



**STAKEHOLDER MANAGEMENT AND IMPLEMENTATION OF ROADS CONSTRUCTION PROJECTS BY KENYA
URBAN ROADS AUTHORITY IN NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

This study sought to investigate the influence of stakeholder management on implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. The study was guided by stakeholder theory and systems theory. This study used descriptive research design. The target population in this study was 10 road projects by KURA from the year 2018 to 2022. The target respondents were 75 respondents working with KURA. The study used questionnaire to collect data of the study. Questionnaires were piloted to 8 respondents working with Kenya National Highway Authority. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation. In order to test the relationship between variables and the extent to which they are influence each other inferential statistics such as multiple regression analysis was used. The study examined that stakeholder communication ($t=36.773$, $p<0.05$), stakeholder participation ($t=21.697$, $p<0.05$), conflict management ($t=6.336$, $p<0.05$) and stakeholder analysis ($t=11.579$, $p<0.05$) had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. The study concludes that engaging stakeholders in communication help to build trust and foster positive relationships between the Kenya Urban Roads Authority and the community. The stakeholder participation help identifies potential issues or challenges early on, allowing for timely adjustments and improvements to the project plan. Effective conflict management strategies are crucial to address and resolve these conflicts, ensuring the timely completion and quality of the roads construction projects. Stakeholder analysis enables the organization to improve on communication and collaboration which help prevent conflicts, delays, and cost overruns, ultimately leading to a more efficient and successful project delivery. The study recommended that the organization should keep the stakeholders informed about the progress of construction projects, address their concerns, and solicit their feedback. Kenya Urban Roads Authority should actively engage with stakeholders to ensure that the decision-making process is open and inclusive. Kenya Urban Roads Authority should establish clear communication channels between all stakeholders involved in the project, including government agencies, contractors, local communities, and other relevant parties. Kenya Urban Roads Authority should implement a comprehensive stakeholder engagement plan by involving all relevant parties, including local communities, government agencies, contractors, and other stakeholders. Kenya Urban Roads Authority should conduct stakeholder mapping, which involves creating a visual representation of the stakeholders and their relationships to the project.

Key Words: Stakeholder Communication, Stakeholder Participation, Conflict Management, Stakeholder Analysis

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INTRODUCTION

According to Opong, Chan, and Dansoh (2017), stakeholder management continues throughout the project life cycle. While the requirements for input, information, procedures, and decision-making may change, the accomplishment of the project's goals and objectives always takes precedence. Because they may have an impact on the project's process and result directly or indirectly, stakeholders must therefore be considered. Project success, according to Rowlinson and Cheung (2019), depends on the dedication of all parties involved as well as on honest and efficient communication as well as the sharing of ideas and information. Enhancing communication channels, lowering risk, cutting expenses, and defining requirements will all be made possible by this. It will also enable project monitoring, from data collection to project planning, budget requirements, and inputs and feedback to guarantee project success.

The building of roads connecting China's numerous remote areas has contributed to the country's rapid economic growth by facilitating the movement of people and goods both within and between regions (Xu, Ye, and Cao, 2020). Demonstrates that equipment failure, insufficient leadership, a lack of skilled labor, and subpar site management have all contributed to construction project delays. Evaluation and quantification of project performance thus depend on establishing project goals and, consequently, the indicators to be used.

Onana (2018) notes that the lack of timeliness in contractor project delivery is one of the main issues facing road construction projects in Gabon and a significant hindrance to the nation's overall economic growth. Even though dependable and effective road infrastructure is important for both social and economic reasons, many road construction projects in Gabon are running behind schedule, according to Jnr (2020). Consequently, in order to complete the projects, Gabon's construction industry must raise the necessary capacity. It is imperative that the construction sector be capable of executing these development

projects in a timely, high-quality, and economical manner.

According to Mwakajo and Kidombo (2021), the fact that road building is one of Kenya's largest industries and contributes roughly 10% of GDP can be used to explain the significance of this industry in the country's development. However, the backlog in road construction in Kenya is growing, raising concerns about the primary reason why projects fail.

In Pakistan, development projects are supervised by the government planning commission, which also creates quality guidelines and a framework for project planning and controls. Proper application monitoring and evaluation practices are required to increase the due to inadequate organizational capability for project performance, which is caused by the likelihood that projects will succeed (Mobey and Parker, 2019). Rehman, Khan, and Khan (2021) note that the rate of project failure is high in Pakistan due to the country's current project management system practices. In order for organizations to become more effective, especially in developing countries like Pakistan, continuous project performance improvement is crucial.

Project implementation, according to Shanks (2016), is the stage of the project cycle during which the project management strategy is put into action. DeCotiis and Dyer (2021) contend that the project management team's expertise and efficiency are what determine whether a project succeeds or fails, and that the project implementation process uses the outputs of the project planning process as inputs. During the implementation phase, project plans are transformed into project activities. When assessing the project implementation in this study, consideration was given to the budget, schedule, and quality.

KURA is responsible for the management, development, rehabilitation and maintenance of National Trunk Roads in the urban areas of the Republic of Kenya. Due to rapid urbanization, the network under KURA has increased to slightly above

4,000 Kms of road. Kenya Urban Roads Authority (KURA) road network was 12,549 km until January 2016 when a new classification was gazetted. The reclassification was in line with the provisions of the Constitution of Kenya (CoK, 2010) that provides for the National and County Roads. After reclassification, KURA's mandate was expanded to all counties in line with Article 6(3) of the CoK, 2010. In terms of coverage, KURA roads are estimated at 3,969.27 KM. The total paved roads are estimated at 465.92 kilometers while those that are unpaved are 3,503.35 KM.

According to KURA report of 2022, several projects are currently underway, including the expansion of major highways, the construction of new bypasses, and the upgrading of key roads in urban centers. These projects aim to reduce traffic congestion, enhance road safety, and improve the overall transportation network in Kenya. The reports also highlight the importance of community engagement and stakeholder involvement in the planning and implementation of road construction projects.

Statement of the Problem

The Kenya Urban Roads Authority reported that significant strides have been made in improving the infrastructure and connectivity of urban areas through the construction of new roads and the rehabilitation of existing ones. However, Mashali, Elbeltagi, Motawa and Elshikh (2022) observe the one of the primary obstacles faced by KURA is opposition from various stakeholders, including local communities and environmental groups. Expanding major highways or constructing new bypasses often involves demolishing existing structures or encroaching on natural habitats. This has led to resistance from affected communities and environmental concerns. Therefore, balancing the needs of transportation infrastructure development with the interests of local communities and environmental sustainability has become a complex task for KURA.

The statistics from Kenya's Urban Roads Agency show that major problems leading to a lack of

project completion in the time stipulated, quality of service and thus higher costs are encountered by more than 90% of construction projects provided by various contractors through KURA. For instance, Completion of Utawala Area Roads is still at 95.0% completion, Dualling of Ngong Road (Dagoretti Corner - Karen Roundabout Section) at 91.0%, upgrading of Lucky Summer - Gitwamba - Kasarani Mwiki Road at 93.0%, construction to Bitumen standard of Rhino Park & other access roads at 51.%, rehabilitation of Kasarani - Mwiki Road 83.0%, improvement of Nairobi Roads Lot 2 (Part of Likoni Road, Enterprise Road and Shreeji Road) at 70.0%, improvement of Nairobi Roads Lot 1 (Part of Missing Link 12) at 98.0%, construction of Valley Road/Ngong Road/Nyerere Road Interchange and Upperhill Overpasses at 41.0%, rehabilitation of Innercore Estate Roads at 31.0% and construction of Ngong Road Footbridges.

A study by Groom and Solomon (2019) investigated the effect of stakeholder management on project implementation in the case of GIZ and the findings reveal that there is a positive correlation between project performance and all the variables of project stakeholder management. However, the study focused on implementation of projects between the year 2015 to 2018 thus presenting a contextual gap. Mambwe, Mwanaumo, Nsefu and Sakala (2020) study investigated the impact of stakeholder management on implementation of construction projects in Lusaka District and the findings revealed presence of a strong and positive correlation between stakeholder management and project implementation. However, the study focused on implementation of construction projects in Lusaka District thus presenting a contextual gap. Soares (2020) studied stakeholder management and its influence on the implementation of information technology projects and established that stakeholder management had a significant influence on the performance of information technology projects. However, the study respondents were sampled using convenience sampling thus presenting a methodological gap.

Therefore, this study sought to investigate the influence of stakeholder management on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya.

Objectives of the Study

The general objective of this study was to investigate the influence of stakeholder management on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. This study was guided by the following specific objectives;

- To examine the influence of stakeholder communication on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya.
- To establish the influence of stakeholder participation on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya.
- To assess the influence of conflict management on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya.
- To identify the influence of stakeholder analysis on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya.

Research Questions

The study was based on the following research questions;

- What is the influence of stakeholder communication on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya?
- To what extent does stakeholder participation influence the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya?
- How does conflict management influence the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya?

- What is the relationship between stakeholder analysis and the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya?

LITERATURE REVIEW

Theoretical Review

Resource Based View Theory

Resource Based View theory was proposed by Penrose (1959) who states that a firm is a collection of physical capital resources, human capital resources and organizational resources. The core premise of the resource-based view is that organizational resources and capabilities can vary significantly across firms, and that these differences can be stable. The theory focuses on the idea of costly-to-copy attributes of the firm as sources of business returns and the means to achieve superior performance and competitive advantage. Barney (1991) states that, "sustainable competitive advantage is derived from resources that are valuable, rare, imperfectly imitable (due to path-dependence, causal ambiguity, and social complexity), and no substitutable". A resource-based view of the firm accepts that attributes related to past experiences, organizational culture and competences are critical for the success of the firm.

Critics have raised concerns regarding the resource-based view theory's application in project implementation. For instance, Cullen and Parker (2015) argue that the theory's focus on firm-specific resources and capabilities may overlook the importance of external factors such as market conditions, competition, and stakeholder relationships in shaping project outcomes. Nguyen, Mohamed and Panuwatwanich (2018) critics point out that the resource-based view theory may not provide a comprehensive framework for managing project risks and uncertainties. Projects often involve high levels of uncertainty and require flexibility and adaptability in response to changing circumstances. The theory's emphasis on leveraging existing resources and capabilities may not be

sufficient to address the unique challenges that projects face.

The theory is relevant to the study because it highlights the importance of leveraging KURA's internal resources and capabilities to effectively plan, design, and implement road construction projects in Nairobi City County. The resource-based view theory emphasizes the need for KURA to continuously invest in developing and enhancing its internal resources and capabilities. This includes investing in training programs for staff, acquiring new technology and equipment, and improving project management practices. Furthermore, the resource-based view theory underscores the importance of aligning KURA's internal resources with the external environment, including regulatory requirements, stakeholder expectations, and market trends.

Goal Interdependence Theory

The goal interdependence theory was developed by Deutsch (1990) which show that people express their opposing viewpoints in a clear and valuable way when they emphasize their agreeable goals as opposed to their focused or free objectives. Test and field studies reveal that strong, supportive connections are a necessary foundation for the free and fruitful exchange of disagreement (Tjosvold, 2008). While striving to outperform and win the exchange leads to narrow thinking, managers who emphasize making decisions for shared advantage and agreeable objectives can combine opposing thoughts and data to make amazing decisions. The theory was pertinent to the study because it demonstrates how to understand when and how managers and employees use the mutually beneficial conflict approach. It suggests that cooperative goals between staff members and managers help to advance the concept of conflict that benefits all parties involved and lessen win-lose competition and conflict avoidance.

Saavedra, Earley and Vandyne (2018) critics on the theory of goal interdependence in project implementation argue that it oversimplifies the complex dynamics of project management and

assumes a linear relationship between project goals and the actions of individuals and teams involved in the project, disregarding the various factors that can influence goal attainment. Yang, Tan and Gan (2022) indicate that the theory fails to account for the diverse motivations and interests of project stakeholders. In reality, individuals and teams may have conflicting goals or priorities that can hinder the achievement of overall project goals. For example, team members may prioritize personal recognition or advancement over the success of the project, leading to a lack of cooperation and coordination.

Goal interdependence theory is crucial in the execution of road construction projects by the Kenya Urban Roads Authority in Nairobi City County, Kenya because it emphasizes the importance of coordination and collaboration among team members to achieve common goals. In the context of road construction projects, goal interdependence theory ensures that all stakeholders, including engineers, contractors, and government officials, work together towards the successful completion of the project. The Kenya Urban Roads Authority can ensure that all parties involved in the road construction projects are on the same page and working towards a shared vision by promoting goal interdependence. This can help to minimize conflicts, improve communication, and enhance overall project efficiency.

Stakeholder Theory

Stakeholder theory was developed by Freeman (1984) which shows that the organization is a collection of stakeholders and its function is to represent their interests, requirements and opinions. The managers of a company are considered to carry out this type of stakeholder management. The term "stakeholder" refers to any group or individual that can influence or be influenced by the success of an organization's goals. In addition, Stakeholders can have a significant impact on an organization's performance, objectives, growth and even its survival.

Post, Preston and Sachs (2019) critics regarding the implementation of stakeholder theory in projects, is that it can be difficult to accurately identify and prioritize all relevant stakeholders. They suggest that stakeholders may have conflicting interests and that it can be challenging to balance these interests in a way that is fair and equitable. Zarghami, S. A., & Dumrak, J. (2021) critics on stakeholder theory is that stakeholder theory may not always align with the goals and objectives of the project, leading to potential conflicts and inefficiencies in implementation. Some also question the practicality of incorporating stakeholder input into decision-making processes, as it can be time-consuming and resource-intensive.

Stakeholder theory plays a crucial role in the execution of road construction projects by the Kenya Urban Roads Authority in Nairobi City County, Kenya because it recognizes that road construction projects involve various stakeholders, including government agencies, local communities, businesses, and residents. Understanding and effectively managing the interests and concerns of these stakeholders is essential for the successful completion of road construction projects. Therefore, KURA can enhance project outcomes, foster positive relationships, and contribute to the overall development of the community by recognizing and addressing the needs and concerns of various stakeholders.

Systems Theory

Open system theory was brought forward by Ludwig von Bertalanffy (1956) who was a biologist which came to be applicable to all the organizational disciplines. Organizations are seen as an open system containing structures of a particular hierarchy and structures that are loosely coupled. The principle of an open system takes assumption that all big organizations are composed of subsystems that are more than one, each of which is fed by a different sub-system and converts them into outputs that is to be used by a different sub-system. These subsystems are not every time represented through the business departments but

could otherwise adhere to the interests of the organization. The interrelated dependency and relationships within each subsystem have the behavior of being tight than those between subsystems.

Jackson (2017) critics on systems theory argue that the theory's focus on understanding the relationships and interactions between different components of a project can lead to an overly complicated and convoluted project management process. This complexity can make it challenging for project managers to effectively apply the theory in their day-to-day work, leading to confusion and inefficiency. Ahiaga-Dagbui, Love, Smith and Ackermann (2019) observe that argue that while system theory may provide a conceptual framework for understanding project dynamics, it often fails to offer practical guidance on how to effectively manage projects. Furthermore, the systems theory approach may not adequately account for the unique characteristics and challenges of specific projects. While the theory may offer valuable insights into project dynamics, it is important to consider these criticisms and ensure that it is effectively integrated with other project management approaches to achieve successful project outcomes.

Systems theory puts emphasis on viewing road construction projects as interconnected systems with various components that influence each other. This holistic approach can allow KURA to consider the interdependencies between different elements of a project, such as design, materials, labor, and environmental factors, to ensure the successful completion of the project. Systems theory also helps KURA to identify potential risks and challenges that may arise during the construction process and develop strategies to mitigate them. Therefore, KURA can anticipate and address issues such as budget constraints, delays, and stakeholder conflicts, ensuring that the project stays on track and meets its objectives by analyzing the project as a system.

Empirical Review

Stakeholder Communication and Project Implementation

A study by Naqvi and Aziz (2018) investigated the impact of stakeholder communication on project implementation. Adopting stratified sampling 70 heterogeneous IT projects from 24 different software houses were selected. Using a reliable instrument, data was about the quality of stakeholder communication invested by the project managers and the consequent results of the IT projects was collected in a cross sectional manner. The data was analyzed using frequency distribution, Pearson correlation and linear regression. The findings confirmed a strong correlation and dependency of project outcome on stakeholder communication. However, the study focused on IT projects.

Ndunda, Paul and Mbura (2017) study investigated the influence of stakeholder communication on implementation of rural road projects in Machakos County. Descriptive research design was used to accomplish the study objectives. Data was mainly collected from employees of KERRA as well as various stakeholders for various road projects. A semi – structured questionnaire was used to collect data from the respondents. Data was analysed to generate both descriptive and inferential statistics. The study found that stakeholder communication positively and significantly influenced the implementation of road projects in Machakos County. However, the study focused on the implementation of rural road projects in Machakos County thus presenting a contextual gap.

Moulid, Muchelule and Wechuli (2021) study investigated the influence of stakeholder's communication on the implementation of Coast Development Authority projects in Kenya. This study adopted a descriptive research design with a target population of 171 key project technical members from seven projects consisting of project managers, project team leaders, project officers and key beneficiary's representative. Purposive and simple random sampling techniques were used in

the study. Quantitative data were analyzed using correlation and regression analysis. The results revealed that there was a positive and significant relationship between stakeholder communication and performance of Coast Development Authority projects in Kenya. However, the study respondents were purposively selected thus presenting a methodological gap.

Stakeholder Participation and Project Implementation

Chinyavu (2016) studied the influence of stakeholder participation on the implementation of donor funded projects in Kwale County, Kenya. The respondents were project representatives from the two donors, representatives from the implementing agency, representatives of the PIC and the project beneficiaries. Data from the first three categories of respondents was collected using key informant interviews while questionnaires were used to collect data from the project beneficiaries. A total sample size of 70 was used in the study. Descriptive design was used to analyze data. The study found that stakeholder participation and project performance were positively correlated. However, the study context was Kinango Integrated Food Security and Livelihood Project (KIFSLP).

Kipkoech (2022) study investigated the influence of stakeholder participation on the implementation of Ngara Park Road Housing Project in Nairobi City County, Kenya. A descriptive survey research design was used. The study's target demographic was the Park Road housing project, and participants included 250 beneficiaries, community members, project contractors, and project managers. A cluster sampling technique was used in the investigation. The sample size was 154 respondents. Information was gathered using semi-structured questionnaires and interview schedules. Utilizing both descriptive and inferential analytic methods, quantitative data was analyzed. The study found that projects with stakeholder engagement in project identification performed much better. However, the study used cluster sampling which does not guarantee equal representation of the respondents.

Omondi and Kinoti (2020) investigated the influence of stakeholder participation on the implementation of road construction projects in Kilifi County, Kenya. Descriptive research design was adopted for the study. The target population of this study was 150 respondents selected from the various populations of the constituencies where road construction is mainly concentrated in Kilifi County. The study relied on primary data which was both quantitative and qualitative. Questionnaire was the main method of collecting data. The collected data was analyzed using both descriptive and inferential statistics. The study established that stakeholder participation at project identification, planning, implementation and monitoring significantly influenced the project implementation. However, the study focused on performance of road construction projects in Kilifi County, Kenya.

Stakeholder Conflict Management and Project Implementation

Sewe (2019) examined the influence of stakeholder conflict management strategies and implementation of solid waste management projects in Kisumu City, Kenya. The study adopted descriptive survey research design, collected and analyzed both qualitative and quantitative data. The study's target population was 244 respondents drawn from various stakeholder groups involved in the implementation of solid waste management projects in Kisumu City. Simple random sampling and systematic random sampling techniques for probability sampling and purposive sampling for non-probability sampling procedures. Data collection instruments comprised both self-administered questionnaire. There is a statistically significant weak negative relationship between accommodating conflict management strategy and performance of projects. However, the study used non probabilistic methods of sampling.

Omondi and Kimutai (2018) investigated stakeholder engagement conflicts on implementation of expansion and modernisation projects at Jomo Kenyatta International Airport in Nairobi, Kenya. The study used descriptive design

and the study population will be drawn from Kenya Airports Authority who is the airport owner, Kenya Civil Aviation who is the regulatory body, Airlines and Handling Agents and service facilitators. Sampling techniques included the use of stratified sampling to select a sample of 114 respondents from a population of 135 employees within these institutions. Questionnaires were used to collect data. Data was analyzed quantitatively using descriptive and regression analysis. The study found out that there was a significant but negative influence of conflicts on the implementation of projects with conflicts. However, the study focused on building projects.

Irfan, Thaheem, Gabriel, Malik and Nasir (2019) examined the effect of stakeholder's conflicts management on project implementation: a tale of the construction industry. Factors causing stakeholder conflicts and project constraints are extracted through a content analysis of the published literature. Further, a questionnaire survey is conducted involving 170 professionals to assess the effect of conflicts on project constraints. The results show that in the construction industry, all project constraints are affected by stakeholder conflicts. Factors that result in stakeholder conflicts indicated a positive relationship with cost, time and resources. This means that any increase or decrease in the effect of stakeholder conflicts will directly influence these three project constraints. However, the study used secondary data.

Stakeholder Analysis and Project Implementation

Kamau (2019) assessed the effect of stakeholders' analysis and engagement on the implementation of constituency development funded projects: A Survey of Vihiga County. Descriptive survey design was used. The survey was conducted in Vihiga County, constituencies namely: Emuhaya, Luanda, Hamisi, Sabatia and Vihiga. A complete survey involving all 80 committee members from all the CDF projects was done. Data was collected using predesigned questionnaires. Multiple regressions model/analysis was used to determine the relationship between the independent and

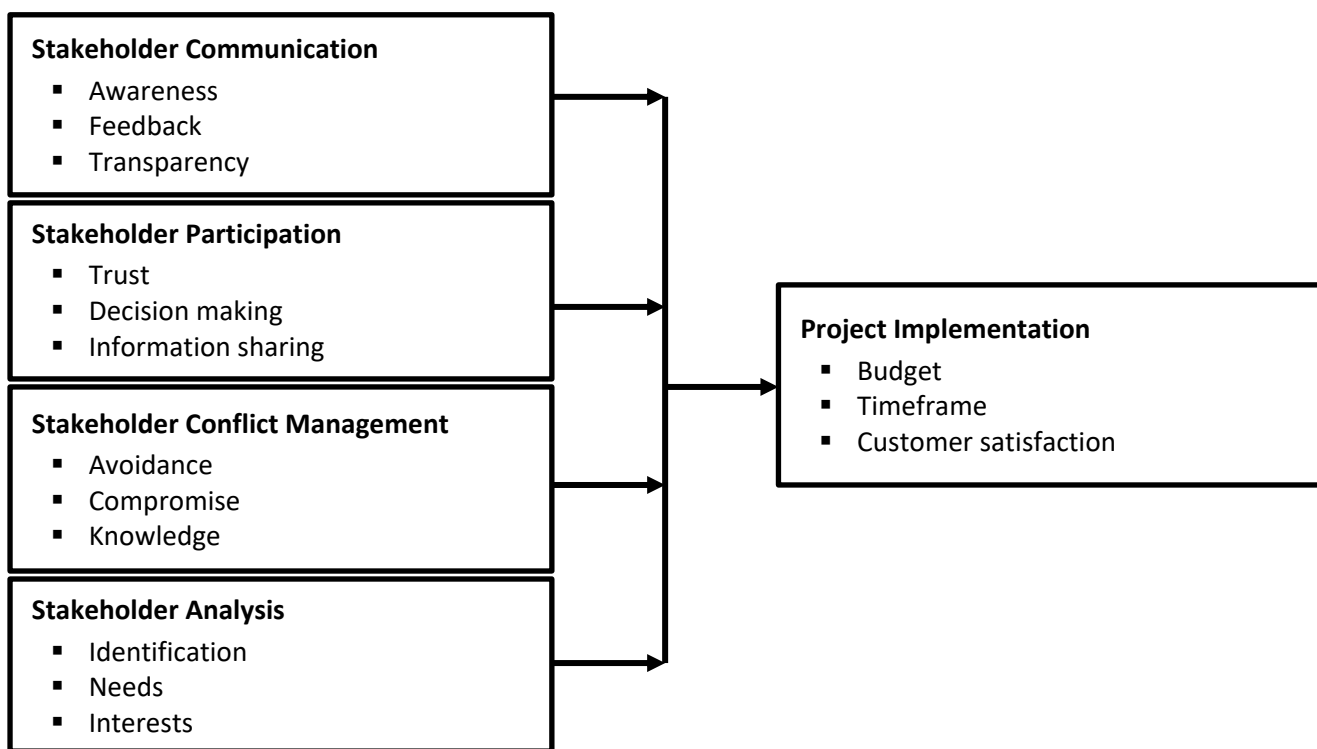
dependent variable. The regression model showed that stakeholders' analysis and engagement had a positive significant influence on the level of project completion and project performance.

Mir and Rezania (2022) study focused from interactive control to IT project implementation: examining the mediating role of stakeholder analysis effectiveness. Partial least square-structural equation modelling analysis was conducted on the cross-sectional questionnaire data collected from 109 information technology (IT) projects. The interactive use of project control systems (PCS) enables project managers to effectively deal with the stakeholders-related uncertainty, and stakeholder analysis effectiveness partially mediates the positive relationship between the

interactive use of PCS and IT project performance. However, the study used secondary data.

Nguyen, Skitmore and Wong (2019) investigated stakeholder impact analysis of infrastructure project management in developing countries: a study of perception of project managers in state-owned engineering firms in Vietnam. This involved the analysis of a questionnaire survey of 57 project managers to determine the relative importance of different stakeholders. The results show the client to have the highest level of impact on the projects, followed by project managers and the senior management of state-owned engineering firms. However, the study focused project implementation by engineering firms in Vietnam.

Conceptual Framework



Independent Variables

Dependent variable

Figure 1: Conceptual Framework

Source: Researcher (2023)

METHODOLOGY

This study used descriptive research design. The target respondents were 75 respondents comprising of 5 project managers and 70 project

team members working with KURA. A census of 75 respondents was done. The study used questionnaire to collect data of the study. This study used content validity because it measures the

degree to which the sample of the items represents the content that the test was designed to measure. The reliability of the questionnaires was determined using Cronbach's alpha reliability coefficient. Questionnaires were administered using drop and pick method and the respondents were let to stay with the questionnaires for a period not exceeding two weeks. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation. This was made possible by using Statistical Package for Social Sciences (SPSS) version 20.0 to generate and present data in terms of graphs, charts, tables and figures.

FINDINGS

Descriptive Analysis Results

Stakeholder Communication

The study sought to examine the influence of stakeholder communication on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Table 1: presents the descriptive results on stakeholder communication;

Table 1: Stakeholder Communication

Statement	Mean (M)	Standard Deviation (M)
Effective communication ensures that stakeholder receive information that is relevant to their needs	4.04	0.96
Stakeholder communication builds positive attitudes towards project	4.09	0.91
Providing ongoing and meaningful opportunities for communication and input allows stakeholders to contribute as experts in their field	4.27	0.73
Good communication result in stakeholders and partners who are more encouraged to collaborate to build a project that responds to their needs.	4.11	0.89
Stakeholder communication makes lines of communication more open and transparent	4.42	0.58
Stakeholder communication improves access to decision making processes, resulting in the delivery of quality projects	4.19	0.81

Source: Research Data (2023)

The results in Table 1: indicates that the respondents agreed on the statement that stakeholder communication makes lines of communication more open and transparent (M=4.42, SD=0.58), providing ongoing and meaningful opportunities for communication and input allows stakeholders to contribute as experts in their field (M=4.27, SD=0.73) and that stakeholder communication improves access to decision making processes, resulting in the delivery of quality projects (M=4.19, SD=.81). These findings concur with Butt, Naaranoja and Savolainen (2016) who observe that stakeholder communication refers to the regular exchange of information between the company and its stakeholders and understanding how to communicate with

stakeholders is one of the most important skills in running a successful project.

The respondents also agreed on the statement that good communication result in stakeholders and partners who are more encouraged to collaborate to build a project that responds to their needs (M=4.11, SD=0.89), stakeholder communication builds positive attitudes towards project (M=4.09, SD=0.91) and that effective communication ensures that stakeholder receive information that is relevant to their needs (M=4.04, SD=0.96). The finding concurs with Scholes and James (2018) who observe that good communications provide stakeholders with transparency, and give parties such as investors' confidence that the project management in effectively carried out. Therefore,

for effective stakeholder communication, it is important to know who the stakeholders are and what their goals, motives and attitudes are.

Stakeholder Participation

The study sought to establish the influence of stakeholder participation on the implementation of

roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Table 2: presents the descriptive results on stakeholder participation;

Table 2: Stakeholder Participation

Statement	Mean (M)	Standard Deviation (M)
Stakeholder participation leads to sharing of a common understanding and involvement in the decision-making process of the project.	4.42	0.58
Stakeholder participation develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known	4.49	0.51
Stakeholder participation promotes transparency in the actions of the project and ensures that the project is held accountable for its actions.	3.69	1.31
Stakeholder participation ensures that the project plans are a reflection of the real needs and priorities	3.31	1.69
Stakeholder participation enables the voices of the stakeholders to be heard which increases the level of trust.	4.24	0.76
Participation by stakeholders leads to empowerment and to joint ownership of the project	4.03	0.97

Source: Research Data (2023)

The results in Table 2: indicates that the respondents agreed on the statement that stakeholder participation develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known (M=4.49, SD=0.51), stakeholder participation leads to sharing of a common understanding and involvement in the decision-making process of the project (M=4.42, SD=0.58), stakeholder participation enables the voices of the stakeholders to be heard which increases the level of trust (M=4.24, SD=0.76) and that stakeholder participation promotes transparency in the actions of the project and ensures that the project is held accountable for its actions. (M=3.69, SD=1.31). This finding corresponds with Reed (2018) who observe that participation by project stakeholders ensures that the project plans are a reflection of the real needs and priorities, develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known and makes the project accountable to the stakeholders.

The respondents indicated neutral on the statement that stakeholder participation ensures that the project plans are a reflection of the real needs and priorities (M=3.31, SD=1.69). This finding contradicts with the finding of Greene (2021) who indicated that participation by stakeholders leads to empowerment and to joint ownership of the project. In this case, to increase participation, the project should start with a consultation process that moves to negotiations and ends with joint decisions. Therefore, effective stakeholder engagement practices allow for the collection of crucial information about the stakeholders who are affected by a project.

Conflict Management

The study sought to assess the influence of conflict management on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Table 3: presents the descriptive results on conflict management;

Table 3: Conflict Management

Statement	Mean (M)	Standard Deviation (M)
Stakeholder conflict management prevents teams from ignoring people that are key to the project's success	3.75	1.25
Stakeholder conflict management ensures all stakeholders understand the process and the benefits of the project	3.98	1.02
Stakeholder conflict management helps gain commitment for the project by identifying the correct influencing and communication strategy	4.22	0.78
Stakeholder conflict management helps build into the plan the actions that will win people's support by anticipating their reaction to the project	4.67	0.33
Stakeholder conflict management provides a structured way to identify stakeholders and to explore how potential interactions among them may affect a project	4.75	0.25

Source: Research Data (2023)

The results in Table 3: indicate that the respondents strongly agreed on the statements that stakeholder conflict management provides a structured way to identify stakeholders and to explore how potential interactions among them may affect a project (M=4.75, SD=0.25) and that stakeholder conflict management helps build into the plan the actions that will win people's support by anticipating their reaction to the project (M=4.67, SD=0.33). This finding is in line with Sutterfield, Friday-Stroud and Shivers-Blackwell (2019) who observe that construction projects by differing nature have organizations and individuals actively involved in the project, or whose interest may be negatively or positively affected by the outcome of the project.

The respondents strongly agreed on the statements that stakeholder conflict management helps gain commitment for the project by identifying the correct influencing and communication strategy (M=4.22, SD=0.78), stakeholder conflict

management ensures all stakeholders understand the process and the benefits of the project (M=3.98, SD=1.02) and that making an audience feel happy makes them more likely to share your content (M=3.75, SD=1.25). This finding concur with the finding of Awwad, Barakat and Menassa (2021) who indicate that when the stakeholders are many in a project, there is a huge potential for conflict among them especially large or medium-sized construction project and if the organization focuses on a stakeholder, the interests of other stakeholders will be threatened.

Stakeholder Analysis

The study sought to identify the influence of stakeholder analysis on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Table 4: presents the descriptive results on stakeholder analysis;

Table 4: Stakeholder Analysis

Statement	M	SD
Understanding stakeholder viewpoint helps in identifying risk, requirements and required to ease schedule management.	3.96	1.04
Knowing the project stakeholder helps in managing expenditure where it is required	4.43	0.57
Stakeholder analysis helps in identifying and understanding who all need to be consulted to find the various aspects of project development	4.78	0.22
Stakeholder analysis helps in outlining the key stakeholders' needs at the start of the project	4.10	0.90
Stakeholder analysis leads to a clear understanding of each stakeholder's expectations	4.69	0.31

Source: Research Data (2023)

The results in Table 4: indicates that the respondents strongly agreed on the statements that stakeholder analysis helps in identifying and understanding who all need to be consulted to find the various aspects of project development (M=4.78, SD=0.22) and that stakeholder analysis leads to a clear understanding of each stakeholder and what they expect (M=4.69, SD=0.31). The finding agrees with Aaltonen (2019) who indicate that stakeholder analysis involves the analysis of stakeholder's responsibilities, contribution and commitment to the project. By specifying the interests, needs and concerns of the various parties involved, the analysis is useful in helping decision-making when different stakeholders have contradictory interests, when the resources are limited and when the needs of the actors involved needs to be finely balanced.

The results in Table 4: also indicated that the respondents agreed on the statement that knowing the project stakeholder helps in managing

expenditure where it is required (M=4.43, SD=0.57), stakeholder analysis helps in outlining the key stakeholders and their needs at the start of the project (M=4.10, SD=0.90) and that understanding stakeholder viewpoint helps in identifying risk, requirements and required to ease schedule management (M=3.96, SD=1.04). The finding agrees with Elias, Cavana and Jackson (2018) who indicate that careful stakeholder analysis and a careful communication plan will maximize the project's chances of delivering deliverables on time and in budget. This is because there might be several types of stakeholders that have different requirements, goals and objectives.

Project Implementation

The study sought to investigate the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Table 5: presents the descriptive results on stakeholder analysis;

Table 5: Project Implementation

Statement	Mean (M)	Standard Deviation (M)
Road projects perform within the set budget	2.25	2.75
Road projects perform within the set timeframe	3.36	1.64
Road projects perform within the customer needs	2.67	2.33

Source: Research Data (2023)

The results in Table 5: indicate that the respondents were neutral on the statements that road projects perform within the set timeframe (M=3.36, SD=1.64), road projects perform within the customer needs (M=2.67, SD=2.33) and that road projects perform within the set budget (M=2.25, SD=2.75). These results contradict the Cao and Hoffman (2021) research observation that the measurement of project management performance contribute to the development of a more strategic approach to projects. According to Buyukozkan and Karabulut (2017), every project needs performance metrics that align with its purpose or goal.

However, in order to select the appropriate metrics, one must first understand the project's goal and scope, as well as the critical success factors that must be satisfied for the goal to be achieved.

Inferential Statistics Results

Inferential statistics was carried out that involved correlation analysis and regression analysis. The findings are described as follows;

Correlation Analysis

Correlation analysis was done to quantify the association between the independent and dependent variables.

Table 6: Correlation Analysis

		Stakeholder Communication	Stakeholder Participation	Conflict Management	Stakeholder Analysis	Project Implementation
Stakeholder Communication	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	72				
Stakeholder Participation	Pearson Correlation	.115**	1			
	Sig. (2-tailed)	.016				
	N	72	72			
Conflict Management	Pearson Correlation	.078**	.308**	1		
	Sig. (2-tailed)	.264	.342			
	N	72	72	72		
Stakeholder Analysis	Pearson Correlation	.406	.119	.227	1	
	Sig. (2-tailed)	.227	.311	.185		
	N	72	72	72	72	
Project Implementation	Pearson Correlation	.789**	.804**	.730**	.812**	1
	Sig. (2-tailed)	.000	.000	.000	.001	
	N	72	72	72	72	72

Source: Research Data (2023)

The results in Table 6: show that stakeholder communication had a strong correlation with the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya as indicated by a Pearson's r value of 0.789. This finding corresponds with Ndunda, Paul and Mbura (2017) study which investigated the influence of stakeholder communication on implementation of rural road projects in Machakos County. The study found that stakeholder communication positively and significantly influenced the implementation of road projects in Machakos County.

The Pearson's r for the correlation between stakeholder participation and the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya is 0.804 which is close to 1 with a significant value of 0.00 which is less than 0.05. This means that stakeholder participation and project implementation is strongly correlated with the brand perception. This finding is in line with

Chinyavu (2016) who studied the influence of stakeholder participation on the implementation of donor funded projects in Kwale County, Kenya. The study found that stakeholder participation and project performance were positively correlated.

Stakeholder conflict management had a strong correlation with the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya was shown by Pearson's r value of 0.730 with a significance value of 0.00. The finding contradicts with the finding of a study by Sewe (2019) which examined the influence of stakeholder conflict management strategies and implementation of solid waste management projects in Kisumu City, Kenya. There is a statistically significant weak negative relationship between accommodating conflict management strategy and performance of projects.

The Pearson's r for the correlation between stakeholder analysis and the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya is 0.812

which is close to 1 with a significant value of 0.00 which is less than 0.05. The finding agrees with the finding of study by Kamau (2019) who assessed the effect of stakeholders' analysis and engagement on the implementation of constituency development funded projects: A Survey of Vihiga County. The regression model showed that stakeholders'

analysis and engagement had a positive significant influence on the level of project completion and project performance.

Regression Analysis

Regression analysis was done to establish how one variable influences the other. The results are presented as follows;

Table 7: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.786	.779	1.445

Source: Research Data (2023)

From the findings in Table 7: the value of adjusted r squared was 0.779 (77.9%) an indication that there was variation of 77.9% on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya which was due to changes in stakeholder communication, stakeholder participation, conflict management and

stakeholder analysis at 95% confidence interval. Additionally, this therefore means that factors not studied in this research contribute 22.1% of the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.114	4	26.279	29.229	.001
	Residual	60.237	67	0.899		
	Total		71			

Source: Research Data (2023)

The results in Table 8: indicate that the significance value is 0.001 which is less than 0.05. The statistical F value at 5% level of significance was 29.229 higher than the statistical mean value of 26.279. Therefore, it was concluded that the model is statistically significance in predicting how

stakeholder communication, stakeholder participation, conflict management and stakeholder analysis had influenced the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.787	.293		2.686	.000
	Stakeholder communication	.809	.022	3.257	36.773	.000
	Stakeholder participation	.716	.033	2.188	21.697	.000
	Conflict management	.754	.119	1.675	6.336	.001
	Stakeholder analysis	.660	.057	4.154	11.579	.001

Source: Research Data (2023)

The results presented in Table 9: indicate that taking stakeholder communication, stakeholder participation, conflict management and stakeholder analysis to constant, the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya would be 78.7%. From the regression coefficients obtained for each variable is that a unit increase in stakeholder communication would increase the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya by 80.9%. A unit increase in stakeholder participation would increase the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya by 71.6%. A unit increase in stakeholder conflict management would increase the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya by 75.4% and a unit increase in stakeholder analysis would increase the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya by 66.0%. This finding led to the following regression equation;

$$Y = 0.787 + 0.809 X_1 + 0.716 X_2 + 0.754 X_3 + 0.660 X_4$$

Where
 Y= Project Implementation
 X₁= Stakeholder communication
 X₂= Stakeholder participation
 X₃= Conflict management
 X₄= Stakeholder analysis

The study found that stakeholder communication had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya as shown by t-value (t=36.773, p<0.05). This finding agrees with Moulid, Muchelule and Wechuli (2021) study which investigated the influence of stakeholders' communication on the implementation of coast development authority projects in Kenya. The results revealed that there was a positive and significant relationship between stakeholder communication and performance of Coast Development Authority projects in Kenya.

The study established that stakeholder participation had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya as shown by t-value (t=21.697, p<0.05). The finding concurs with Omondi and Kinoti (2020) study which investigated the influence of stakeholder participation on the implementation of road construction projects in Kilifi County, Kenya and the study established that stakeholder participation at project identification, planning, implementation and monitoring significantly influenced the project implementation. The study revealed that conflict management had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya as shown by t-value (t=6.336, p<0.05).

The study examined that stakeholder analysis had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya as shown by t-value (t=11.579, p<0.05). The finding is in line with Mugata and Yusuf (2018) who investigated the effect of stakeholder analysis on implementation of road construction projects in Elgeyo Marakwet County, Kenya. The study found out that stakeholder analysis had significant effect on performance of road construction projects on performance of road construction projects in Elgeyo Marakwet.

SUMMARY

The general objective of this study was to investigate the influence of stakeholder management on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. The measures of stakeholder management included; stakeholder communication, stakeholder participation, conflict management and stakeholder analysis. Data was collected from KURA's project managers and project team members implementing roads construction projects using questionnaires. Analysis of data was done using descriptive

statistics and inferential statistics. The following is the summary of the findings;

The first research objective sought to examine the influence of stakeholder communication on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. The study examined that stakeholder communication had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Stakeholder communication makes lines of communication more open and transparent, providing ongoing and meaningful opportunities for communication and input allows stakeholders to contribute as experts in their field and that stakeholder communication improves access to decision making processes, resulting in the delivery of quality projects.

The second research objective sought to establish the influence of stakeholder participation on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. The study revealed that stakeholder participation had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Stakeholder participation develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known, stakeholder participation leads to sharing of a common understanding and involvement in the decision-making process of the project and stakeholder participation enables the voices of the stakeholders to be heard which increases the level of trust.

The third research objective sought to assess the influence of conflict management on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. The study found that conflict management had a positive significant influence on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City

County, Kenya. Stakeholder conflict management provides a structured way to identify stakeholders and to explore how potential interactions among them may affect a project, stakeholder conflict management helps build into the plan the actions that will win people's support by anticipating their reaction to the project and stakeholder conflict management helps gain commitment for the project by identifying the correct influencing and communication strategy.

The fourth research sought to identify the influence of stakeholder analysis on the implementation of roads construction projects by Kenya Urban Roads Authority in Nairobi City County, Kenya. Stakeholder analysis helps in identifying and understanding who all need to be consulted to find the various aspects of project development, stakeholder analysis leads to a clear understanding of each stakeholder and what they expect and knowing the project stakeholder helps in managing expenditure where it is required.

CONCLUSION

The study concludes that engaging stakeholders in communication help to build trust and foster positive relationships between the Kenya Urban Roads Authority and the community. Involving stakeholders in communication also help to enhance the overall quality of road construction projects. Involving stakeholders such as local residents, businesses, and community organizations in the planning and implementation of road construction projects helps to ensure that their concerns and needs are taken into consideration. This can lead to the development of more effective and sustainable infrastructure that meets the needs of the local community.

The study concludes that stakeholder participation help identify potential issues or challenges early on, allowing for timely adjustments and improvements to the project plan. Ultimately, involving stakeholders result in a road construction project that better meets the needs and expectations of the community. Involving stakeholders in road

construction projects promotes transparency and accountability. Involving stakeholders in road construction projects fosters a sense of community support and ownership. Involving stakeholders in road construction projects allows for the identification and mitigation of potential social and environmental impacts.

The study concludes that effective conflict management strategies are crucial to address and resolve these conflicts, ensuring the timely completion and quality of the roads construction projects. Effective conflict management is necessary to identify and address these conflicts, ensuring that the interests of all stakeholders are considered and balanced. Conflict management plays a crucial role in maintaining positive relationships between KURA and the local communities affected by the roads construction projects.

The study concludes that stakeholder analysis enables the organization to improve on communication and collaboration which help prevent conflicts, delays, and cost overruns, ultimately leading to a more efficient and successful project delivery. Stakeholder analysis help the Authority to identify potential risks and challenges that may arise during the project through understanding the perspectives and priorities of different stakeholders which enable the organization to anticipate and address issues before they escalate, minimizing disruptions and ensuring the project stays on track. Furthermore, stakeholder analysis can also help the Authority prioritize and allocate resources effectively leading to a more efficient use of time and resources.

RECOMMENDATIONS

The study recommends that the organization should keep the stakeholders informed about the progress of construction projects, address their concerns, and solicit their feedback so as to demonstrate transparency and accountability, which can help to mitigate potential conflicts and opposition. The organization should solicit input from local residents and businesses to gain valuable

insights and perspectives that can help to identify potential issues or challenges early on in the project, leading to more efficient and effective solutions.

The study recommends that KURA should actively engage with stakeholders to ensure that the decision-making process is open and inclusive. The community members should be actively engaged in the project to make them own a sense of ownership and pride in the development of their city and increase their support and contribute to the project's success. KURA should engage with the community to better understand the concerns and priorities of stakeholders, such as residents, businesses, and environmental organizations and gather valuable insights and expertise on sustainable practices and technologies.

The study recommends that KURA should establish clear communication channels between all stakeholders involved in the project, including government agencies, contractors, local communities, and other relevant parties. KURA should implement effective conflict management strategies by engaging with the affected communities, addressing their concerns, and mitigate the negative impacts of the construction projects. This can help build trust, foster cooperation, and ensure the successful implementation of the projects. KURA can implement a formal dispute resolution mechanism that outlines the steps to be taken in the event of a conflict or disagreement during the project. This can help ensure that conflicts are resolved in a timely and fair manner, minimizing delays and disruptions to the project.

The study recommended that Kenya Urban Roads Authority should implement a comprehensive stakeholder engagement plan by involving all relevant parties, including local communities, government agencies, contractors, and other stakeholders. KURA should establish a dedicated conflict resolution team or department. This team should consist of trained professionals with expertise in conflict resolution and negotiation.

Their role would be to identify potential conflicts, mediate disputes, and facilitate effective communication between all parties involved. KURA should prioritize transparency and accountability throughout the project execution process. By providing clear and timely information to stakeholders, KURA can minimize misunderstandings and mistrust, which often lead to conflicts.

The study recommends that the Kenya Urban Roads Authority should conduct stakeholder mapping, which involves creating a visual representation of the stakeholders and their relationships to the project. This helps to identify key stakeholders, their interests, and their level of influence, which can inform the development of strategies for engaging with them effectively. The organization should conduct stakeholder interviews and

consultations to gather feedback, input, and concerns from stakeholders. This helps to ensure that their perspectives are taken into account in the planning and implementation of road construction projects. The Kenya Urban Roads Authority may use stakeholder engagement plans to outline how they will communicate with and involve stakeholders throughout the project lifecycle.

Suggestions for Further Studies

The study suggested that further studies should be done that focus on other stakeholder management aspects that have not been studied to address a conceptual gap of 22.1% that was found in the regression results that represent other variables not studied. The study further suggested that a similar study can be done that focus on other organization apart from KURA.

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