered correctly. The organization should also use a pre-qualification form for determining legal compliance at the outset will save you headaches later on. In the process of procurement or requesting tenders, investigate the option of reviewing a list of compliant companies online before you even engage with them.

The study recommended that the development activities of the project should first prioritise the needs of the people. These priorities should then dictate the strategic approach of the interventions while being aligned with the goal and objectives of the project. Meaningful participation entitles individuals to be involved in the decisions that directly affect them, including the design, implementation and monitoring of interventions. To achieve this, the values of openness, fairness, truthfulness, diversity, responsiveness, deliberative and competence should be embraced.

5.5 Suggestions for Further Studies

The current study focused on the impact of stakeholder Involvement on construction projects performance in the public universities within Nairobi City County. The stakeholder Involvement was conceptualized in terms of government involvement, University management engagement, contractors' involvement and community involvement. However, the study identified a gap of 19.5% that accounted for other

variables not studied. Therefore, there is need to carry out a study that can address the gap. In addition, the study focused on the performance of construction projects of Universities in Kenya. Therefore, the study suggests that similar study should be carried out that focus on construction project performance in other organizations.

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APPENDICES

Appendix I: Introduction Letter

STAKEHOLDERS INVOLVEMENT AND PERFORMANCE OF CONSTRUCTION PROJECTS IN THE PUBLIC UNIVERSITIES WITHIN NAIROBI CITY COUNTY.

I would like to invite you into assisting me in conducting the research study by participating in the data gathering process. The report's results will be used purely for the research purpose only and you or your organization will not be mentioned in any manner. Your organization will be provided with a copy of the final report upon request.

Thank you very much

Name: Moegi Francis Kaunda Nyaribo

Appendix II: RESPONDENTS' SURVEY QUESTIONNAIRE

The purpose of the research questionnaire is to determine stakeholder engagement and construction projects performance in Nairobi City County's public universities. The research will only be utilized for academic purposes.

(Tick and fill in the blanks as needed.)

SECTION A: GENERAL INFORMATION

1. Gender

Male [ ] Female [ ]

2. Work experience

Below 5 years [ ]

5 to 9 years [ ]

10 to 14 years [ ]

. 15 years and above [ ]

3. Education Level

Certificate [ ] Diploma [ ] Degree [ ]

Masters [ ]

4. Age

19-29 Years [ ]

30-39 Years [ ]

40-49 Years [ ]

Above 50 years [ ]

5. Identify types of construction projects, commencement period and their respective completion period and provide remarks for each project.

	Type of stalled construction project	**Commencement period**	**Completion period**	**Remarks**

1				
2				
3				
4				
5.				

SECTION B: Government Involvement and Construction Projects Performance

Please rate your level of agreement with each of these statements. 1 = Strong disagreement, 2 = disagreement, 3 = neutralities, 4 = agreement, and 5 = Strong agreement.

6. Below are a number of statements on government involvement and construction projects performance.

S/No.	**Government Involvement**	**1**	**2**	**3**	**4**	**5**
1.	Appropriate regulatory frameworks has been put in place to oversee construction projects					
2.	Institution's capacity have been done to enable overseeing construction projects					
3.	Appropriate regulatory frameworks has been put in place to protect property rights and generate equitable returns of construction projects					
4.	Appropriate regulatory framework has been put in place to provide service standards and expansion targets for construction projects					

i. In general terms, to what extent does government involvement influences performance of construction projects?

_____

_____

_____

SECTION C: University Management and Construction Projects Performance

7. The following are a few remarks on contractors' involvement and construction project performance

Nos.	University Management	1	2	3	4	5
1.	The roles of all project team members are clear in the construction projects					
2.	There is adequate, quality and timely communication within the project team					
3.	Structures, duties and responsibilities of authority in the management are properly defined.					
4.	The management has the essential expertise and abilities to complete building projects successfully.					
5.	The project progress during implementation and project team work is frequently reported in project meetings.					
6.	Standard project management tools and practices, such as work planning, monitoring, and assessment plans, are encouraged to be used by project managers.					

In general, how much has the success of construction projects in the public universities been influenced by the university management team?

_____

_____

_____

SECTION D: Contractors Involvement and Construction Projects Performance

8. The following are a few remarks on contractors' involvement and construction project performance.

S/No.	Contractors Involvement	1	2	3	4	5
1.	Health and safety risks are considered when involving contractors/suppliers in the university construction projects					
2.	Financial risks are considered when involving contractors/suppliers in university construction projects					
3.	Technical risk are considered when involving contractors/suppliers in university construction projects					
4.	Scheduling risks are considered when involving contractors/suppliers in university construction projects					

i. In general, to what extent does the contractors' involvement influenced the performance of construction projects in the public Universities

_____

_____

_____

SECTION E: Community Involvement and Construction Projects Performance

9. The following are a few remarks on community involvement on construction projects performance.

S/No.	Community Involvement	1	2	3	4	5
1.	The project planning process includes community participation					
2.	The community is involved in the project location selection and identification.					
3.	The construction projects are being implemented with the help of the community.					
4.	Project management and monitoring are carried out with the help of community members.					

5.	Participation and support from the community improves project efficiency.					
6.	The project takes a community-based participative approach in the implementation cost reductions.					
7.	Participation in cost sharing by the community allows the community to contribute to the project's long-term viability.					

]=In general terms, to what extent does the community involvement influenced performance of projects?

_____

_____

_____

SECTION F: PROJECT PERFORMANCE

6. The following are a few remarks on Construction Projects outcomes..

Project Performance	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
The accuracy of construction projects performance has increased.					
The construction projects have delivered the desired output at the expected time period					
End users' needs are satisfied by the desired output of construction projects					
The delivery of the construction project is of high quality					

THANK YOU –

Appendix III: Approval of Research Proposal

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: 3rd February, 2023

TO: Francis Kaunda Nyaribo Moegi
C/o Management Science Dept.

REF: D53/CTY/PT/26235/2018

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 18th January, 2023 entitled "Stakeholder Involvement and Performance of Construction Projects in Public Universities in Nairobi City 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 and Progress Report Forms per semester. The 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, Department of Management Science

Supervisors:

1. Dr. Morison Mutuku
C/o Department of Management Science
Kenyatta University

AM/bm

Appendix IV: Research Authorization

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/26235/2018

DATE: 3rd February, 2023

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR FRANCIS KAUNDA NYARIBO MOEGI – REG. NO. D53/CTY/PT/26235/2018.

I write to introduce Francis Kaunda Nyaribo Moegi who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Management Science.

Francis intends to conduct research for a M.B.A Project Proposal entitled, "Stakeholder Involvement and Performance of Construction Projects in Public Universities in Nairobi City County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/lm

Appendix V: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 775475

Date of Issue: 05/April/2023

RESEARCH LICENSE

This is to Certify that Mr.. FRANCIS KAUNDA NYARIBO MOEGH of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STAKEHOLDER INVOLVEMENT AND PERFORMANCE OF CONSTRUCTION PROJECTS IN PUBLIC UNIVERSITIES IN NAIROBI CITY COUNTY, KENYA for the period ending : 05/April/2024.

License No: NACOSTI/P/23/25032

775475

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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See overleaf for conditions