



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

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ABSTRACT

This study determined 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 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 top management has 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 project should first prioritize the needs of the people.

Key Words: *Government Involvement, University Management Engagement, Contractors' Involvement, Community Involvement*

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INTRODUCTION

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 projects is critical from the start to the finish, as it ensures that the project is accepted and owned by the stakeholders, guaranteeing seamless implementation and sustainability. 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. 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 involvement in Project implementation has not been overemphasized fully in the public institutions worldwide. The success of any project usually relies on time, budget and deliverables that are originally set 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).

Various scholars and authors have attempted to avail the correct definition and standard of measuring project performance but without reaching to an agreement (Mutuku, Muathe & James, 2019). The measurement of project performance can be done qualitatively or quantitatively in terms of the project's values and utilities earned respectively. (Büyükožkan & Karabulut, 2017), the three main dimensions of the performance assessment are quality, budget and delivery period. 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 quality, schedule, budget, and satisfaction will be employed as parameters of project performance.

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). 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. Stakeholder involvement is well known for helping project managers make well-informed decisions that lead to better project results (Mielke, et al, 2016; Ibrahim & Mutuku, 2022). Stakeholder decisions about a project's implementation are thought to have a big impact on how it gets done. The stakeholders' perceptions, interests and motivation are considered to have a strong effect on the project's success hence should not be ignored at all.

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.

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).

Objectives of the Study

The general objective was to determine the impact of stakeholder Involvement on construction projects performance in the public universities within Nairobi City County. The specific objectives were:

- To examine the extent to which the Kenyan government is involved in the success of construction projects in public universities.
- To determine the influence of University Management engagement on the success of public university's construction projects.
- To evaluate the effectiveness of contractors in completing construction projects in public universities.

- To assess the community's influence on the success of public university construction projects.

The following research questions led this investigation.;

- Does the Kenyan government's engagement in construction projects in Nairobi City County's public universities have an impact on the project's accomplishment?
- Does university management participation influence the success of construction development projects in the Kenyan Public Universities?
- Does the contractor's involvement in delivery affect the success of construction projects in the Kenya public universities?
- Does the community engagement have an impact on the success of public university's development projects?

LITERATURE REVIEW

Theoretical Review

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). Friedman and Miles (2006) added to this approach by arguing that the organization should be viewed as a stakeholder grouping with the objective of managing its own interests and needs. Therefore, the project manager's role is to maintain stakeholder's interest in balance. This theory is pertinent to this research as it facilitates the identification of all stakeholders.

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. According to the theory, the performance or nonperformance of a particular behavior is determined primarily by the strength of the intention of a person to perform or not perform that behavior. The individual's favorable or negative attitude toward participating in a certain activity is the primary antecedent intention of behavior. When a person positively perceives a behavior, he or she will want to indulge in it (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. As a result, this theory is relevant to the current investigation which explains the behavioral intentions of project stakeholders. If they perceive that the project is likely to bring some benefits, then their chances of participating will increase.

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 research theory is relevant to the current study because it states that in order to plan, finance, implement, and monitor a project effectively, there must be a supporting system made up of outside parties, such as stakeholders, whose job it is to make sure the project succeeds and that its performance is enhanced. Therefore, stakeholders' involvement is critical and necessary in decision-making in regard to project execution.

Empirical Review

Government Involvement and Project Performance

Antonio & 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.

Patanakul et al. (2016) performed a 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.

Mbaya (2016) explored the effect of public expenditures on education outcomes in Kenya from 1980 to 2013. To achieve the objective, time series data from economic surveys and World Bank indicators was used. All of the variables were subjected to a stationarity test. The study found that

public education spending had a beneficial impact on educational outcomes.

University Management Engagement and Project Performance

University construction projects require a wide scope managerial skill (Wishitemi, 2008). 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. 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.

Contractor Involvement and Project Performance

Using a case study of chosen Kenyan contractors, 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 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.

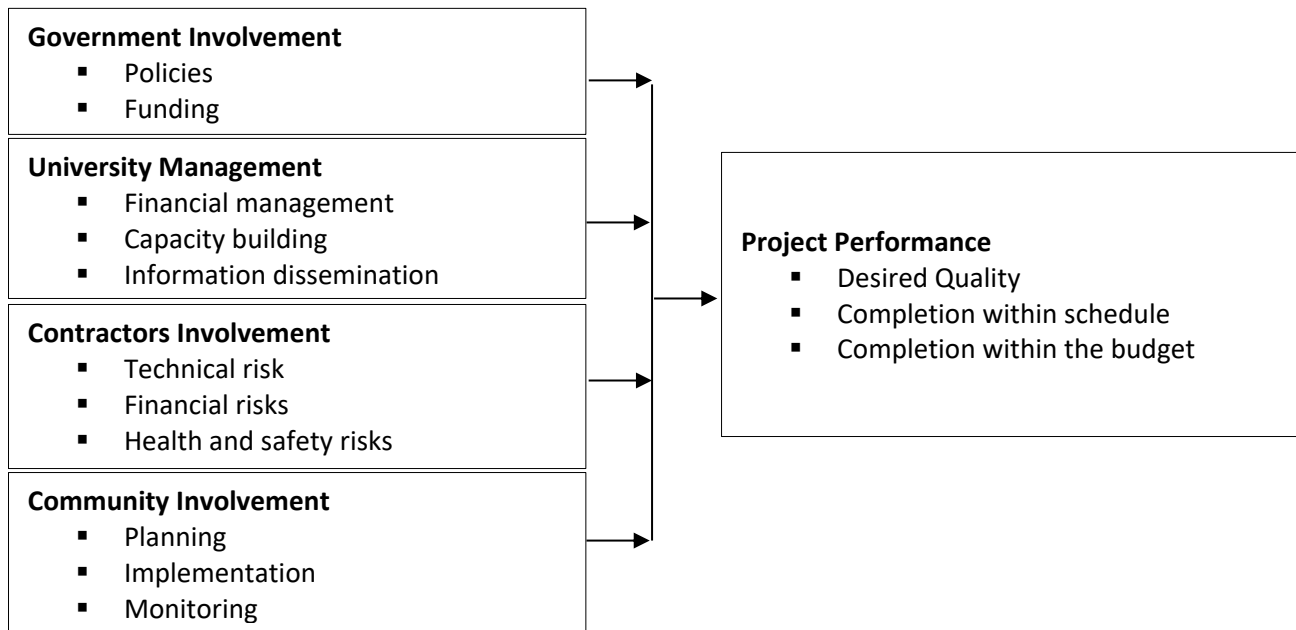
Community Involvement and Project Performance

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.

Migwi and Atikiya (2017) conducted research at 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 were with 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.

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.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher (2023)

METHODOLOGY

This study adopted descriptive research design including a survey as part of the data gathering. The target population was 265 employees from the departments of procurement, finance, administration, legal office and user departments from the chosen universities. The sample size was with 80 respondents chosen at random from the four public universities in Nairobi County. Data from randomly picked respondents from the target demographic was collected using structured questionnaires. The pilot test did away with the questions of ambiguity and ensures that the questions are understood to refine the data gathering tool. 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.

FINDINGS

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.

Government Involvement

The results of descriptive analysis of government involvement are presented in Table 1.

Table 1: Government Involvement

Statements	M	SD
Appropriate regulatory frameworks has been put in place to oversee construction projects	4.08	1.157
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 framework has been put in place to provide service standards and expansion targets for construction projects	4.55	0.515
Aggregate Score	4.36	0.64

Source: Survey Data (2023)

The results in Table 1. 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 agrees 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 have been put in place to protect property rights and generate equitable returns of construction projects (M=4.52, SD=0.836). 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 have been put in place to oversee construction projects (M=4.08, SD=1.157).

University Management Engagement

The results of descriptive analysis of University management engagement are presented in Table 2.

Table 2: University Management Engagement

Statements	M	SD
The roles of all project team members are clear in the construction projects	4.50	0.790
There is adequate, quality and timely communication within the project team	3.53	1.726
Structures, duties and responsibilities of authority in the management are properly defined.	3.94	1.068
The management has the essential expertise and abilities to complete building projects successfully.	4.84	0.749
The project progress during implementation and project team work is frequently reported in project meetings.	4.04	1.707
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
Aggregate Score	4.35	0.650

Source: Survey Data (2023)

The results in Table 2. 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 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).

Contractors' Involvement

The results of descriptive analysis of contractors' involvement are presented in Table 3.

Table 3: Contractors' Involvement

Statements	M	SD
Health and safety risks are considered when involving contractors/suppliers in the university construction projects	4.75	0.470
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
Scheduling risks are considered when involving contractors/suppliers in university construction projects	4.58	0.734
Aggregate Score	4.55	0.450

Source: Survey Data (2023)

The results in Table 3. 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). 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).

Community Involvement

The results of descriptive analysis of community involvement are presented in Table 4.

Table 4: Community Involvement

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

Source: Survey Data (2023)

The results in Table 4. 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 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).

Project Performance

The results of descriptive analysis of project performance are presented in Table 5.

Table 5: Project Performance

Statements	M	SD
The accuracy of construction projects performance has increased.	4.42	1.147
The construction projects have delivered the desired output at the expected time period	4.07	0.814
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

Source: Survey Data (2023)

The results in Table 5. 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.

Regression Analysis Results

The results of regression analysis are presented in Table 6, 7 and 8 as follows:

Table 6: 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 6. 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 7: 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 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	0.539	.490			6.610	.000
	Government involvement	0.729	.046	4.256	2.781	2.781	.001
	University management	0.692	.098	1.417	2.980	2.980	.001
	Contractors' involvement	0.539	.125	2.040	3.313	3.313	.000
	Community involvement	0.712	.073	1.161	1.532	1.532	.001

Source: Survey Data (2023)

The findings in Table 8. 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;

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

Where, Y = Project Performance

X₁ = Government involvement

X₂ = University management engagement

X₃ = Contractors' involvement

X₄ = Community involvement

The results in Table 8. 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 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 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 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.

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, 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 center 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.

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.

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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