

Stakeholder Involvement and the Performance of Selected Road Projects in Machakos County

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Abstract

Project performance is a key determinant of a project's success and is evaluated based on its completion time, quality standards, and achievement of set goals and objectives. This study examined the influence of stakeholder involvement on the performance of selected road projects in Machakos County, Kenya, and was anchored on Stakeholder Theory. It employed a descriptive-correlational research design to collect and analyze data, targeting 1,400 individuals involved in 23 ongoing road projects across nine sub-counties, including contractors, project managers, engineers, and local leaders. Stratified, proportionate, and simple random sampling techniques were used, with Yamane's formula yielding a sample size of 311. Data collection utilized structured, closed-ended questionnaires on a five-point Likert scale. A pilot study on two projects ensured reliability and validity. Data was analyzed using SPSS Version 25, with descriptive and inferential statistics applied. The study achieved a response rate of 77.2% (240 respondents). Although a positive relationship between stakeholder involvement and project performance was observed (Beta = 0.586), the relationship was not statistically significant at the 5% level ($p = 0.059$; $F = 1.564$). The model explained 58.6% of the variance in performance ($R^2 = 0.586$), with the regression equation $Y = 3.361 + 0.375X_1 + \epsilon$. Consequently, the study failed to reject the null hypothesis, concluding that stakeholder involvement does not significantly influence road project performance in Machakos County. It recommends that project managers and county governments improve stakeholder involvement through monitoring, collaboration, and inclusive decision-making. Policymakers should establish legal frameworks to institutionalize participation and enhance accountability. Theoretically, the findings suggest a need to revisit existing models and explore factors like leadership and resource availability that may influence the stakeholder-performance relationship.

Keywords: *Stakeholder Involvement, Performance, Road project, Machakos County*

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1. Introduction

Project performance is a key determinant of a project's success and is evaluated based on its completion time, quality standards, and achievement of set goals and objectives (Klaus-Rosińska & Iwko, 2021; Islami, Mulolli, & Mustafa, 2018). Agile project management—stakeholder involvement has emerged as a strategic approach that enhances project performance by fostering flexibility, collaboration, iterative development, and continuous feedback (Layton et al., 2020). Stakeholder involvement ensures timely delivery, effective communication, and overall performance success in road projects (Meredith et al., 2017; Rowe, 2020).

Globally, effective project performance is strongly linked to stakeholder involvement (Layton et al., 2020; Ozorhon et al., 2022; Chathuranga et al., 2022). Klaus-Rosińska and Iwko (2021) emphasize that performance is valued based on the completion timeline, while Islami, Mulolli, and Mustafa (2018) assert that fulfilling goals within scheduled timeframes defines project success. Their studies advocated agile practices as a long-term strategy for improving performance. Meredith et al. (2017) underscored stakeholder involvement as pivotal to the performance of road projects, enhancing coordination and responsiveness in changing environments. Despite these advances, the construction industry globally has underutilized the agile method of involving stakeholders (Khan & Iqbal, 2024).

Across Africa, studies reflect the importance of stakeholder involvement in improving road project outcomes. However, there is still a gap in the holistic adoption of these methodologies within the construction sector in the continent. Ciric et al. (2019) highlighted the importance of organizing teams and prioritizing tasks to improve performance. Brandl et al. (2021) echoed similar sentiments, emphasizing that stakeholder strategies are crucial in addressing management inefficiencies. Chathuranga et al. (2023) and Albuquerque et al. (2020) identified the positive relationship between agile planning, iterative methods, and continuous improvement, yet these studies did not deeply explore stakeholder involvement strategies. The regional literature calls for a more deliberate integration of stakeholder involvement with road construction projects.

In Kenya, road construction is a cornerstone of economic development and a priority in infrastructure investment. However, poor project performance—characterized by delays, cost overruns, and substandard outcomes—has been reported, particularly in Machakos County (Kirima et al., 2024). Roads such as Kenol–Ngoleni–Kaani/Mutituni–Kaseve and Kimutwa–Makaveti–Kwamutisya have exhibited significant performance concerns due to weak project management techniques. Despite the identification of project management weaknesses, past studies did not delve deeply into specific project management techniques, especially stakeholder involvement strategies. Barara and Nyaga (2021) reported positive links between project performance and stakeholder participation, resource mobilization, and team competence. However, like other studies, they did emphasize change management and did not comprehensively examine the structured stakeholder involvement approaches. This underscores the timely need for further investigation into how stakeholder involvement strategies influence the performance of selected road projects in Machakos County, Kenya.

1.1 Problem Statement

Kenya's road infrastructure is a critical pillar for achieving Vision 2030, yet the sector faces persistent challenges including project abandonment, poor quality standards, cost overruns, and time delays. Data shows that between 35% and 73% of road projects in Kenya face budget overruns, stalling, or are left incomplete. In Machakos County, the performance of road

projects is particularly concerning, with a success rate of less than 30.2%. According to the KERRA (2021) report, some roads are not completed on time or to full specification. For instance, the Tala–Donyo Sabuk road was reported to be over 70% behind schedule, pointing to systemic issues in project execution.

Although several studies have explored project management practices to address such inefficiencies, limited attention has been given to the influence of stakeholder involvement in the performance of road construction projects. Stakeholder participation is a crucial element in infrastructure delivery, often determining the level of support, resource availability, and alignment with community needs. However, studies such as those by Chathuranga et al. (2023) and Albuquerque et al. (2020) have largely focused on project practices like backlog maintenance, sprint planning, and iterative design, without emphasizing the role of stakeholders in influencing outcomes. While these studies were grounded in agile project management, they overlooked key collaborative elements such as stakeholder communication, inclusive decision-making, and feedback mechanisms.

Furthermore, Barasa and Nyaga (2021) identified a positive correlation between project performance and factors like resource mobilization and team competence but did not examine stakeholder engagement as a standalone influence. The limited attention to stakeholder involvement, despite its proven importance, reveals a conceptual gap in existing literature, especially within the context of road infrastructure projects in counties like Machakos. It is against this backdrop that the present study sought to examine the influence of stakeholder involvement on the performance of selected road projects in Machakos County, Kenya.

1.2 Purpose of the study

The study sought to examine the influence of stakeholder involvement on the performance of selected road projects in Machakos County, Kenya.

1.3 Research Hypotheses

H₀₁: There is no significant relationship between stakeholder involvement and the performance of selected road projects in Machakos County.

H_{a1}: There is a significant relationship between stakeholder involvement and the performance of selected road projects in Machakos County.

2. Literature Review

2.1 Theoretical Review

The study will be based on the Stakeholder Theory developed by R. Edward Freeman in 1984 (Freeman, 1984). The theory emphasizes that the success of any project, whether corporate, public, or nonprofit depends on how well it involves and manages relationships with all relevant stakeholders (Freeman, Dmytriyev & Phillips, 2021). The theory argues that projects must consider the interests of all individuals or groups who can affect or are affected by their operations (Freeman et al., 2021). It promotes inclusivity, transparency, and ethical responsibility in decision-making. It has been widely developed through models such as Mitchell et al.'s (1997) stakeholder salience framework, which helps prioritize stakeholders based on their power, legitimacy, and urgency (Amaeshi, 2010).

However, Stakeholder Theory is criticized for its ambiguity in resolving conflicts among stakeholders with competing interests and for potentially complicating decision-making by over-involving actors (Phillips, Freeman & Wicks, 2003; Ramoglou, Zyglidopoulos & Papadopolou, 2023). Despite these limitations, the theory is particularly applicable to this

study. It emphasizes the inclusion of all parties affected by a project in decision-making processes. It promotes collaboration, accountability, and responsiveness to stakeholder needs, which are essential for improving project performance and ensuring successful outcomes.

2.2 Empirical review

Stakeholder involvement has been widely acknowledged as essential in improving project performance. Ahmad et al. (2018) observed that while involving stakeholders may not necessarily reduce project costs, it significantly shortens the project completion period. According to Demirkesen and Reinhardt (2021), insufficient stakeholder involvement often results in poorly defined implementation strategies and increased internal resistance, which hinders effective project execution and decision-making. A study by Mambwe et al. (2023) submitted that there is a considerable positive association between stakeholder participation and both the project timeline and specifications. Nevertheless, their findings indicated that while participation improves performance elements, it may negatively impact budget control in road construction projects. However, since the study focused on the non-construction sector, a contextual gap emerged, which the current study addressed. Ngwabije and Gitahi (2023) emphasized that collaborative stakeholder management improves project planning, execution, and decision-making, all of which are crucial for enhancing performance.

In African countries, stakeholder involvement has proven influential in shaping road project success in terms of duration, scope, and finances. In Namibia, Mberema (2022) revealed that stakeholders were actively involved in all phases of the project lifecycle—ranging from planning and budgeting to sourcing and assessment—and that their involvement had a significant effect on the sufficiency, timeliness, and quality of investment initiatives. However, the study only considered two performance indicators and left out quality, which introduced a conceptual gap addressed by the current study. The study showed that information exchange, advisory meetings, and regular monitoring enabled greater accountability and transparency, thereby enhancing project governance.

Effective stakeholder involvement has also been associated with reduced cost, budget, and time overruns in Kenyan urban roads. Kipkoech (2022) noted that involving stakeholders in project decisions provides them with a sense of agency, contributing to project success. The influence of stakeholder engagement on various phases of project management—such as identification, planning, execution, and monitoring—was further validated by Mercy and Odhiambo (2023), who emphasized that inclusive participation enhances decision-making and helps anticipate execution challenges. Project success in road transport infrastructure also depends on contributions from key stakeholders such as road users. Matu et al. (2020) found that incorporating stakeholder input during the planning phase significantly influenced the performance of road projects in urban areas. Road users, in particular, offered valuable insights that guided the development of key transport routes and contributed to project effectiveness.

3. Methodology

The study employed a descriptive research design, which was instrumental in collecting necessary information and translating it into meaningful insights. It enabled the analysis of what, when, who, and where elements of a relevant topic while also evaluating the strength of internal variables. Specifically, the study adopted a correlational research design to determine the relationship between stakeholder involvement and the performance of road projects. Correlational research infers relationships between study variables by indicating how one variable affects another (Ghanad, 2023). The study was located in Machakos County because of the high number of unfinished roads in the county, with over 30% of county-financed roads not completed as scheduled. The target population comprised 1,400 individuals involved in managing 23 ongoing road projects across nine sub-counties, including contractors, project managers, engineers, and local leaders. Given the population size, the researchers employed stratified sampling to classify respondents into four strata—contractors, management, engineers, and community—followed by proportionate and simple random sampling to select individual respondents. Yamane’s (1967) formula was used to compute a sample size of 311 respondents. Data was collected using a structured, closed-ended questionnaire, based on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of closed-ended items ensured standardization and uniformity of the data. The tools were piloted on two road projects in Machakos and Yatta sub-counties with 32 questionnaires, representing 10% of the sample size. It enhanced validity and reliability. Data processing involved cleaning, coding, and entry into SPSS Version 25. Descriptive statistics such as means, frequencies, and variances were used to summarize and examine trends of the data, while inferential statistics; correlation, and regression assessed relationships among study variables. The findings were presented in tables for clarity and interpretation.

4. Results and Discussion

4.1 Response rate

The study achieved a high questionnaire response rate of 77.2%, with 240 out of 311 respondents. A response rate above 68% is deemed high, valid, and acceptable for statistical estimations (Holtom et al., 2022). This strong response rate enhances the reliability and representativeness of the collected data.

Table 1: Response Rate for the Questionnaire

Questionnaire Categories	Frequency	Percentage (%)
Received questionnaires	240	77.2
Unreturned questionnaires	71	22.8
Total	311	100.0

4.2 Descriptive Statistics

4.2.1 Descriptive statics: Stakeholder involvement and performance of selected road projects in Machakos County, Kenya

Stakeholder involvement was measured by monitoring and evaluation, collaboration among stakeholders, and decision-making. Seven statements were formulated to measure the respondents’ opinions.

Table 2: Respondents' Opinion on the Stakeholder Involvement

Statements (Stakeholder Involvement)	Std % F	D % F	N % F	A % F	SA % F	Mean	Std Deviation
Information regarding project progress is shared so that everybody is aware.	11 (4.6%)	31 (12.9%)	3 (1.3%)	121 (50.4%)	74 (30.8%)	3.90	1.11
The project has set a specific time for meeting all the stakeholders for the consultative meeting.	18 (7.5%)	25 (10.4%)	0 (0%)	125 (52.1%)	72 (30%)	3.87	1.17
There is a clear feedback mechanism where stakeholder inputs are accounted for in this project.	20 (8.3%)	70 (29.2%)	5 (2.1%)	102 (42.5%)	43 (17.9%)	3.33	1.29
Identification of ideas in the project conceptualization involved stakeholders.	10 (4.2%)	87 (36.3%)	2 (0.8%)	97 (40.4%)	44 (18.3%)	3.33	1.25
Key decision-making processes involve public participation where all necessary inputs are sought.	10 (4.2%)	29 (12.1%)	0 (0%)	95 (39.6%)	106 (44.2%)	4.08	1.14
The management team of the project is diverse and all groups are involved.	13 (5.4%)	32 (13.3%)	0 (0%)	93 (38.8%)	102 (42.5%)	4.00	1.20
The monitoring and evaluation team is a selected team of experts and users to foster accountability.	11 (4.6%)	16 (6.7%)	3 (1.3%)	120 (50%)	90 (37.5%)	4.09	1.03
The project planning process involved every user through a consultative process.	93 (38.8%)	95 (39.6%)	4 (1.7%)	25 (10.4%)	23 (9.6%)	2.13	1.29
Overall composite Mean and Std deviation						3.47	1.23

The findings on stakeholder engagement and information sharing in project implementation reveal varied perspectives among 240 respondents. The statement “information regarding project progress is shared so that everybody is aware” received a high mean score of 3.90 (SD = 1.11), surpassing the overall mean of 3.47. This suggests strong agreement that regular communication improves project awareness. Similarly, the idea of convening all stakeholders for consultative meetings scored a mean of 3.87 (SD = 1.17), indicating that these meetings are effective in promoting stakeholder inclusivity and participation.

However, feedback on the clarity and use of feedback mechanisms was less positive. The statement “there is a clear feedback mechanism where stakeholder inputs are accounted for” had a mean of 3.33 (SD = 1.29), which is below the overall mean, suggesting that while some mechanisms exist, they may not be fully effective or accessible to all stakeholders. Likewise, the inclusion of stakeholders in project conceptualization had a similar mean of 3.33 (SD = 1.25), reflecting moderate agreement and suggesting that more could be done to involve stakeholders early in the project design phase.

Notably, public participation in decision-making processes emerged strongly, with a high mean score of 4.08 (SD = 1.14), indicating that stakeholders felt adequately consulted on important decisions. Additionally, the diversity and inclusiveness of the project management team were positively received, as reflected by a mean score of 4.00 (SD = 1.20), highlighting active involvement across various groups.

The monitoring and evaluation process was another area with strong approval. The statement that a selected team of experts and users is involved in fostering accountability received the highest mean score of 4.09 (SD = 1.03). This indicates confidence in the M&E team’s ability to ensure transparency and effective tracking of project progress.

In contrast, the lowest-rated item was the statement on the inclusivity of the planning process. The mean score of 2.13 (SD = 1.29) suggests that the majority of respondents felt excluded from the project planning stage. A large proportion of respondents strongly disagreed or disagreed with the statement, highlighting a significant gap in early-stage engagement.

4.2.2 Descriptive statistics: Performance of Roads Construction in Machakos County

The performance of selected road projects in Machakos County, Kenya was the dependent variable which is measured by customer satisfaction, budget overrun, quality of road projects, timely budget allocations, and skilled Manpower. Eight statements were addressed, as shown in Table 3, regarding the performance of selected roads. The statements were framed according to the indicators under the variable which is being investigated.

Table 3: Performance of selected road projects in Machakos County, Kenya.

Statements (Performance of selected road projects)	Std % F	D % F	N % F	A % F	SA % F	Mean	Std Deviation
Projects are completed on time.	15 (6.3%)	45 (18.8%)	5 (2.1%)	77 (32.1%)	98 (40.8%)	3.83	1.31
There are a few cases of delays in project implementation.	8 (3.3%)	30 (12.5%)	8 (3.3%)	94 (39.2%)	100 (41.7%)	4.03	1.12
The cost of road projects is minimal.	73 (30.4%)	79 (32.9%)	7 (2.9%)	19 (7.9%)	62 (25.8%)	2.66	1.59
There has been no cost variation in our projects.	94 (39.2%)	99 (41.3%)	0 (0%)	24 (10%)	23 (9.6%)	2.10	1.28
The quality of the construction materials is always checked.	9 (3.8%)	31 (12.9%)	14 (5.8%)	90 (37.5%)	96 (40%)	3.97	1.14
There has been high level of satisfaction from users on the standard of work undertaken.	15 (6.3%)	36 (15%)	8 (3.3%)	80 (33.3%)	101 (42.1%)	3.90	1.27
Overall composite Mean and Std deviation						3.40	1.49

As indicated in Table 3 statement one projects are completed on time had a mean score of 3.83 and a standard deviation of 1.31. Data collected from 240 respondents revealed that 15(6.3%) strongly disagreed, 45(18.8%) disagreed, 5(2.1%) were neutral, 77(32.1%) agreed, and 98(40.8%) strongly agreed. These findings indicate that the mean of 3.83 is higher than the overall mean of 3.40. The implication of these findings is projects are always completed on time. The Standard Deviation of 1.31 is lower than the overall standard deviation of 1.49, indicating convergence opinions.

In the statement, there are few cases of delays in project implementation had a mean score of 4.03 and a standard deviation of 1.12. Data collected from 240 respondents revealed that 8(3.3%) strongly disagreed, 30(12.5%) disagreed, 8(3.3%) were neutral, 94(39.2%) agreed, and 100(41.7%) strongly agreed. These findings indicate that the mean of 4.03 is higher than the overall mean of 3.40. The implication of these findings is very few delays in project implementation. The Standard Deviation of 1.12 is lower than the overall standard deviation of 1.49, indicating convergence opinions.

The statement that the Cost of road projects is minimal had a mean score of 4.03 and a standard deviation of 1.12. Data collected from 240 respondents revealed that 73(30.4%) strongly disagreed, 79(32.9%) disagreed, 7(2.9%) were neutral, 19(7.9%) agreed, and 62(25.8%) strongly agreed. These findings indicate that the costs of road projects are usually high with an overall mean of 2.66. The implication of these findings is ways to lower the cost of projects

should be implemented while still maintaining good quality. The Standard Deviation of 1.59 is higher than the overall standard deviation of 1.49, indicating disagreeing opinions.

In the statement there has been no cost variation in our projects had a mean score of 2.10 and a standard deviation of 1.28. Data collected from 240 respondents revealed that 94(39.2%) strongly disagreed, 99(41.3%) disagreed, 0(0%) were neutral, 24(10%) agreed, and 23(9.6%) strongly agreed. These findings indicate that variations are witnessed in the projects with an overall mean of 2.10. The implication of these findings is ways should be looked into to curb the problem of cost variations in the projects. The Standard Deviation of 1.28 is lower than the overall standard deviation of 1.49, indicating agreeing opinions.

The statement that the quality of the construction materials is always checked had a mean score of 3.97 and a standard deviation of 1.14. Data collected from 240 respondents revealed that 9(3.8%) strongly disagreed, 31(12.9%) disagreed, 14(5.8%) were neutral, 90(37.5%) agreed, and 96(40%) strongly agreed. These findings indicate that the quality of materials is always checked with an overall mean of 3.97. These findings imply that quality is maintained through the thorough checking of materials used. The Standard Deviation of 1.14 is lower than the overall standard deviation of 1.49, indicating agreeing opinions.

The statement that there has been a high level of satisfaction from users on the standard of work undertaken had a mean score of 3.90 and a standard deviation of 1.27. Data collected from 240 respondents revealed that 15(6.3%) strongly disagreed, 36(15%) disagreed, 8(3.3%) were neutral, 80(33.3%) agreed, and 101(42.1%) strongly agreed. These findings indicate that satisfaction from users with the standard of work undertaken with an overall mean of 3.90. These findings imply that a high level of satisfaction is witnessed from the standard of work undertaken hence satisfaction. The Standard Deviation of 1.27 is lower than the overall standard deviation of 1.49, indicating agreeing opinions.

Based on the responses that were made to the statements that were offered at each variable in the interview guide questions, it was discovered that there was a connection between the performance of selected road projects in Machakos County, Kenya, and the answers that were given. The qualitative responses are summarized,

“Performance of road projects depends on contractors, who are involved in construction of roads. There are very few people who care about what happens to the roads while under construction since they are not involved in decision making nor planning for any activities” KII-Respondent 8&9

According to Anaclet's (2023) forecast of a positive influence on performance, the management of team conflicts, the management of project team communication, and the practices of inspiring teams all contributed to the development of the prediction. As a result of rivalry across the whole sector, coordination and teamwork have played an increasingly important role in the majority of difficult and complex jobs. When employees collaborate under the direction of a team, they are more likely to be invested in their work and capable of attaining bigger results. Based on the findings of Rana and Shuja (2022), it has been shown that the creative work behavior of project staff is the sole factor that moderates the impact of leadership attributes on project performance.

Hasbiyadi (2021) asserts that collaborative competence greatly contributes to the success of businesses, whether it is through direct influence or organizational commitment. The enhancement of organizational commitment, which in turn has an effect on performance, is another essential component of competent leadership for organizations. When it comes to increasing performance, having competent members of a team is crucial, but having good

leadership is essential when it comes to encouraging loyalty among employees. The ability to work together to develop answers is of the utmost significance in situations where a small number of people are responsible for a problem and need to share responsibilities. It is said by Quashie et al. (2024) that the competency of the team has a significant impact on the outcome of a building project. In order to achieve significant performance, it is necessary to raise the competency levels of the employees. One of the benefits of having a competent workforce is that it reduces the amount of money spent on training, reduces the amount of staff turnover, and increases employee productivity and performance.

4.3 Correlation Analysis

The Pearson's correlational analyses assessed the direction, magnitude and the significance of the relationship between the stakeholder involvement and the performance of selected roads in Machakos County.

Table 4: Pearson correlations

Variable	Statistics	Performance of Selected Roads Projects in Machakos County, Kenya.
Stakeholder Involvement	Pearson <i>r</i>	0.586**
	P-value	0.059
	N	240

(n=240); ** The correlation is statistically significant at the 0.01 level (two-tailed).

This study discovered a statistically significant positive overall connection of 0.586 (P-Value=0.059 < 0.05), indicating a meaningful relationship between Stakeholder Involvement and Performance of Selected Roads Projects in Machakos County, Kenya. This result led to the rejection of the null hypothesis. Consequently, this study successfully concludes there is indeed a substantial linkage between Stakeholder Involvement and the Performance of Selected Roads Projects in Machakos County, Kenya.

4.4 Regression Analysis

The study examined the predictive power of stakeholder involvement on the performance of selected roads in Machakos County, Kenya.

Table 5: Model summary

Framework	R	R Square	Amended Square	R	Std. Error of the Estimate
1	0.766 ^a	0.586	0.580		0.44220

a. Predictor: (Constant), Stakeholder Involvement
The model explained 58.6% of the variation in the performance of selected roads in Machakos County. This implied that stakeholder involvement is a strong determinant of the performance of road projects in the county.

To assess if the model was statistically significance, the study conducted ANOVA.

Table 6: Analysis of Variance

Model		Sum of Squares	Df	Mean Squares	F	Sig.
1	Regression	0.306	1	0.306	1.564	0.059 ^b
	Residual	46.538	238	0.196		
	Total	46.844	239			

a. Setting up for Stakeholder Involvement and Performance of Selected Roads Projects in Machakos County, Kenya.

b. Predictors: (Constant), Stakeholder Involvement

Since the p-value (0.059) is greater than the conventional significance level of 0.05, the relationship between stakeholder involvement and road project performance in Machakos County was not statistically significant at the 5% level (F-value = 1.564, Sig. = 0.059).

Table 7: Regression coefficients

Analysis		Unstandardized Coefficients		Standardized Coefficients	T	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	3.361	1.184		18.270	0.000
	Stakeholder Involvement	0.375	0.060	0.586	1.250	0.059

a. Independent Variable: Stakeholder Involvement

The model summary suggests a positive correlation ($R^2=0.586$) between Stakeholder Involvement and Performance of Selected Roads Projects in Machakos County, Kenya. as predicted by the regression model at 58.6%. The ANOVA data indicates that with an F-value of 1.564, Stakeholder Involvement and Performance of Selected Roads Projects in Machakos County, Kenya, as the sig. Level ($p=0.059$) is below the significance level of 0.05. Thus, the model adequately predicts the dependent variable.

Examining the coefficient data, and holding other factors constant, the accomplishment of Stakeholder Involvement is estimated to be 0.375. An item raised in Stakeholder Involvement would correspond to a 0.375 change in the Performance of Selected Roads Projects in Machakos County, Kenya conferring that other considerations remain constant. The relieved model is denoted as below:

$$\text{Model: } Y = 3.361 + 0.375X_1 + \varepsilon$$

Where:

Y = Performance of Selected Roads Projects in Machakos County, Kenya.

X_1 = Stakeholder Involvement

ε =term for Error.

It was revealed that Stakeholder Involvement and Performance of Selected Roads Projects in Machakos County, Kenya existed related to the answers given to the assertions provided at each variable in the interview guide questions. The qualitative responses are summarized,

“Stakeholders are never involved in decision-making nor during the design stage. The project managers plan wholly on their own which makes some people in the program not able to take full responsibility so that they could be made aware of the projects being implemented” KII-Respondent 1-5

Based on the responses that were made to the statements that were offered at each variable in the interview guide questions, it was discovered that there was a connection between the performance of selected road projects in Machakos County, Kenya, and the answers that were given. The qualitative responses are summarized,

“Performance of road projects depends on contractors, who are involved in construction of roads. There are very few people who care about what happens to the roads while under construction since they are not involved in decision making nor planning for any activities” KII-Respondent 8&9

According to Wawak (2024) forecast of a positive influence on performance, the management of team conflicts, the management of project team communication, and the practices of inspiring teams all contributed to the development of the prediction. As a result of rivalry across the whole sector, coordination and teamwork have played an increasingly important role in the majority of difficult and complex jobs. When employees collaborate under the direction of a team, they are more likely to be invested in their work and capable of attaining bigger results. Based on the findings of Rana and Shuja (2022), it has been shown that the creative work behavior of project staff is the sole factor that moderates the impact of leadership attributes on project performance.

Hasbiyadi (2021) asserts that collaborative competence greatly contributes to the success of businesses, whether it is through direct influence or organizational commitment. The enhancement of organizational commitment, which in turn has an effect on performance, is another essential component of competent leadership for organizations. When it comes to increasing performance, having competent members of a team is crucial, but having good leadership is essential when it comes to encouraging loyalty among employees. The ability to work together to develop answers is of the utmost significance in situations where a small number of people are responsible for a problem and need to share responsibilities. It is important to acknowledge, as stated by Wawak (2024), that the team is strongly dependent on the competence of its members. In order to achieve significant performance, it is necessary to raise the competency levels of the employees. One of the benefits of having a competent workforce is that it reduces the amount of money spent on training, reduces the amount of staff turnover, and increases employee productivity and performance.

This research drew different conclusions grounded on the study findings. Stakeholder involvement positively and significantly influences the Performance of Selected Road Projects in Machakos County, Kenya. Therefore, conducting comprehensive stakeholder involvement is crucial for project Performance.

Project managers need to enhance stakeholder involvement is key in project interventions aligning with community needs and supporting the performance of project. This study focused on establishing the influence of stakeholder involvement on the Performance of Selected Road Projects in Machakos County, Kenya. The study was limited to Machakos County, Kenya, and future research could extend to other regions or conduct a comparative analysis to see if results differ across various contexts. Additionally, future studies could investigate other factors influencing project Performance, such as project financing, policy implementation, and the integration of machinery methodology.

Hypothesis testing

H₀₁: There is no significant relationship between stakeholder involvement and the performance of selected road projects in Machakos County.

H_{a1}: There is no significant relationship between stakeholder involvement and the performance of selected road projects in Machakos County.

Decision: *The study failed to reject the null hypothesis (H₀₁) and rejected the alternative hypothesis (H_{a1}).*

5. Conclusion

Although the coefficient is positive and suggests a potentially meaningful effect, it is not statistically significant in this model. Therefore, the study concluded that stakeholder involvement does not have a statistically significant influence on the performance of selected road projects in Machakos County at the 5% level of significance.

6. Recommendations

Project managers and county governments should enhance stakeholder involvement by Monitoring and evaluating the projects, collaboration among stakeholders and making decisions that improve the performance of the road projects.

Policymakers should develop clear guidelines and frameworks for stakeholder involvement in road projects. Institutionalizing participation through legislation would strengthen oversight and accountability, potentially improving project outcomes over time.

The findings suggest that existing theoretical models linking stakeholder involvement to project performance may require re-evaluation or contextual adaptation. Future research should explore mediating or moderating factors (e.g., leadership, resource availability) that might influence this relationship.

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Declaration of Interest

The authors declare that there is no conflict of interest associated with this study. This research was conducted independently and was not influenced by any financial, professional, or personal relationships that could have inappropriately affected its outcomes. All findings, interpretations, and conclusions are solely the result of academic inquiry and objective analysis.

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