



**STAKEHOLDER PARTICIPATION AND PERFORMANCE OF GOVERNMENT AFFORDABLE HOUSING SCHEME:
CASE STUDY OF PARK ROAD NGARA HOUSING IN NAIROBI CITY COUNTY, KENYA**

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CASE STUDY OF PARK ROAD NGARA HOUSING IN NAIROBI CITY COUNTY, KENYA**

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Accepted: November 8, 2021

ABSTRACT

Stakeholder participation is largely seen as the critical mechanism which ensures that the stakeholder needs are catered for during the project's life cycle thereby granting the ownership of the project. The pivot of this research was to establish how participation of stakeholders can impact the consummation of the government affordable housing scheme, Ngara park road project. The study's objectives were to determine the extent to which stakeholder participation in project selection, making preparations, execution, and monitoring and review contribute to the effectiveness of the Ngara Park Road affordable government housing scheme in Nairobi City County. The research was guided by the stakeholder, system, stewardship, and ladder of participation theories. The study employed a descriptive survey design as well as a cluster sampling procedure. The target population was the Ngara Park Road Project. Semi-structured questionnaires and interview timelines were used to gather information, which considered necessary verification by evaluations, and accuracy was ascertained by using Cronbach Alpha coefficient. The data that was quantitative and analyzed by use of descriptive and correlation analysis like principal component analysis and Pearson Correlation Coefficient, and was proffered in tabular or representation of data. To investigate and understand qualitative data from interview sessions, subject matter and discourse analysis was used. The findings of the study revealed that; stakeholder participation necessitates time to efficiently strategize on cost and resources, which aids in the achievement of successful project performance, proposal planning process increases the effectiveness of housing program, project identifying aids in planning, initialising, and authorization. A project manager is a critical stakeholder in a construction project because his expertise has a significant impact on project idealizing, scheduling, and communication throughout the project process. A construction project will necessitate teamwork, and team building is essential for the project's various stakeholders. The study recommended that; project managers should involve stakeholders in the various phases of identifying a project in order to provide meaningful feedback to the project's sponsor on the direction the project is taking.

Keywords: Stakeholders Participation, Project performance, Project identification, Project planning, Project monitoring and evaluation, Project Cost/ Budget, Project quality

CITATION: Kipkoech, A., & Gachengo, L. (2021). Stakeholder participation and performance of government affordable housing scheme: case study of Park Road Ngara Housing in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management*, 8 (4), 676 – 687.

INTRODUCTION

Stakeholder participation is a key factor to the performance of most projects in firms carrying out the projects. Participation of stakeholders can be in all or some phases in the life cycle of a project, numerous levels of society, and in all forms. This might be through pooling of resources, determining projects beforehand, information dissemination, consulting, making decisions, partnering and motivation. Acknowledgement of a project to have performed is when it sticks to the timeline, in line with cost, and completed according to specifications earlier set and according to satisfaction of the stakeholder (Ali, 2016). Development of good housing and the upgrading of slums in the developing world is the responsibility of governments. They should strive to improve the living conditions of its citizens, provide land to resettle squatters and generally improve the quality of housing.

In Hong Kong, the timely delivery of projects within the specific time and cost schedules and acceptable and overall customer satisfaction is still a long shot in the achievement of project outcomes and that most projects still face significant challenges before completion (Fageha, 2014; Soon and Sambasivan, 2017). In Cambodia, poor construction project performance due to cost overruns and schedule delays are the major factors affecting the performance of residential housing construction projects (Durdyev, Omarov & Ismail, 2017). In South Africa, Buys and Roux (2015) observed that conflicts, poor workmanship negatively contributed to the performance of the project. There's a challenge in Nigeria in terms of completion timelines of construction projects occasioned by contract management issues (Owolabi *et al.*, 2014).

Housing unit construction in Kenya has fallen short of expectations, resulting in a 156,000-unit housing deficit (Benazeraf, 2014). Despite the challenges of cost overruns and project delays, the real estate sector grew by 4.8 percent from 2011 to 2012, with private and public buildings totaling Ksh

50.8 billion in 2012, up from Ksh 46.4 billion in 2011 (Githenya & Ngugi, 2014). Most projects that are community based tend to assume the involvement of stakeholders when it comes to the implementation of their projects and most importantly management of the same. To make a project objective, effective and demand driven, stakeholders should be involved. Participation of key stakeholders in the project is however not put into consideration across the globe.

Problem Statement

Underperformance of publicly – funded projects due to delays, cost overruns, and poor quality has a negative impact on citizens' overall social welfare (Jatarona, Yusof, Ismail & Saar, 2016). In Kenya, building industry regulations in major urban areas show that many construction projects fail to meet required standards. This is evident due to cost overruns, failure to complete construction on time, poor quality buildings that collapse, high maintenance costs, and dissatisfied clients (Githenya & Ngugi, 2014). Having cost and time as one of the major indicators of performance, the park road Ngara housing project is facing both delayed completion time and cost overruns. The government creation of a revolving fund to finance the housing project ran into headwinds after some organizations moved to court to bar the mandatory 1.5% levy on every salaried person in the country. This was basically due to lack of stakeholder involvement when coming up with this model of raising finance. Mismatch in stakeholder's satisfaction levels may exist due to diversity of different stakeholders concerns and the roles such concerns play in determining general satisfaction. Numerous studies have detailed that project failures result out of insufficient handling of the divergent stakeholder concerns and expectations throughout the project's existence and undertaking. Empirical studies on housing projects have focused on the project's three main measures, which are time, cost, and specification (Davis, 2014). The methodologies used to reach conclusions, on the other hand, varied. In line with the niche in other

studies, this case study investigates stakeholder participation in the performance of affordable government housing.

Specific Objectives of the Study

- Analysing the extent to which participation of stakeholders in identifying a project influences performance of the Ngara Park Road affordable government housing scheme in Nairobi City County, Kenya.
- Analysing the extent to which participation of stakeholders in project planning affects performance of the Ngara Park Road affordable government housing scheme in Nairobi City County, Kenya.
- Determining how participation of stakeholders in implementation of projects affects the performance of the Ngara Park Road affordable government housing scheme in Nairobi City County, Kenya
- Analysing the extent to which participation of stakeholders in the monitoring and evaluation of a project determines performance of the Ngara Park Road affordable government housing scheme in Nairobi City County, Kenya

Theoretical Framework

The theoretical underpinnings are drawn from stakeholder theory, the ladder of participation, systems and stewardship theories;

Stakeholder Theory

This school of thought, postulated by Evans and Freeman (1988), Freeman (1984) and Donaldson and Preston (1995), designs and seem to distinguish responsibilities and expectations of the stakeholders in just about any agency. The stakeholder perspective is a management philosophy that originally came in management literature and is concerned with morality and principles in project or task management. Stakeholder emerged in the 1960s as a consequence of managers' need to comprehend the worries of shareholders, staff, borrowers, and

suppliers in terms of developing scoring chances that stakeholders could endorse (Sinclair, 2010). This theory helps in the identification of key stakeholders and classifies them according to their relation to the project (external or internal), according to their level of operation (primary or secondary) or based on their project influence (Menoka, 2014). Stakeholders can influence the project process all through to the final outcome; whose environment in which they live in is good or badly affected by the project, and who get combined advantages or costs directly or indirectly (Li, Ng & Skitmore, 2013). This theory undeniably informs the objectives of project identification, project planning, project initialization and project approval. This is considering the fact that there's a lot of decision making throughout the life cycle of a project and all its stages. This theory stresses on the decision making process making it relevant for the study as it supports all the study objectives.

Ladder of Participation Theory

This theory was developed specifically to give typology for thoughts on participation in projects by Arnstein (1969). According to this theory, participation is considered as processes where the public and stakeholders make decisions passively or actively through consultations or two-way engagements (Reed *et al.*, 2018). In the top-down approach, stakeholders like ministers, investors and project developers initiate the project with the aim of enlightening the other citizens with less power to support their decisions (Fraser *et al.*, 2016). The second mode of engagement is through distinguishing the relationship that exists between motivation and outcomes. Here, what different motivations will lead one to achieve is established. The third mode of engagement is through the information or knowledge exchange continuum where the typologies are based on communication and consultations modes of information exchange between the public and the stakeholders. It can be one-way where only stakeholders give information to the public mostly on decisions made or two-way where stakeholders give information to the public

and get feedback from them (Rowe *et al.*, 2015). This theory underpins the goal of project identification, as stakeholders at the bottom of the participation ladder play a significant role in project identification. This theory cannot inform the other objectives because involving lower level stakeholders in planning, initialization, and approval may result in unfavorable outcomes because they are easily manipulated. Because the lower level has limited formal decision-making power, the goal of project identification is based solely on this theory.

Systems Theory

This theory is based on the ideas of von Bertalanffy and other biologists who compared the characteristics of an organization to those of a living organism (Kast & Rosenzweig, 1972). In some ways, systems are made up of interdependent components. Organizations are thus a distinct class of open systems, each with its own set of characteristics, but sharing others with all open systems, such as input transformation into some form of product, product output into the environment, and sources in the environment into feedback mechanisms (Kahn & Katz 1978). These dynamics comprise; technical subsystem or production whose primary concern is the organizational throughput; the production supportive subsystems of disposal, institutional relations and procurements; the system that attracts and holds people in their functional role that is the maintenance subsystem; concerned with organizational change that is, the adaptive system and lastly is the managerial a subsystem that directs and adjudicates among all others. Organizations will be analyzed as social systems if they are approached from a system theory perspective. If the concepts of self-organization, complexity, and reflection are aligned with the system's concepts, they will gain meaning. Organizations are viewed as autonomous systems that are distinct from their surroundings in systems theory (Besio & Pronzini, 2011). This theory supports the objective of project implementation in that just like the theory where systems are composed of interdependent

components in some relationship, composition of different players and departments are required in order to initiate a project and have inputs transformed into outputs.

Stewardship Theory

Socially responsible argument is grounded on psycho-sociology research and was developed to assess situations in which top management trying to act as trustees have a strong incentive to work for the benefit of and benefit their key principles (Donaldson & Davis, 1989). The hypothesis managed to evolve from the term "custodianship," which is a type of care and protection whose position and start practicing presupposes trying to overcome struggles in quest for personal best interest, and it originally came, both as an exercise and a premise, in patriarchal, elite, and ethnocentric welfare structures and ideologies (Welchman, 2012). The theory offers a better framework for understanding the principal-agent association (Keay, 2017). Stewardship theory gives a way of evaluating demands on governments for improvement of the asset performance on economic measures and meeting public standards of sustainable use and responsible intergenerational. There is a mix of private and public organization types in controlling significant infrastructure assets where each mix type has a distinguished role in ownership, policy and maintenance. This theory underpins the objective of project planning and project monitoring. This is because these levels are mostly management driven and as this theory emphasizes, managers should not be motivated by individual interests and own goals when making decisions but should be in line with the objectives of their principals. When planning and monitoring performance of projects, managers should focus on the goals of the organization and not personal interests.

EMPIRICAL REVIEW

Project Identification and Performance

Cahil (2017) noted that when stakeholders and young people ardently participate in

programming more effective and efficient sustainable programs can be created. Furthermore, when stakeholders participate ownership and member's effort to project objectives is enhanced. A study by Galaz (2015) examined how decisions made during a Swedish water common-pool resource institution were rejected by stakeholders who did not want costly measures. The participatory approach by all the stakeholders of the project at this stage ensures that the needs and gaps are identified and that during the implementation resistance will be close to zero as all players are involved. Ali (2019) investigated the impact of stakeholders on the performance of CDF projects through the use of community leaders and discovered that planning and scheduling had an impact on the national government constituency development fund project performance in the Wajir West Constituency. He made conclusions that planning significantly positively impacted the implementation of CDF agendas. Kibera (2013) focused on the implementation of an ICT project in Kenya and found that stakeholders (end users and beneficiaries) taking part in this stage of planning of information systems greatly contributed to the implementation efforts of the system.

Project Planning and Performance

Involving stakeholders in project planning, according to their findings, has a beneficial impact on the successful delivery of urban road infrastructure development projects in Kenya. Participation of stakeholders in planning of a project, according to Nyabera (2015), is strongly related to project implementation. In essence, including stakeholders in the planning stages has an impact on the project's direction. At this stage of the project's life cycle, community cooperation in the process of planning should include a diverse range of parties with distinct roles and responsibilities. A lack of adequate planning significantly reduces the project's likelihood of succeeding and achievement (Matu, Kyalo, Mbugua, & Mulwa, 2020). Onyango, Bwisa, and Orwa (2017) investigated public infrastructure

projects and discovered that participatory planning had a significant impact on road project performance. The study concluded that conclusion that project leaders must involve decision makers in managing projects and making preparations of project activities. Maina(2013) through a research to examine the impact of participation of the public during the planning stage found out that stakeholder participation led to an improved performance of the project.

Project implementation and Performance

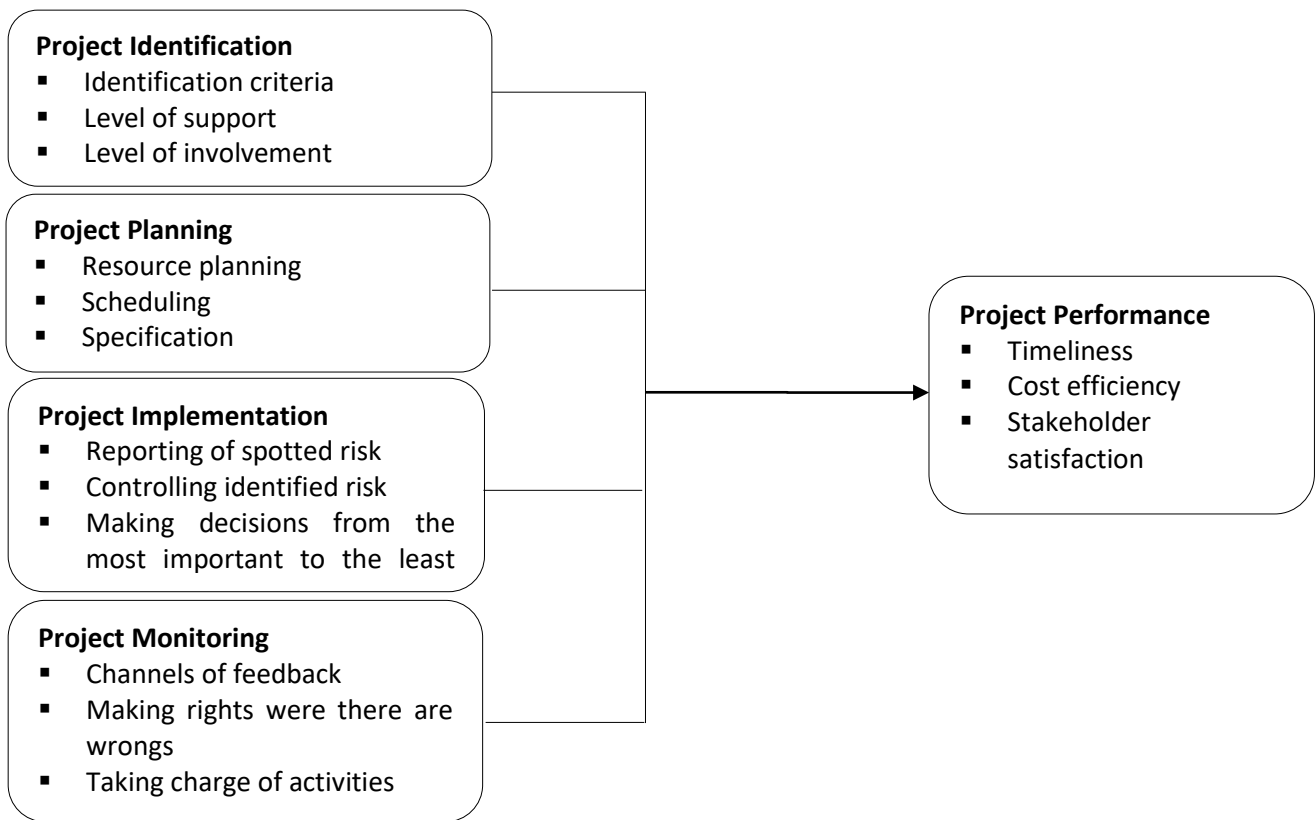
The final manifestation of the project plan, where the buildings and facilities are built, is known as project implementation. During this phase, the most money is spent on the project's foundation. This will include the purchase of materials and equipment, as well as the hiring of labor. Participation of stakeholders in project implementation is an important practice in project management. The project's implementation aids in the management of staff and workers, as well as other financial resources, in order to complete the project's objectives. A study by World Vision on stakeholder participation in implementing the HIV/AIDS project found out that local stakeholders participate more actively in executing HIV plans that were strategized by other persons. A study conducted in Rwanda to evaluate the effect of stakeholder participation on the rendition of a WASH project showed that a complementary relationship between stakeholder participation and project performance exist (Kobusingye, 2017). Maina (2013) conducted another study to assess the impact of stakeholder participation in the implementation of an EPS project in Kenya. According to the study's findings, stakeholder participation resulted in increased successful implementation of EPS projects established in a number of schools.

Project monitoring and Performance

Monitoring is the process of gathering information on the progress and performance of an ongoing or recently completed project on a regular basis. This entails a continuous process of

monitoring project results and ensure that it is in accordance with the project plan and objectives, ensuring that the project is finished within the budget and timeline explicitly stated. According to Madeeha and Imran (2014), stakeholder participation in project management of the Baku-Tbilisi-Ceyhan Pipeline project, which was carried out by a number of NGOs, was an expression of commendation at the program's foundation stage. Stakeholder participation in prevention of harmful air emission by industries led to reduced carbon in the atmosphere, improved efficiency in costs,

contentment of the customers, significant cut in budget alliteration and reduced large costs of operation associated (Njogu, 2016). Another study by Waithera (2015) found that stakeholder participation in monitoring had greatly impacted on project performance. Furthermore, Ruwa (2016) discovered in a study that stakeholder participation in monitoring had a positive effect on project performance. Stakeholders have the ability to hold executors accountable, which contributes to significant productivity in terms of project timeliness, cost, and sustainability.



Independent variable

Dependent variable

Figure 1: Conceptual Framework

METHODOLOGY

A cross-sectional descriptive survey design with a time dimension was used. The Park Road housing program was the study's target population, with respondents from the 100 beneficiaries, 145 community members, one contractors, and four project supervisors. Stratified random sampling

procedure was used. The sample size was determined using Israel's (1992) formula, whose main goal is to find the size of the study's sample based on the population size chosen. The final sample size was 154 elements distributed in each cluster as shown in Table 1.

Table 1: Sample Size

Population Type	Target population	Sample Size	Sample percentage
Project supervisors	4	2	2%
Beneficiaries	100	70	45%
Contractor	1	1	1%
Community	145	80	52%
Total	250	154	100%

The self-administered questionnaire and semi-structured interviews were the primary data sources. Pilot testing was carried out two weeks prior to the main study. It involved picking 10% of the respondents, i.e 15 people. Ten percent of the sample was used in a sample size when conducting a study (Hertzog, 2008). Content validity was while

Cronchbach's coefficient alpha was used to measure consistency. Statistical Packages for Social Sciences were used to analyze quantitative data using descriptive and inferential analysis techniques (SPSS Version 22). Percentages, frequencies, means, and standard deviations were all included in the descriptive analysis.

FINDINGS

Table 2: Participation of Stakeholders in the Implementation of Government Housing Projects

Stakeholder Involvement	Mean	Std. Dev
Implementation of project plan was entirely a project team affair.	4.02	.858
The project team sought approvals from all stakeholders before implementation.	4.41	.682
The project implementation was undertaken in consultations with the stakeholders	3.65	1.394
The project implementation was undertaken through stakeholders' participation	3.94	.942
Stakeholder participation in project implementation was satisfactory	4.64	1.347

Participants agree that the steering committee was solely responsible for the project strategy (mean=4.02, SD=0.858). Prior to the commencement, the management team gained permission from all interested parties, according the respondents (mean=4.41, SD=0.682). The project was also incorporated in consultation with key stakeholders, according to the respondents

(mean=3.65, SD=1.394). Participants agree that the proposal was implemented with the involvement of stakeholders (mean=3.94, SD=.942). Inclusion of stakeholders in construction process was also judged as satisfying (mean=4.64, SD=1.347). According to Allen and Chudley (2013), stakeholder participation in execution phase reduces the risk of failure.

Table 3: Stakeholder participation in project monitoring and its impact on performance

Project monitoring	Mean	Std. Dev
The project team did not involve all stakeholders when carrying out project monitoring	4.36	.836
All stakeholders' participation in project monitoring activities is important	3.92	1.228
Individuals' participation in project monitoring was done through regular consultative meetings.	2.32	.843
Planned project monitoring activities reflected stakeholders' views.	4.06	1.082
The project team did not involve all stakeholders when organizing project monitoring activities.	3.65	.812

Participants agree that monitoring and evaluation helps promote the effectiveness of the Ngara Park Housing program (mean=4.35,

SD=0.846). They all agreed that investment fund advances the Ngara Park Housing Plan's potency (mean=3.93, SD=1.238). They also concurred that

the payment on the quantity financially backed has an influence on the Ngara Park Housing Program's performance (mean=4.06, SD=1.082). They were split about whether financial support has an adverse influence on the Ngara Park Housing Agreement's efficacy (mean=2.31, SD=0.842). According to Keivan, Mattingly, and

Majedi (2005), organizations require funding for their short, medium, and long term goals, and funding must be done in accordance with the organization's needs. Capital investments in fixed assets and other long term financial assets are funded using long term finance (usually more than one year).

Table 4: Project Planning in Government Housing Projects

Project Planning	Mean	Std. Dev
The project team had the exclusive mandate to authorize project planning	4.49	1.342
This project required my authority to initialize planning.	3.63	1.403
Authorization of this project reflected my views towards its planning.	4.39	1.289
Stakeholders' participation in planning significantly contributes to project success.	3.95	1.282
The level of stakeholder participation involved in project planning was satisfactory.	4.38	1.247

The respondents agreed that the project team had the sole authority to authorize project planning (mean=4.49, SD=1.342), but there was some disagreement about how project planning should be done (mean=4.39, SD=1.289). Stakeholder participation in project planning was adequate (mean=4.38, SD=1.247). They also concurred that stakeholder participation

significantly contributes to project success (mean=3.95, SD=1.282). Finally, there was an agreement that stakeholder participation was crucial performance competency that helped navigate complexity and ensure the person given the tender could establish a good working rapport (mean=3.63, SD=1.403).

Table 5: Stakeholders' Role in Project Monitoring and Evaluation

Project Team Competence	Mean	Std. Dev
The project team did not involve all stakeholders when carrying out project monitoring	4.56	1.060
All stakeholders' participation in project monitoring activities is important	4.52	1.120
Individuals' participation in project monitoring was done through regular consultative meetings.	4.20	.894
Planned project monitoring activities reflected stakeholders' views.	3.89	.780
The project team did not involve all stakeholders when organizing project monitoring activities	3.92	.836

The respondents unanimously agreed that the development team stated that the product able to monitor workout did not include any all interested parties. (mean=4.56, standard deviation=1.060) They were also unanimous in their belief that all stakeholders should be involved in project monitoring activities (mean=4.52, SD=1.120). They agreed that individual participation in project monitoring through regular consultative meetings ensures effective project implementation

(mean=4.20, SD=0.894), planned project monitoring activities reflected stakeholders' views (mean=3.89, SD=0.780), and the project team did not involve all stakeholders when organizing project monitoring activities (mean=3.89, SD=0.780). The findings agree with Nallathiga et al., (2012) that the competence of the project team, the leader, the able professional team making sure the customer's needs brief is adequate, correctly implemented, and monitored, determines project success.

Table 6: Project identification and performance of government affordable housing scheme

Project Identification	Mean	Std. Dev
During the identification stage, the project team treated the project as their own and never sought input from others.	4.56	1.060
The project team involved stakeholders in the project's identification from the start.	4.52	1.120
During the project's identification, the project team held fora in which individuals voiced their opinions.	4.20	.894
Before making decisions on project identification, all parties were consulted.	3.89	.780
Before deciding on a project, the project team consulted with as many people as possible.	3.92	.836
All views were considered by the project team in selecting this project.	3.20	.781
The project team sought my participation during project identification	1.121	.754

The majority of respondents (mean=4.56, SD=1.060) agreed that; project identification should be an integral part of stakeholder collaboration, knowledge sharing among party groups results in increased and expanded stakeholder involvement all through implementation of the project, lowering the total shortage of skilled (mean=4.42, SD=1.130), the participants of the plan development group are perfectly qualified, qualified, and encountered in their different responsibilities, ensure efficient effective implementation (mean=4.30, SD=0.994), stakeholder engagement experts estimate work necessary for managing threat (mean=4.24, SD=0.677), and the current regime must be capable of integrating the work done and accomplish the project within the time specified. They also consented that project engagement necessitated staff with sufficient experience,

proprietary information, and legal problems (mean=3.92, SD=0.836), and also that the project management plan ought to be capable of connecting the jobs completed and providing the task inside the appropriate time frame, and also working to ensure that the advantages have been successfully transformed and enduring (mean=3.89, SD=0.780). These findings are consistent with the findings of Njogu (2016), who discovered that increasing stakeholder participation in project identification leads to a significant improvement in the effectiveness of the Automobile Emission Control Project According to the observations, stakeholder participation in the classification of the Automobile emission control project tends to increase project support, whereas strict adherence to Automobile emission acts impacts work performance accomplishment.

Table 7: Project Performance

Project performance	Mean	Std. Dev
The project was completed within the time frame specified.	3.56	1.150
The project was completed on time and on budget.	4.52	1.620
The project was faced with additional costs (costs overruns)	5.20	.694
The project faced time constraints and thus required additional time	4.81	.720
Non-performance of sub-contractors and nominated suppliers.	4.92	.736
Satisfaction of end users with the project's product or service	4.45	.581
The project team sought my participation during project identification	1.231	.754
beneficiaries satisfaction with the project outcome	3.132	.821
Satisfaction of the project team with the outcome	5.453	.519
Community satisfaction with the overall performance	3.56	.674
The project meets user requirements	4.21	1.22
The project meets the project's purpose	5.67	1.32
The project's overall performance of functionality, budget and timing	4.23	.89

The majority agree with other studies on housing projects that have focused on the three main project measures, which include time, cost, and specification, with means of (3.56, 1.150), (5.20,0.694), and (4.21,1.22), respectively. Most respondents strongly agree that the overall performance of the project in terms of functionality, budget, and timing is critical (4.23,.89), which agrees with the study of (Jatarona,

Yusof, Ismail, & Saar, 2016) that the performance of a construction project is determined by time, budget, meeting specifications, and stakeholder satisfaction. In any given project, there are numerous stakeholders, including End-user satisfaction with the project's product or service, such as architects, beneficiaries, contractors, supervisors, construction managers, advisers, and specialists from various disciplines.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.883 ^a	.789	.677	.345

b. Stakeholder participation, stakeholder engagement, project planning, and project quality of play are all consistent highly predictive.

Coefficient Of determination (r measures the proportion of variance explained by only those independent factors that influence the dependent variable, whereas R-squared presumes that each and every impartial multiple regression analysis explicates the variance of the dependent variable. R - squared is 0.789 in Table 8, denoting that the

statistical analysis reveals only 77.8 percent of the endorsers of housing project delivery. The independent variables that actually affect the implementation of housing developments account for 67.6 percent of the total, according to the adjusted R square.

Table 9: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.658	4	2.664	22.316	.000 ^b
	Residual	27.580	118	.234		
	Total	38.237	122			

a. Dependent Variable: stakeholder participation in performance

Stakeholder engagement, project recognition, planning and scheduling, initial project execution, and monitoring and evaluation are examples of consistent indicators. The F-ratio in ANOVA determines whether the regression analysis

model is adequate well. These variables anticipated housing project execution statistically different, $F(4, 128) = 22.336, p 0.05$. Table 10 showed that the independent variables substantially predict the dependent variable.

Table 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.252	.173		1.418	.016
Stakeholder Involvement	.179	.036	.403	4.953	.000
stakeholder participation	.148	.047	.224	3.714	.000
Project plan implementation	.062	.028	.118	1.927	.056
Project monitoring	.098	.026	.261	4.033	.000

Standard error coefficients (B) demonstrate how much the endogenous variable varies with an independent variable when all other individual variables remain constant. Using the Unstandardized beta values, the following multiple linear regression equation was developed:

$$Y = 0.262 + 0.159X_1, 0.148X_2, 0.051X_3, \text{ and } 0.99X_4.$$

The standard error beta for stakeholder participation is $\beta=0.169$, which means that a unit increase in stakeholder involvement would increase housing project implementation by 0.169 if all the other research hypotheses were assumed to be constant. If all other independent variables were statistically controlled, the variance beta for stakeholder engagement ($\beta=0.138$) indicates that a unit increase in stakeholder participation would enhance housing project execution by 0.138. If all other measurement items were assumed to be constant, the standard error beta for project plan implementation ($\beta=0.052$) indicates that a positive coefficient in planning phase would boost housing project implementation by 0.042. The standard error beta for project monitoring ($\beta=0.099$) presupposes that increasing project monitoring by one unit increases housing project implementation by 0.099 while holding all other independent variables constant. As a result, stakeholder engagement has the most impact on housing project delivery, followed by project implementation plan. The impact of project planning on housing project implementation is the smallest.

CONCLUSIONS AND RECOMMENDATIONS

This research concluded that the project team is taking the time to properly plan period, expense, and capital, and that involvement of stakeholders has been successful in maintaining efficacious construction productivity. Stakeholder

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participation increases the project team's personal responsibility to ultimate customers and the larger community can be defined. Another of the program's core characteristics is the principle of political legitimacy, which puts interested parties at the focal point of crafting decisions as a way of interpersonal decision making. A determination or conviction can be considered credible if a large sample of participants are involved and given the appropriate time and opportunity to participate in decision making procedures. Stakeholder participation in a project is critical in ensuring an information sharing action plan that enhances inquiry and framework adoption while also closing the science management discrepancy in project delivery.

Understanding and dealing or fairness and equality in project turnaround times is considered necessary because it is obvious that their involvement has a significantly positive impact on performance measurement. Engagement of stakeholders should not be restricted to a few stages of project, but should be consolidated throughout. This study advises project managers to involve stakeholders in the various phases of identifying a project, such as the review of a phase, in order to provide meaningful feedback to the project's sponsor on the direction the project is taking. The research suggests that road construction companies continuously train and involve all interested parties in activity and resource budget planning in terms of improving stakeholders' program development expertise. The report suggests that stakeholders participate in different dimensions of planning and assessment, such as budgetary control, acquisition administrative structure, and quality management, to increase the effectiveness of highway projects.

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