

St. Mary's University
School of Graduate Studies
College of Business Administration
Department of Project Management



**THE ROLE OF PROJECT STAKEHOLDER
MANAGEMENT ON THE PERFORMANCE OF PUBLIC
PROJECTS IN ADDIS ABABA**

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August 2023
Addis Ababa

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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SCHOOL OF GRADUATE STUDIES**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of the research advisor. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature

St. Mary's University, Addis Ababa August, 2023

ENDORSEMENT

I, the undersigned, certify that I read and hear by recommend for acceptance by St. Mary University a thesis entitled " The Role of Project Stakeholders Management on the Performance of Project in Addis Ababa" in partial fulfillment of the requirement for the degree of Master of Arts in Project Management.

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Advisor



Signature

August 31.2023

Date

St. Mary's University, Addis Ababa August, 2023

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MANAGEMENT ON PERFORMANCE OF PUBLIC PROJECTS IN
ADDIS ABABA**

By Fryat Berhe

APPROVED BY BOARD OF EXAMINERS

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Abstract

The role played by Project management plays a key part in different companies and sectors. Project management is promoted as an organizational strategic component that leads innovation, and value creation and takes a major stand in turning vision into reality. Despite the importance of projects and project management, their high rate of failures and challenges is a major concern in different sectors, among others in the public sector. Among the reasons that affect project outcomes, stakeholder influential attributes and more importantly, their understanding and effective utilization and management are identified as the key to project success. This study, putting its major stand in Addis Ababa public sectors, utilizes the body of knowledge developed in the field of project management and uses stakeholder theory combined with several complementary theories to achieve its goals and objectives. The study moves on assessing stakeholders' influence in many ways and the effect they could have on the success of projects, stakeholders' direct and mediating effects on project success. The study employs a quantitative survey with structured questionnaires to collect primary data from project leaders, emphasizing the exploration of stakeholders' diverse influence and their direct and mediating impact on project success. Additionally, an extensive review of secondary sources, including published books, journals, and research papers, enriches the study's interpretation, contributing to existing knowledge, while unpublished internet sources enhance its depth and breadth. Based on the above data collection methods and tools, the study identifies the critical role of stakeholder involvement in decision-making, communication, planning, and implementation. Furthermore, the collected data underwent thorough statistical analysis, utilizing descriptive methods and advanced techniques such as correlation and multiple linear regression with SPSS version 25. However, the study underscores the need for effective implementation of stakeholder involvement in Addis Ababa's public projects. The research generates recommendations for ongoing monitoring of success factors and addressing time, cost, and cost overrun issues. Future research is proposed to explore the correlation between success factor rankings and respondents' roles or experience, advancing our understanding of project success dynamics.

Keywords: Project management, Public sectors, Stakeholder, Project success, Public Project

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Investment by both private and public entities is a key driver of growth and job creation. In the short term, both public and private investment can affect output and employment by increasing aggregate demand over time, private investment contribution to potential output and job creation by directly expanding the economy's productivity capacity. It can also boost productivity through the introduction of new production techniques and processes (particularly in the case of foreign direct investment) FDI). Public investment also induces supply side effects through several development and productivity growth. Reliable transportation energy and communication infrastructure are paramount to unlocking private sector investment. Good education and health systems are also key to building human capital and enhancing competitiveness and productivity (2018, Barhoumi, Ha Vu, Tawfighian, and Maino).

Public projects provide significant environmental, economic, and social development values to society across a range of classifications and tenures. Public projects also support the delivery of key public services, connect citizens and firms to economic opportunities, and can serve as an important catalyst for economic growth (2015, International Monetary Fund). However, public projects are subject to failures and great disappointments (Ika, 2013). Many public projects, thus, are delivered too late, at a higher cost, and do not meet agreed quality standards. Even worse, they might not be able to produce the anticipated effects and public resources are wasted (Klakegg *et al.*, 2006).

In addition to the project initiators, government as decision maker, public projects attract the interest of many other stakeholder groups with needs and expectations of the project, including the general public/end-users, pressure groups and other affected people (termed here the project affected group). Numerous project failures resulting from insufficiently addressing their concerns and meeting their expectations throughout the project lifecycle are detailed in the literature. Such failures occur primarily because the groups have the resources and capability to stop the projects in their tracks (Atkin & Skitmore, 2008).

Both research and practice suggest that stakeholders with the ability to influence projects play a crucial role in the successful management of projects and in the professional and academic management literature; a common view is that stakeholder management and performance are strongly related. Among the reasons that affect project outcomes, many scholars have also cited –the ignorance or poor stakeholder management as one of the key reasons responsible for project failure (Aaltonen, 2011; Chang *et al.*, 2013; Hietbrink *et al.*, 2012; Yang *et al.*, 2011; and Zolin *et al.*, 2012). Further findings also indicate that issues within the stakeholder environment are mainly related to the stakeholder influential attributes and behaviors and their understanding and management (Beringer *et al.*, 2013; and Fageha & Aibinu, 2013). Donaldson and Preston, (1995) and Rajablu1 & Yusoff, (2015) in their studies have indicated that there is a high correlation between the stakeholder management efforts and overall project success.

Therefore, systematic improvement in project stakeholder management is required to improve the performance of project outcome. Stakeholders representing multiple interests play important roles as advocates, sponsors, partners and agents of change; they make or break a project, and often project managers do not spend the time to effectively manage the stakeholder relationship - to the project's disadvantage. The purpose of this study is to demonstrate how stakeholder can influence the outcome of a public projects.

1.2. Statement of the Problem

In spite of the success of any project, the participation of stakeholders has a greater role for the future existence of any kinds of projects. Even if the project became fruitful without including the voice of stakeholder the success will not take long. Because, stakeholders are the final subjects who may gain or lose from the project. As a result, any project, especially public projects, should to keep in mind the crucial role of stakeholders.

Projects are needed to be completed within the planned time frame, budgeted cost and required quality. Yet, paradoxically, the poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality (Ika *et al.*, 2012). Thus, understanding of the reasons for failure and the circumstances and situations is the most important step towards improving of the practice, identifying the main problem

areas in project activities and taking appropriate action is required.

In line with this, several researches are being conducted regarding projects conducted in Ethiopia in different sectors, as well. Accordingly, researches conducted include studies on project management approach and maturity (e.g., Abadir, 2011 and Fessehatsion, 2002); causes of project failure (e.g., Yilkal, 2015 and Kefyalew, 2015); planning and scheduling issues (Nejbel, 2014 and Tekalign, 2014), and on cost and time overruns (e.g., Siraw, 2014 and Robel, 2015). Researches were also done on project risk management (e.g., Temesgen, 2015 and Addis, 2014) and contract administrations (e.g., Girmay Kahssay 2003). Other papers, for example, have addressed the monitoring and evaluation practice of development projects (Bido, 2014 and Sileshi, 2011), went further to study environmental impact assessment in dam projects.

Other researchers (e.g., Fetene, 2008; Gebru, 2002, Laychluh, 2012 and Jember, 2014) have addressed issues of managing development programs in public, while public project governance was discussed by Asmamaw *et al.*, (2012). However, research evidence is lacking on the role of stakeholder management on performance of public projects in Addis Ababa. Thus, this study addresses this gap, by focusing more on the role of project stakeholder management on performance of public projects, the role of stakeholder management on performance of public projects in Addis Ababa and final will focus on the variables that affect the success of project stakeholder management process of public projects in Addis Ababa.

1.3 Research Questions

The study was guided with the following key research questions:

- 1.1.1 What are the major variables that affect the success of project stakeholder management process of public projects in Addis Ababa?
- 1.1.2 What are the common problem areas of project stakeholder management activities in public projects in Addis Ababa?
- 1.1.3 What is the role of project stakeholder management process on the final outcome of public projects?

1.4. Objective of the Study

1.4.1 General objective

This study has its own general and specific objectives.

The general objective of the study is to assess the effects of stakeholder management on the performance of public projects in Addis Ababa.

1.4.2. Specific Objective

In addition, the study also has its own specific objectives. These are:

1. To evaluate the existing project stakeholder management process of public projects in Addis Ababa.
2. To identify common problem areas in stakeholder management in process public projects in Addis Ababa.
3. To assess the effect of project stakeholder management process on performance of public projects in Addis Ababa.
4. To come up with a recommendation on project stakeholder management in the Addis Ababa public sector so as to improve its performance.

1.5 Scope of the Study

There are many causes that affect the performance of public projects. Basically the scope of this study is the effects of project stakeholder management on public project outcomes in Addis Ababa. Therefore, the study only will focus on public projects which found in Addis Ababa city administration and will assess on those projects which is executed starting from 2010 G.C up to 2016 G.C. Even though, the study will only assess the Public Projects in Addis Ababa but the final output will be helpful to remaining regions and city administration.

1.6 Limitation of the Study

Due to time limitation, the study was not encompassing all public projects which found in Addis Ababa. In addition to the time constraints, the number of samples accepted to have an influence in the fine output. In addition, reluctant from the respondents to fill and return and the questionnaires was also another limitation problem. Interviews were conducted and unpublished internal documents were

reviewed to get additional information and to triangulate the information obtained from the questionnaire.

1.7 Significance of the Study

As a research, the primary assets of the study go to the academicians. Since there are few studies in the area, it will give a starting point for more studies in this subject area, which means, the study can serve as a reference or a base line for the upcoming researches. Second, different governmental organization and Bureau may use it to make some amendments on unclosed projects and it will help also for future projects. Most importantly the city administration may use it this paper as reference material for all projects which is going to implement recently or in the future.

1.8 Organization of the Study Report

The study is organized in to five chapters. Accordingly, the first chapter talk about the introduction statement of the study. In addition, the first chapter included: introduction of the study, statement of the problem, objectives of the study, scope of the study, limitation of the study and organization of the study. The second chapter discussed about the details of related literatures reviewed on stakeholder management, public projects in the case of Ethiopian and Addis Ababa public projects. The third chapter concentrated on methodology which will be implementing on the study. Fourth chapter presented data analysis, interpretations and research findings will present and discuses. The last chapter, the fifth chapter, included the major findings, conclusions and recommendation.

CHAPTE TWO

2. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Definition of Key Terms and Concepts

2.1.1.1 What is Project?

Projects are temporary in nature, they produce unique products or results and they develop in progressive steps (PMBOK Guide, 2013). Time constraints imply that the purpose of the project is to attain its unique objective and then eventually come to a conclusion by a specific time, unlike an organization's ongoing operations (Greer 2001; Lester, 2006). Furthermore, the outcome of a project is a unique product, service or result which highlights that no two projects are alike because of the variation in requirements, available resources, internal and external environmental conditions and achievement goals of the project stakeholders (Wessinger, 2012).

Projects exist within an organization and do not operate as a closed system. They require input data from the organization and beyond, and deliver capabilities back to the organization (PMI, 2013: P. 48). Thus, projects are undertaken at all levels of the organization involving a single unit of one organization or cutting across organizational boundaries (Kerzner, 2009).

2.1.1.2 Project Management

Over the years, many definitions of project management were published as well. But, the most significant definition is given in _Guide to Project Management Body of Knowledge (PMBOK 5th ed.)', which defines project management as -the application of knowledge, skills, tools, and techniques to project activities to meet project requirements| (PMI, 2013: P. 5).

Project management is about creating an environment and conditions in which defined or desired objective or goal can be achieved in a controlled manner by a team of people. Project management is fulfilled via the application and integration of project management processes i.e., initiating, planning, executing, monitoring, controlling and closing. This is because project management is an integrative undertaking that requires each project and product process to be appropriately aligned and connected with the other processes to facilitate coordination. Actions taken during one process

typically affect that process and other related processes (PMI, 2013: P. 418).

2.1.1.1 Project Stockholder

In his pioneering book *Strategic Management: A Stakeholder Approach*, Edward Freeman (1984,) defined stakeholders as –individuals or groups of individuals who can affect or are affected by the achievement of an organization’s objectives. While having its origins in strategic management, stakeholder theory has been applied to a number of fields of enquiry including project management (Atkin and Skitmore, 2008).

Projects are not performed in a vacuum - they are performed within a company, within society, within an industry and within a market (Burke and Arron, 2014). As a result, projects usually have a wide range of individuals, groups or organizations with different and sometimes competing interests, who can have significant influence over the eventual success or failure of the project, and these, are called project stakeholders (Burke & Barren, 2014; Eskerod and Jepsen, 2013; and Lester, 2006).

Over the years’ various definitions and categorization attempts of project stakeholders have been presented in the existing project management literature ranging from broad to rather narrow views (Boddy & Paton, 2004; Bourne & Walker 2005; Cleland 1986, 1998; El-gohay *et al.*, 2006; Karlsen, 2002; McElroy & Mills 2003; Newcombe 2003; Olaner 2007; and Turner 2004). The most common definition is given in the PMBOK –An individual, group, or organization who may affect, be affected by, or perceive itself to be affected positively or negatively by a decision, activity, or outcome of a project (PMI, 2013: P. 30). Focusing on their influence (Bourne and Walker, 2006) say that stakeholders are "any person or party with an interest in the outcome of the project and/or an ability to exert influence".

The broadness of the definition of project stakeholders creates a large number of possible stakeholders, as a result, different authors have provided a list of the most common stakeholders in projects but, stakeholder classifications in the project management literature categorize stakeholders according to their role in a project or divide the stakeholders as internal and external (Wessinger, 2012). Internal stakeholders, thus, are the stakeholders who are formally members of the project coalition and hence, usually support the project. They are often referred to as primary stakeholders

or business actors. External stakeholders are not formal members of the project coalition, but may affect or be affected by the project because of indirect connection to the project (Johansena *et al.*, 2014). Many scholars (Cleland, 1995; Bourne and Walker, 2006; and Wessinger, 2012) and more specifically the PMBOK, suggest that key stakeholders' roles on every project include the project manager, customer/user, the performing organization, project team members, sponsors, champions and the project management office (PMO). Nonetheless, all the scholars, of course, make it clear that a complete list of stakeholders is impossible to provide (Aaltonen *et al.*, 2008 and Johansena *et al.*, 2014).

For the purpose of this research, stakeholders are defined as individuals and/or groups that are affected by or have an expectation of the project performance and are actively involved and can influence the project results and are associated with determining the project's objectives.

2.1.1.2 Project Stakeholder Management

As stated in the literature above, these stakeholders are actors outside the authority of the project manager. The number of stakeholders interested in the project can dramatically increase the complexity of the project. Each of these stakeholders usually has his/her own interest in the project and this may cause different priorities and conflicts (Bourne and Walker, 2006; and Karlsen, 2002). Projects may fail because the project management does not take the requirements, wishes and concerns of stakeholders sufficiently into account. Projects can only be successful through contributions from stakeholders, and it is the stakeholders that evaluate whether they find the project successful beyond receiving the project deliverables. More often than not, these criteria are implicit and change during the project course. This is an enormous challenge for project managers. The route to better projects, say lies in finding ways to improve project stakeholder management, i.e., project managers must consider stakeholder's interests, needs and requirements and manage them ensure project success (Aaltonen, 2010; Atkin, & Skitmore, 2008; Ika, 2012; Jepsen & Eskerod, 2013; Karlsen, 2002; Sutterfield *et al.*, 2006; and Yang *et al.*, 2014).

The Guide to Project Management Body of Knowledge (PMBOK), defines project stakeholder management as –the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the

project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. While, the APMBok (2012) defines Stakeholder Management as:-The systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

Emphasizing on stakeholder management impact on project success Eskerod and Jepsen, (2013) defined stakeholder management as all-purpose stakeholder related activities to support the success of a project. “That is stakeholder management is about identifying, establishing, and maintaining relationships and adapting to changes. In the same tone, Assuddani and Klopebog (2012) defined project stakeholder management is the continuing development of relationships with stakeholders for the project success.”

This research summarized the above definitions as follows: Stakeholder management involves the processes of identifying (both internal as well as external) stakeholders and assessing and managing their area of interest, needs and influence throughout the project.

2.1.2 The Project Stakeholder Management Knowledge Area

Project managers do not have unlimited resources for interacting with stakeholders. She/ he must decide carefully how to spend the time and resources which are available for this task. The stakeholder literature stipulates a number of steps for the effective management of stakeholders (Cleland, 1986; Freeman, 1984; and Karlsen, 2002), however, PMI (2013: P. 391) has identified four main steps for working with stakeholders. These are: Identify stakeholders, Plan stakeholder management, Manage stakeholder Engagement, Control stakeholders Engagement.

2.1.2.3 Identify Stakeholder Process

Depending on their complexity, size, and type, most projects have a diverse number of internal and external stakeholders at different levels of the organization with different authority and influence levels. In order to be able to manage different groups of stakeholders, a thorough analysis of them should be conducted using structured methods. It is essential to identify as many as stakeholders as possible at the beginning and throughout the project and categorize them into different segments according to their level of interest, influence, importance, position, and expectations at the earliest stages of the project as much as possible. (Bourne and Walker, 2006; Burke & Barren, 2014;

Cleland, 1986; Karlson, 2002). These categories can be adapted to the needs of the specific project so a project manager can classify them into general groups.

According to the PMI (2013: P. 393), the -Identify Stakeholders process has the following inputs, tools and techniques, and outputs: Project Charter, Procurement Documents, Enterprise Environmental Factors, Expert Judgment and Meetings.

2.1.2.4 Identify Stakeholders: Tools, Techniques and Outputs Stakeholder Analysis

It is not possible to treat all stakeholders equally in the project, and they are given different priorities with respect to the interests, expectations, and influence on the project. Stakeholder analysis is a process of systematically gathering and analyzing all relevant quantitative and qualitative information about the stakeholders in order to prioritize them and determine whose interests should be taken into consideration throughout the project and identification of stakeholder relationships that can be leveraged to build partnerships with stakeholders to increase the probability of project success (Bourne and Walker, 2006; Cleland, 1986; Karlson, 2002).

Different methodologies suggest different ways of analyzing stakeholders some complex and some very simple. A common approach is to map the interest and power or influence of each stakeholder group on a quadrant (Bryson 1995). This process generates the stakeholder register.



Figure 1: Identify Stakeholder Management

Source: PMI, 2013: P. 393

2.1.2.5 Plan Stakeholder Management Process

The plan stakeholder management process provides a clear, actionable plan to effectively interact with stakeholders and support project's interest by defining the strategies for building close relationships with stakeholders, who can benefit the project and for minimizing the influence of stakeholders who

may have a negative impact. This process is iterative and should be reviewed on a regular basis as the required level of engagement of the stakeholders ‘changes in the project, (Burke & Barron, 2014 and Karlsen, 2002). According to the PMI (2013: P. 399), the –Plan Stakeholder Management process has the following inputs: Project Management Plan, Stakeholder Register, Enterprise Environmental Factors and Organizational Process Assets.

2.1.2.6 Plan Stakeholder Management: Tools, Techniques and Outputs

The project manager needs to use his expert judgment to decide the level of engagement at each stage of the project from each stakeholder. Meetings and discussions can be held to discuss the engagement level of stakeholders. A Stakeholder Engagement Assessment Matrix is used to indicate the current engagement and indicates the desired level of engagement. Engagement level of stakeholders can be classified as unaware, resistant, and neutral supportive and leading this process generates the stakeholder management plan, which becomes the component of the project management plan. Stakeholder Management Plan contains: current/desired engagement levels, scope and impact to stakeholders, interrelationships, communication requirements and forms, how to update the plan. The plan articulates management strategies to engage stakeholders for the project. Another output of Plan Stakeholder Management are the updates to project documents that include project schedule and stakeholder register.



Figure 2: Plan Stakeholder Management.
Source: PMI, 2013: P. 399

2.1.2.7 Manage Stakeholder Management Process

According to PMBOK, stakeholder engagement is the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle. At this phase of stakeholder management, lines of communication need to be established with the key stakeholders

to address what information is required, when it is required and how it should be communicated (Burke & Barren 2014).

As per the PMBOK, inputs for Manage Stakeholder Engagement include Stakeholder Management Plan, Communications Management Plan, Change log and Organizational Process Assets. The communications management plan includes a documentation of stakeholder’s needs for communication requirements. All of this need to be taken into consideration as inputs when managing stakeholder engagement.

2.1.2.8 Manage Stakeholder Engagements: Tools, techniques and outputs

Tools and techniques used to Manage Stakeholder Engagement process include effective communication methods such as use of email, meetings, process updates through intranet, war rooms, among others. Project manager uses effective interpersonal skills including active listening, building trust, resolving conflict, negotiation and overcoming resistance to change.

This process generates stakeholder related information to update project document such as, the Issue Logs, Change Requests, Project Management Plan, Organizational Process Assets and lessons learned documentation.



Figure 3: Manage Stakeholder Management

Source: PMI, 2013: P. 404

2.1.2.9 Control Stakeholder Management Process

The Control Stakeholder Engagement process involves the monitoring and evaluating overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders over the life cycle of the project. The strategic benefit of this process is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its

environment changes (PMBOK 2013). Furthermore, it continuously monitors periodically the stakeholder engagement to re-assess the position of each stakeholder, as this will allow the project team to detect a hidden stakeholder, which if ignored can have a disastrous influence on the project. The process also helps determine what further action, if any, is required to maintain stakeholder commitment and support to the project.

As per the PMBOK (2013), inputs for Control Stakeholder Engagement include: Project Management Plan, Issue Log, Work Performance Data and Project Documents

2.1.2.3 Control Stakeholder Engagement: Tools, Techniques and Outputs

Tools and techniques used to Manage Stakeholder Engagement process include effective communication methods such as Information Management Systems, Expert Judgment, Meetings, Work Performance, Information and Change Requests.

The Control Stakeholder Engagement process generates updates to update project documents such as, the Issue Logs, Change Requests, Project Management Plan, Organizational Process Assets and Lessons learned documentation.

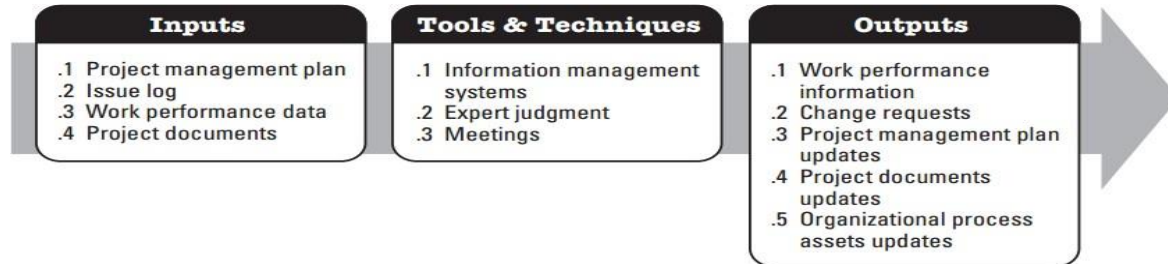


Figure 4: Control Stakeholder Management
Source: PMI, 2013: P. 410

2.1.2 Project Lifecycle and the Project Stakeholder Management process

When doing project stakeholder management, it is important to consider the whole project life cycle (Burke &Barren, 2014). The number and range of stakeholders will vary according to the stage which the project has reached, and the importance of the individual stakeholders will as well, posing different and changing stakeholder management challenges for the project team (Eskerod and Jepsen, 2013). Each stakeholder brings different skills and expertise, different standards, different priorities and different agendas (needs and expectations) to the project. The project leader’s challenge is to use a structured approach to identify, influence and manage the key stakeholders

within each phase (Burke & Barren, 2014). Thus, a permanent identification and prioritization of stakeholders throughout the project lifecycle is considered as good practice (Eslerod & Jepsen, 2013 and Burke & Barren, 2014).

Stakeholder influences are the highest at the start of the project and as project progresses the influences continue to reduce (Eslerod & Jepsen, 2013 and Burke & Barren, 2014). Thus, the process of identifying, engaging stakeholders must begin well in advance. During the planning phase, the project manager should create awareness about the project delivery and outcomes and build a relationship with them, putting special attention to key stakeholders as, it is much more difficult to adapt the project to the needs of stakeholder after it has reached the execution stage. In the execution phase the follow-up of the stakeholder management should be performed and relations must be built with any new stakeholders while old ones are sustained. Lastly, in the closedown phase the relationships will be dissolved and disengaging activities should be held with the project stakeholders (Eslerod & Jepsen, 2013 and Burke & Barren, 2014).

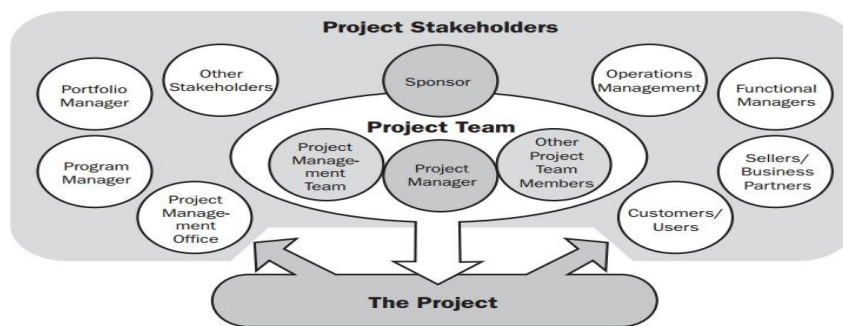


Figure 5: The relationship between Stakeholder and project Life Cycle

Source: PMI, 2013: P. 31

2.1.4. Importance of Project Stakeholder Management

Project stakeholder management has been seen as a core activity for creating project success from the time of Cleland's work (1986) on the topic. It has since then gained considerable attention in project management research and practice, particularly with the current focus on sustainability in project delivery. The shift to stakeholder satisfaction criteria resulted from the problems and uncertainty caused by project stakeholders contribution to project failure.

Many scholars have cited -the ignorance or poor stakeholder management| as one of the key reasons responsible for project failure (Aaltonen, 2010; Atkin *et al*, 2008; Bourne and Walker 2005;

El- Gohary *et al.*, 2006; Ika, 2009; Jepsen and Eskerod, 2009; Karlsen, 2002; Olander and Landin, 2005; Olander, 2007; Yang *et al.*, 2011). Various studies have also claimed that the inability of project managers to take into account the concerns, claims and influences from project stakeholders is a reason for project failure and highlighted the importance of managing stakeholders (Atkin and Skitmore, 2008; Bourne and Walker 2005; El-Gohary *et al.* 2006; El- Sawalhi and Hammad, 2015; Karlsen, 2002; Wessinger, 2012; Olander and Landin 2005; and Yang *et al.*, 2011). As a result, the management of project stakeholders is now widely acknowledged as an essential part of project management and as a factor contributing to project success.

As is evident, the underlying assumption in the majority of project stakeholder literature is that stakeholder management is not only a critical success factor for project success (Aaltonen, 2010; Atkin, Brian and Skitmore, Martin, 2008; Bourne and Walker 2005; El- Gohary *et al.*, 2006; El-Sawalhi & Hammad 2015; Jepsen and Eskerod, 2013; Karlsen, 2002; and Yang *et al.*, 2011), but an inevitable part of any project and project management process. A project is as successful as the stakeholders think it is. As a consequence, a robust body of literature has developed on how to identify and manage stakeholder interests and relationships. In the most recent edition of project management body of knowledge guide, one of the project management methodologies, a whole new 10th knowledge area was added about stakeholder management which shows that more emphasis that ever is put in to this subject (PMI, 2013; Burke & Barren, 2014).

2.1.5 Project Stakeholder Management in Public Projects

Generally, public investment refers to capital expenditure on physical infrastructure (e.g. roads, government buildings, etc.) and soft infrastructure (e.g. human capital development, innovation support, research and development, etc.) with a productive use that extends beyond a year (OCED, 2015). Public projects are tools for public investment, which comprises both direct and indirect, which can have a productive life of several decades. Such projects range from small, one-off, limited projects that can be implemented within a year to more complex projects that take place over decades called mega projects. Public projects have large and long-term impacts on the social, economic and environmental sustainability of a nation (Wang *et al.*, 2006).

The way public projects are executed is of paramount interest to the citizens of any nation (Dada, 2013). From the public perspective, success is implementing useful projects that have sustainable positive impacts in the years ahead (Kossova and Sheluntcova, 2016). This means project definition is

very crucial, as projects should reflect the needs and requirements of the community. Success is thus defined as any perceived benefit from the intended position and perspective. And, this cannot be done without involving all stakeholders in defining the project from early phases. It would be irrational to get stakeholders' opinions about the project outcome after the completion when their involvement is limited (Mohammed K et al., 2013).

Public sector project management inefficiency is a serious problem for many countries, in particular for developing countries (Kossova and Sheluntcova, 2016). Several researchers, such as Flyvbjerg et al (2002/2004), Morris and Hough (1991), Nijkamp and Ubbels (1998), and others have studied a large number of major public projects. They found that these projects often and systematically fail to meet the expectations of different stakeholders and agreed goals. Even worse, many are delivered too late, at a higher cost and do not meet agreed quality standards, and public resources are wasted (Klakegg, 2009).

In public projects, project managers often face challenges in the processes of identifying stakeholder and their needs, assessing stakeholder impacts and their relationships, and formulating appropriate engagement strategies (Yang et al., 2011 and Mok et al, 2015). This is because, stakeholder management in the public sector still lags some way behind, and is often haphazard. Conflicts often arise in the development of public projects, due to the diverse interests, perceptions and expectations of the numerous seventeen stakeholder interests in public infrastructure and construction projects; their concerns are multidimensional (Zakharova and Jager, 2013) In many cases, public projects are characterized by spontaneity and disappointment (Mok et al., 2015). Furthermore, Mok et al.

(2015) and Zakharova and Jager (2013) stated that the stakeholder management process is fragmented and informal, which is insufficient to manage the complicated interfaces involved in public projects. Consequently, there is an acknowledged need for a complete, systematic and formal stakeholder management process model for application in public projects (Mok et al., 2015; Yang et al., 2011; Zakharova and Jager, 2013).

2.1.6. Critical Stakeholder Management Inputs factors in Project Success

To identify the essentials input factors of stakeholder management, Critical Success Factors (CSFs) approach was used in this study. Saraph *et al.* (1989) viewed them as those critical areas of

managerial action that must be practiced in order to achieve effectiveness. In the field of stakeholder management, Cleland and Ireland (2002) consider these as important as those activities and practices that should be met in order to ensure effective management of project stakeholders.

The review of the literature suggested that there are numerous CSFs that can be identified as being crucial to the successful implementation of stakeholder management. However, this research will use the fifteen-factor model that was developed by Yang *et al.*, (2009) and El-Sawalhi & Hammad (2015) as diagnostic instrument for measuring the project stakeholder management implementation process in the public sector. The study of Yang *et al.*, (2009) and El-Sawalhi & Hammad (2015) forms the foundation for this research.

Yang *et al.*, (2009) and El-Sawalhi & Hammad (2015) and have identified six main groups for stakeholder management which are: Management Support; Stakeholder Identification; Stakeholder assessment; decision making; action and evaluation; and continuous support. This study will examine the role these factors in play in effective management of stakeholders for the success of public projects.

2.1.7. The Role of Information Inputs on Stakeholders Management Process

Public sector bodies, work in a very complex environment, and deal with a wide range of different stakeholders (Mok *et al.*, 2015; Kossova and Sheluntcova, 2016; Zakharova and Jager, 2013). Since an adequate project scope definition needs participation and input from all stakeholders and identification of a clear mission for the projects at different stages is widely considered to be essential for the effective management of stakeholders (Winch, 2000). Thus, clearly defining the project mission, goal and scope are very important to project success (Mohammed, 2013).

In addition, the information on a full list of stakeholders, areas of stakeholders' interests, and their needs and constraints regarding the project, the stakeholders' commitments, interests, and power should be fully assessed so that the project manager can tackle the key problems in the stakeholder management process and the potential impact it could have on the success of the project (Bouner and walker, 2006; Freeman *et al.*, 2007, Jepsen & Eskerod 2009; Kaal. 2000; Nguyen *et al.*, 2009; Olander & Landin 2008, Yang *et al.* 2009; and El-Sawalhi & Hammad,2015).

2.2. Empirical Review of the Study

In the literature review above, the main input factors for project stakeholder management were discussed in detail. From the literature, it has become evident that for better project stakeholder management performance top management support; stakeholder identification; stakeholder assessment; decision making; action and evaluation; and continuous support are the main input factors. The research works by several different studies reported there is a positive relationship between project performances a project stakeholder management for project successes, stating that the ignorance or poor stakeholder management as one of the key reasons responsible for project failure (Aaltonen, 2010; Atkin, Brian and Skitmore, Martin, 2008; Bourne and Walker 2005; El-Gohary *et al.*, 2006; Ika, 2009; Jepsen and Eskerod, 2009; Karlsen, 2002; Olander and Landin, 2005; Olander, 2007; Yang *et al.*, 2011). Many scholars have stated that poor project stakeholder management could be the main cause for the large number of public project cost overrun, time delay, public dissatisfaction and poor quality, and ultimate failure. And also, the literature indicates that applying appropriate project stakeholder management managers tool and techniques in stakeholder management processes increases the chance for project successes. Furthermore, it was shown that there is a positive relationship between project stakeholder management processes and public project successes.

For example, the research works by Kossova (2016); Flyvbjerg et al (2002/2004), Zakharova and Jager, 2013 and others have indicated poor project stakeholder management to be one of the reason for project failure in developing countries. In line with this, El-Gohary *et al.*, (2006), stated that a positive involvement with stakeholders can be a decisive factor that can make or break a public project. Therefore, this study will identify the effects of project stakeholder management activities to fill the gaps observed in public sector in Ethiopia.

2.3. Conceptual Framework of the Study

Based on the literature review, a conceptual framework for evaluating the impact of stakeholder management input factors on project stakeholder management processes and identifying the relationships between project stakeholder management processes and successful public project outcomes has been constructed.

The classification of inputs factors in the study of Yang *et al.*, (2009) and El-Sawalhi & Hammad

(2015) are more useful for my study on project stakeholder management. The conceptual framework of this study will apply the classification of input factors in the project stakeholder management process of adapted from Yang et al., (2009) and El-Sawalhi & Hammad (2015). The impacts of these input factors are examined in the assessment of project stakeholder management performance. Then, how project stakeholder management processes influence the performance of public project outcomes will also be assessed.

The first part of this framework considers the relationships between Management Factor, Information inputs, Stakeholder Estimation, Decision Making, Action and Evaluation and Sustainable Support and project stakeholder management processes in the public sector. These factors are developed based on the study of Yang *et al.*, (2009) and El-Sawalhi & Hammad (2015) and builds on the synthesis of previous studies on critical factors for project success or failure. The project stakeholder management processes are evaluated through the performance of 4 project stakeholder management processes namely: Identify Stakeholders Process, Plan Stakeholder Management Process, Mange Stakeholder Engagement Process, and Control Stakeholder Engagement Process. The second part of the framework examines the relationships between project stakeholder management processes and public project success factors. The performance or success of the project will be evaluated in terms of completion time, completion cost, and quality and customer satisfaction. Generally, the conceptual framework is described on the below Figure.



Figure 6: Conceptual input factors, Project Stakeholder management knowledge area and project successes

CHAPTER THREE

3. RESEARCH METHODOLOGY

The study's methodology is covered in this section. This chapter contains details on the study's methodology, target population, sampling method, data source, and validity and reliability checks.

3.1 Description of the study area

The setting of the study is focused on those public projects which were initiated and financed under the city administration Addis Ababa.

3.2. Research Approach and Design

3.2.1 Research Approach

This study has examined the role of stakeholder management on performance of public projects in Addis Ababa. Hence this study has followed a deductive form of scientific research reasoning approach.

3.2.2 Research Design

To generate data for addressing the research objectives of the thesis, the researcher has used the following methodologies Based on the objectives of the study and the availability of relevant information, this study used quantitative research design. Moreover, comprehensive literature review has been conducted regarding the concepts of project stakeholder management processes and activities. In order to assess and to get comprehensive information on stakeholder management practice in the management of public sector projects and its role on project performance, data collection will be carried out (both primary and secondary data).

3.1 Data Type and Source

3.1.1 Data Type

There are two main types of data that can be used in research papers: qualitative and quantitative data. Qualitative data is non-numerical data that is collected through observations, interviews, focus groups, or surveys. Quantitative data, on the other hand, is numerical data that is collected through experiments, surveys, or observations. It is often used to test hypotheses or measure variables precisely. Quantitative data is analyzed through statistical methods such as regression analysis or hypothesis testing.

Quantitative data has been used collecting using questionnaire. It is divided into three major sections. The first section requires respondents' general information; the second part consists of the profile of the company or organization. The last section of the questionnaire, investigating the effect of the stakeholder management on the performance of public projects in Addis Ababa.

3.1.2. Data Source

The Primary data has been gathered using structured questionnaire from relevant professionals, such as project leaders or project coordinators and project team members of public projects.

This study has used questionnaire to conduct information from respondents because it is helpful:

- To collect large amount of information with in short period of time from larger sample size.
- It is also the easiest method to analyze scientifically than other forms of research methods.
- Finally, this method is a relatively cost effective.

However, different published books, internet websites, journals, previous research papers and will be used for review of related both theoretical and empirical literatures review and overall knowledge to understand the study area and research methodology. Published books will be reviewed to review related theoretical literatures to interpreted research findings. Journals and research papers will be used for empirical study and were used as a base for conducting this study to attempt adding some new finding on the existing knowledge. Internet web sites were the source of unpublished books, journals, and research papers.

3.2. Target Population and Sample

3.2.1 Target Population

The study concentrates on the effects of project stakeholder management on public project outcomes in Addis Ababa. Therefore, the study only focused on public projects which found in Addis Ababa city administration and assessed on those projects which is executed starting from 2010 G.C up to 2016 G.C. Three sets of project stakeholders—the contractor, client, and consultant—make up the target population. The people who were chosen are knowledgeable about project stakeholder management.

Contract administrators, General Managers, Project Managers, Project Supervisors, Residential and Office Engineers, Laboratory Technicians, Site Engineers, Designers, Site Forman's and Team Leader's Organizations with Experience and Direct Contacts in their Jobs in Stakeholder Management are the population that is targeted. The target population for this study was 75.

Purposive sampling is a type of sampling technique that falls within the non-probability category. The study's target population is the 60 respondents.

3.1.1 Sampling selection procedure

There are two main types of sampling designs, according to Saunder and Lewis (2009): probability sampling and non-probability sampling. In probability sampling, elements of the population have some known chance or probability of being selected as sample subjects, while in non-probability sampling, the elements do not have a known or predetermined chance of being selected as subjects, fitting into the broad categories of convenience & purposive sampling.

The term "convenience sampling" refers to sampling from units or individuals who are most readily accessible. Purposive sampling, also known as a judgmental or expert opinion sample, is the process by which information or data for the research are acquired from members of the public who are easily accessible to the researcher. Because the research's focus is on a specific practice for which a portion of the population bears direct responsibility for the situation under study, purposive sampling was employed to choose the respondents from the stakeholder group to be included in the sample.

To select sample respondents from total study population, nonprobability sampling techniques were applied because the total population of completed public projects is not defined and the total number of completed public projects is not known. Furthermore, the information on completed public projects was fragmented and not accessible in some cases. Therefore, in this case convenient sampling will use as a technique so, as to include public projects of which information was available. Moreover, the researcher has purposively chosen Municipality Offices and their agencies for this study based on the fact that they set the projects governance structure top-down to the lower level offices and they are responsible for managing large national public projects. In addition, large projects like these operate as separate structure and hence, are expected to be relatively more organized.

A total of 60 survey questionnaires were distributed to public sectors institutions in Addis Ababa and 51 questionnaires were appropriately filled and returned which gives 85% return rate is assumed to be suitable further analysis.

3.3. Data Collection Methods and tools

The researcher used both primary and secondary data sources. The primary data was collected from the project leaders or project coordinators and project team members mainly through questionnaires. Due to time constraints and to get a high response rate from the respondents, the researcher preferred a structured and close-ended type questionnaire.

Secondary sources of the study are different published books, journals, previous research papers and archive documents. Published books will be reviewed to review related theoretical literature to interpret research findings. Journals and research papers will be used for empirical study and used as a base for conducting this study to attempt to add some new findings to the existing knowledge. Internet websites were the source of unpublished books, journals, and research papers.

3.4. Data Analysis and Presentation

3.4.1 Data analysis

The collected data have been analyzed using statistical techniques. The study employed descriptive data analysis to describe the phenomena of the variables based on a Likert scale rating. Correlation analysis using Pearson correlation has been used to determine the association between the variables. Correlation analysis measures the strength of the linear relationship between variables while regression analysis provides a best-fit mathematical equation for the values of the variables used in determining and interpreting linear relationships of variables (Weiers, 2008). Hence, the multiple linear regression model has been used to conduct inferential analysis to determine the causal relation of the data and statistical test hypotheses. The method enables statistical testing of hypotheses to help estimate the dependent variable of project performance based on the independent variables of stakeholder management. SPSS version 25, a statistical software package was used to carry out the statistical analysis.

3.7.1.1 Variables Identified from Literature

From the literature reviewed and conceptual framework this study identified the following independent and dependent variable. For this variables a five point Likert scale will be developed to measure the identified variables.

3.7.1.2 Variables Related to Stakeholder, Input Factors and Stakeholder Management Processes

Dependent variable

The dependent variable for Hypothesis 1 to 5 is planning processes adapted from Yang et al, (2009) and El-Sawalhi & Hammad, 2015). As described in the conceptual framework, planning performance/processes is measured through the implementation of the project stakeholder management processes including Management Factor, Information inputs, and Stakeholder estimation, Decision Making and Action and Continuous Support.

Independent variables:

1. Management Factor Group
2. Information Inputs Group
3. Stakeholder Estimation Group
4. Decision Making and Action Group
5. Continuous Support Group

The dependent variables for Hypothesis 1 to 5 include:

1. Continuous Support Identify Stakeholders Process
2. Plan Stakeholder Management Process
3. Manage Stakeholder Engagement Process
4. Control Stakeholder Engagement Process

3.7.1.3 Variables Related to Stakeholder Management Processes and Project Successes

The dependent variables for Hypothesis 6 to 9 are project successes factors and it include:

1. Completion time
2. Completion cost
3. Required specification /quality
4. Customer satisfaction

The independent variable for hypothesis 6 to 9 is project stakeholder management knowledge areas that indicate the level to which the performance of the stakeholder management activities is accomplished and this variable includes:

1. Identify Stakeholders Process
2. Plan Stakeholder Management Process
3. Mange Stakeholder Engagement Process
4. Control Stakeholder Engagement Process

3.7.1.4 Model Developments

The following models were developed to test the Hypotheses.

MODEL 1: The Role of Stakeholder Management Input Factors On the Knowledge Area

This will be used to test hypothesis 1 to 4 predicts the effects of input factors on stakeholder management processes. Mathematically this model is expressed as:

$$PSM = f(SMIF) = f(MF, II, SE, DMA, CS)$$

Where: MF -

Management

Factor II -

Information

inputs

SE - Stakeholder Estimation

DM - Decision Making

& Action CS-

Continuous Support

MODEL 2: Effects of Project Stakeholder Management Knowledge Areas on Project Successes

This model will be used to test hypothesis 5 to 8 which predicts the relationship between the stakeholder management processes and project successes. Mathematically this model is expresses as:

$$PS = g(PSM) = g(ISP, PSMP, MSEP, CSEP)$$

Where: PS- project successes

PSM - Project Stakeholder Management

knowledge area ISP - Identify Stakeholders

Process

PSMP - Plan Stakeholder Management Process

MSEP - Mange Stakeholder Engagement

Process CSEP - Control Stakeholder

Engagement Process

Model 2a: Impacts of Project Stakeholder Management processes on completion cost of project $PS1 = g1 (PSM) = g1 (ISP, PSMP, MSEP, CSEP)$

Model 2b: Impacts of Project Stakeholder Management processes on completion time of project $PS2 = g2 (PSM) = g2 (ISP, PSMP, MSEP, CSEP)$

Model 2c: Impacts of planning processes/activities on quality of project $PS3 = g3 (PSM) = g3 (ISP, PSMP, MSEP, CSEP)$

Model 2d: Impacts of Project Stakeholder Management processes on customer satisfaction $PS4 = g4 (PSM) = g4 (ISP, PSMP, MSEP, CSEP)$

Where: PSM- project stakeholder management

processes PS1- project successes factor 1-

completion cost PS2- project successes

factor 2-completion time PS3- project

successes factor 3-project quality

PS4- project successes factor 4-customer satisfaction

g 1 - completion cost

g2 - completion time

g3 - project quality/specification

g4 - customer satisfaction

3.3.1 Data Presentation

On the analysis section, the data gathered from different sources was analyzed and interpreted. This is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). The data gathered was analyzed in relation to the industry's standards and principles. Data was analyzed using descriptive analysis through Statistical Software for Social Science (SPSS) software. The analysis and discussions was made on the research findings both qualitatively and quantitatively. The finding of the quantitative data has been presented in tables and charts. Conclusion were make based on results of the findings.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Demographic Characteristics of the Respondents

The section below is dedicated to present the data collected through primary data collection tools, analyzed and interpreted through the analysis software.

Table 1: Demographic characteristics of the respondents

Variables	N	Mean	Std. Deviation
Sex of the Respondents	51	1.4118	.49705
Age of the Respondents	51	1.6667	.73937
Level of Education	51	1.3137	.54736

As can be seen in the table above the demographic characteristics of the respondents has been indicated and most of the respondents of the study are male with 57.4 percentage, mean 1.4 (1 being male) and the standard deviation is .497 share while the rest 42.6% are female. When it comes to the age distribution of the respondents, 48.1 percent of the respondents are between the age ranges of 20-30 years of age while 34.6 percent the rest 15.4 percent of the respondents are between 41-50 years of age range. From this one can infer that a significant portion of the respondents are youth with a commendable access to up-to-date project management practices both in college education and on line sources.

The academic level of the respondents has also been assessed and 71.2 percent of the respondents have attained first degree followed by Second degree holders comprising 23.1 percent while only

3.8 percent of the respondents have attained PHD. The respondents have the required expertise and qualification to analyze and explain about projects underway in the public institutions.

4.2 Project Identification and Analysis

The respondents were asked to rate their level of agreement on the statement that asked the project manager was well experienced in project stakeholder management processes and the respondents

have asserted with a mean value of 3.4902 that project manager was well experienced in project stakeholder management processes. Moreover, the respondents have affirmed with the mean value of 3.37 or 53.8 of them agreed and strongly agreed that the top management has given the required delegation and authority to the project manager to discharge one's responsibility. Still a reasonable number of respondents 23.1 percent of the respondents have neither expressed their agreement or disagreement, instead they remained neutral to the statement; moreover the 21.2 percent of the respondents disagreed and strongly disagreed to the statement. From this one can infer that the project manager has an authority to exercise his power and entitled to his actions. It can also be said that the project manager is empowered enough to pursue the articulated goals of the project till its implementation and subsequent completion.

The respondents were also requested to express their level of agreement regarding the statement that asked team members were well experienced in project stakeholder management process and

56.9 percent of the respondents have agreed and strongly disagreed while, on the contrary, 43.1 percent of the respondents have disagreed and strongly disagreed to the statement; still almost a third, 29.4 percent, of the respondents have remained neutral to the same statement. It can, therefore, be said that, considering the percentage level of agreement and strongly agreed respondents share on the statement, team members were well experienced in project stakeholder management process and this will help the project to get its completion on a timely basis with a better experience provided by the project managers. Too conscious it has to be that a number of respondents have an exception to the statement that there still is a concern in this regard.

Some top management of parent companies are well of at involving themselves in the strategic business unit of the corporate business. In this study the researcher had asked the respondents their reaction to the statement that said involvement of top management of the parent organization in the stakeholder management process and 59.6% percent, the majority, of the respondents have agreed and strongly agreed to the statement while only 7% of the respondents have disagreed still 32.7 % of the respondents have remained neutral. It can still be inferred from this findings that the top management of the parent organization is quite often involved in the stakeholder management process and this will help the company to get the most out of its deliverables. Top management are

quite aware and are key management team of the organization. Their intervention and involvement in the stakeholder's management issues will offload or the least it can support the supervisor and any questions that could have otherwise remained on a pending.

Commitment is the one and the major issue required of a project team. Lack of commitment will significantly affect the output expected of a certain project. In this regard the respondents were asked to rate their level of agreement to the statement that said project team members were well committed to project stakeholder management processes and 60.7 percent of the respondents have asserted it while the remaining 21.2 percent remained neutral while 1.3 percent have disagreed to the statement. Overall the project teams dedicate their effort towards the stakeholders' management process. On the same issue, stakeholders' involvement at the project management issues has also been raised as a concern and respondents were asked to rate their level of agreement on the same. It follows that for the statement that is presented respondents requiring their level of agreement on efforts were spent to involve project stakeholder in project planning stage 21.2% of the respondents have agreed and strongly agreed, 32.7% of the respondents have remained neutral about the statement. From this once can infer that effort has been directed towards stake holders of projects to be brought on board. This makes stakeholders to dedicate their commitment at worthwhile phase and dedicate their effort on the important aspects and journeys of the project's phase.

The respondents have been asked to express their level of agreement regarding the statement that said efforts were spent to involve project stakeholder in project planning stage and 46.2 percent of the respondents strongly agreed and agreed to the statement; 32.6 percent of the respondents remained neutral and the remaining 21.2% of the respondents have disagreed and strongly disagreed to the statement. What one can infer from this is that project stake holders are more importantly are involved in the planning stage. This, involving them in the planning stage has a multitude of advantage in allowing the stakeholders to have a greater and significant input, have agreed up on startup and process stage of the project thereby inflicting a sense of ownership up on the completion is set forth.

4.3 Stakeholders' Engagement in the Project

The respondents have also been asked to state their level of agreement regarding stakeholders' pre

project expectation and the expectation there of with a statement that said stakeholder s' pre-project expectations were evaluated and 46.2% of the respondents have agreed and strongly agreed; 32.7% remained neutral and the rest 21.2% of the respondents have disagreed and strongly disagreed to the statement. Accordingly, it can be said that the pre-project stakeholder expectations were evaluated and this creates adequate room to have a say by the stakeholders. As stakeholders' reactions are accommodated then the project's expectation by the stakeholders and the process will have to be clearly articulated execution path.

The respondents were asked to state their reaction on the relationship endured between customer and project objectives and a statement that said there were no conflict between the project objectives and the customers' in the process of goal definition requiring their level of agreement has been presented to them and 50.1 percent of the respondents have agreed and strongly agreed, 15.7 percent have disagreed while the rest, a third of the respondents have remained neutral to the same statement. It can be inferred that the no significant conflicts intercept the project objectives and the customers' in the process of goal definition. This has a two way benefit: as there are seldom such conflicts arise the likelihood of getting every stakeholder and customers onboard becomes easier at one end and resentment and disarmaments won't be a case throughout the project execution and completion phase as everyone has a hand on the objectives and the process of the execution.

The inclusion of stakeholders' reactions plays a vital role in retaining deliverables as a common output. Including their reactions in each phase, if possible, in a continual manner will help a lot for the quality and cost concerns the project has to go through. In this regard the respondents were asked to rate their level of agreement to the statement that asked there is organizational flexibility in implementing strategy based on stakeholders' reactions and 63.5 % of the respondents have agreed and strongly agreed to the statement 21.2% have remained neutral while 15.3% of the respondents have disagreed and strongly disagreed. Accordingly, one can infer that the organization is accommodative of the reactions of stakeholders and acts accordingly incase flexibility is required.

The statement that said stakeholder identification was done and the respondents have also been asked to rate their level of agreement to the statement. Hence, 48.2% of the respondents agreed and

strongly agreed to the statement; 15.4% of the respondents disagreed and the rest, more than a third of the respondents remained neutral to the statement. It can be said, taking the relative majority of the responses given to the statement that the project has been undertaken and executed after the stakeholder identification had been undertaken. This activity, if carried out with utmost integrity, will highly benefit the successful accomplishment of the project and the quality deliverables thereof in that the project will be of greater use to the intended goal.

In project management cycle it is worth considering, if not prioritizing, stakeholder if identified well should objectively be classified and analysis be done accordingly. In this regard the respondents were asked if the case is so in their set up and they have been presented with the statement stakeholder classification and analysis was done and 63.5 percent of the respondents have agreed and strongly agreed to the statement.

Studies have attested and assert that if prior identification of area of interests is undertaken there will hardly be disagreement and misunderstanding on the output and the throughputs of a project. In this regard the respondents were asked to rate their level of agreement to the statement that said area of interests were identified 65.5% of the respondents have agreed and strongly agreed to the statement; 18.2% of the respondents have disagreed and strongly disagreed while the rest 15.4% of the respondents remained neutral. This attests that projects being executed and implemented need to have comprehensive and all in one to avoid subsequent resentment.

The statement that said needs and expectations were explored and the respondents have also been asked to rate their level of agreement to the statement. Hence, 55.9% of the respondents agreed and strongly agreed to the statement; 19.2% of the respondents disagreed and the rest, quarter of the respondents remained neutral to the statement. It can, therefore, be said before the onset of the project the needs and expectation of the stakeholders need to have their needs and expectations explored and explicitly articulated so that they can have a well-grounded understanding of the implementation and the purpose it will have up one the successful completion. Moreover, the project plays a significant role in the way it clarifies the expectations thereof.

In many instances assessing the attitudes and behaviors of stakeholders, project managers and implementing party will have a tremendous benefit in a bid to assess and ascertain how they react to the benefits and subsequent deliverables of the project up on the successful completion. In this

regard the respondents were asked to rate their level of agreement to the statement that asked there is organizational flexibility in implementing strategy based on stakeholders' reactions and 43.3 %of the respondents have agreed and strongly agreed to the statement 32.7% have remained neutral while 23.1% of the respondents have disagreed and strongly disagreed. While the respondents who have taken neutral positions remain to have not known whether the assessment is done or not, assessing the attitudes and behaviors of all the concerned parties on the project will play a vital role in many ways.

4.4 Stakeholder Communication

The respondents were asked to rate their level of agreement to the statement that asked stakeholders' register was developed and 42.5 % of the respondents have agreed and strongly agreed to the statement 30.8% have remained neutral while 26.7% of the respondents have disagreed and strongly disagreed. Moreover, the respondents were asked to rate their level of agreement to the statement that said stakeholders' management plan was developed and 38.6 percent of the respondents have asserted it while the remaining 34.5 percent remained neutral while 26.9 percent have disagreed to the statement. The development of stakeholders' management plan has a significant importance in an attempt to approach and subsequently implement the planned project easier than ever before. Hence, as it stands stakeholders' management plan is well developed and yet a significant portion of the respondents have a but in the statement. It can therefore be said that a lot still remains though a commendable practice is underway in this regard. Apart from planning and managing the stakeholder management plan, the respondents have also been asked to rate their level of agreement to the statement that asked stakeholder engagement and management activities were synchronized with project master plan 28.8% of the respondents have disagreed to the statement 48.1% of them have remained neutral while only 23.1 percent of the respondents have agreed which shows stakeholder engagement and management activities were not synchronized with project master plan. This creates a significant challenge of alignment both vertically with the top management and horizontally with stakeholders of the project. It's a true focus based on feedback from across the entire organization customers, clients, employees, suppliers, vendors, and stakeholders. Effective feedback has benefits for the giver, the receiver, and the wider organization. The respondents of this study have been asked to rate their level of agreement to the statement that asked stakeholder engagement was done based on scheduled plan

and 30.8% of the respondents have disagreed and strongly disagreed to the statement 42.8% of them have remained neutral while the remaining 33 percent of the respondents have agreed and strongly agreed.

Stakeholders are the people and organizations whose attitudes and actions have an impact on the success of your project or your company. Effective communication ensures that they receive information that is relevant to their needs and builds positive attitudes to your company or project. The respondents of this study have been asked to rate their level of agreement to the statement that asked project management document updates were done based on stakeholder concerns and 15.7% of the respondents have disagreed and strongly disagreed to the statement 26.9% of them have remained neutral while the remaining 57.8 percent of the respondents have agreed and strongly agreed. Hence one can infer that proper and frequent communication with the stakeholders has been held.

The respondents of this study have been asked to rate their level of agreement to the statement that asked project management document updates were done based on stakeholder concerns and 23.5% of the respondents have disagreed and strongly disagreed to the statement 32.7% of them have remained neutral while the remaining 42.4 percent of the respondents have agreed and strongly agreed to the statement and considering the percentage share of the greater responses provided to the statement one can infer that project management document updates were done based on stakeholder concerns and it will heavily pay off.

Many projects get delayed or end up not delivering the value they promised. Stakeholders are busy people, respecting their time by keeping the discussions as short as possible is required. To deepen the level of trust between the project manager and each stakeholder, an alternative approach to dealing with the inevitable team conflict and the respondents have also been asked to rate their level of agreement to the statement that asked there was here was mutual trust, respect and no conflict amongst the stakeholders and 38.5% of the respondents have disagreed and strongly disagreed to the statement 38.5% of them have remained neutral while the remaining 23.2 percent of the respondents have agreed and strongly agreed to the statement and this entails that there is lesser mutual trust respect and no conflict amongst the stakeholders among the stakeholders, project team and the project participants as a whole.

In making an important or complex business decision, there are key stakeholders that should be involved in decision-making. They should include a critical few who qualify because they know about, care about and/or can affect the business issues and outcomes surrounding the decision. They understand the business issues and needs and/or care about the outcome. In addition they should include key people who can do something to make implementation successful. The respondents have also been asked to rate their level of agreement to the statement that asked there was stakeholder involvement in decision making and 13.4% of the respondents have disagreed and strongly disagreed to the statement 28.8% of them have remained neutral while the remaining 57.8 percent of the respondents have agreed and strongly agreed to the statement

Stakeholder management creates positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder engagement involves building and maintaining relationships. It also involves preserving the active support and commitment of the people to the implementation of change, through project delivery. By understanding a stakeholder's motives and agenda it becomes possible to influence the change process positively and to address issues that may be potential barriers to change. The respondents have also been asked to rate their level of agreement to the statement that asked ongoing and active relationship with stakeholders was promoted throughout the project lifecycle were done and 15.4% of the respondents have disagreed and strongly disagreed to the statement 36.5% of them have remained neutral while the remaining 48.2 percent of the respondents have agreed and strongly agreed to the statement. It follows that one can say that an ongoing and active relationship with stakeholders was promoted throughout the project lifecycle and that is commendable to success of project implementation and though out the project cycle to the manager and the stakeholders.

The respondents have also been asked to rate their level of agreement to the statement that asked analysis of the change in multiple stakeholders' influence, reactions and relations were done and 26.9% of the respondents have disagreed and strongly disagreed to the statement 48.1% of them have remained neutral while the remaining 25 percent of the respondents have agreed to the statement. Hardly can it be inferred from neither in affirmative nor in the contrary that the analysis of the change in multiple stakeholders' influence, reactions and relations was done, yet inferences can be done that there is an attempt and lesser concern either way.

The respondents have also been asked to rate their level of agreement to the statement that asked

maintaining alignment between and among stakeholders 25% of the respondents have disagreed and strongly disagreed to the statement 26.9% of them have remained neutral while 49 percent of the respondents have agreed to the statement and thus considering the larger percentage of respondents who agreed and strongly agreed to the statement it can be said that an alignment between and among stakeholders is somehow maintained though a number of respondents have a but in this regard.

4.5 Stakeholder Participation Processes

Stakeholder alignment is a significant issue in project management. Maintaining stakeholder alignment in the deeper places of strategic planning, ownership and the impact of outcomes that touch many different work groups, stakeholder alignment becomes the very glue of your effort. In this regard, the respondents have also been asked to rate their level of agreement to the statement that asked stakeholders satisfaction in terms of achievement of post-project evaluations was conducted 27% of the respondents have disagreed and strongly disagreed to the statement 46.2% of them have remained neutral while only 27 percent of the respondents have agreed to the statement.

Time overrun is one of the most significant issues being faced by the construction industry today. There are various factors responsible for the time overrun which require serious attention to understand and address in order to achieve successful completion of projects on time. The time overrun in public projects has become one of the most common problems in the industry that cause multitude of negative effects on the projects and its stakeholders. Therefore, this aspect has been constantly investigated by the researchers across the world with a great enthusiasm. In line with this the respondents have also been asked to rate their level of agreement to the statement that asked the project was completed on the planned schedule 26.9% of the respondents have disagreed and strongly disagreed to the statement 46.2% of them have remained neutral while only 6.5 percent of the respondents have agreed to the statement.

Studies have asserted that avoiding budget overruns on a project is a key priority of top management, a cost overrun, also known as a cost increase, underrated or budget overrun, involves unexpected costs incurred in excess of budgeted amounts due to an underestimation of the actual cost during budgeting. In line with this the respondents have also been asked to rate their

level of agreement to the statement that asked the project was completed within the planned budget 62.7% of the respondents have disagreed and strongly disagreed to the statement 23.1% of them have remained neutral while only 15.2 percent of the respondents have agreed to the statement. This shows that there is a budget overrun as the project was not completed within the planned budget. This heavily affects the successful completion of the project in terms of cost metrics which is considered to be one of the three most important parameters.

The respondents have also been asked to rate their level of agreement to the statement that asked the delivered product met all specification in the project stakeholder management stage 75% of the respondents have disagreed and strongly disagreed to the statement 17.3% of them have remained neutral while only 7.7 percent of the respondents have agreed which shows the delivered product couldn't meet all specifications in the project stakeholder management stage. In this regard there is a stake at the final output of the project.

The respondents have also been asked to rate their level of agreement to the statement that asked the project result satisfies the customer needs 88% of the respondents have disagreed and strongly disagreed to the statement 13.5% of them have remained neutral while only 7.8 percent of the respondents have agreed which shows the final result of the project could hardly satisfy the customers' need.

The respondents have been asked to rate their level of agreement to the statement that asked them to rate control and maintenance of the stakeholders' engagement process during the project process and 48.1% of the respondents have disagreed and strongly disagreed to the statement, 17.3 % of the respondents have remained neutral while the rest 35.6 % of the respondents agreed and strongly agreed to the statement. Hence it can be said that control and maintenance of the stakeholders engagement process during the project process is not well managed and is not realized which will in turn have a significant impact the quality, cost and time overruns associated with the project cycle.

4.6 Correlation Analysis

Correlation analysis (test) was carried out to consider the relationship between the variables. Any Correlation coefficient(r) that is positive indicates a direct or positive relationship between two measured variables. Negative r indicates indirect or inverse relationship. The description of each

variables is indicated in Table 2 and 3.

4.6.1 Correlation between Project Stakeholder Management input factors and Project Stakeholder knowledge area

In this section correlation test was conducted to find the correlation between factors affecting Project Stakeholder Management performance (correlation between project Stakeholder Management input factors and Project Stakeholder Management knowledge area/ process), the analysis result was presented in in Table 2. The variables from I to 6 are Project Stakeholder Management input factors and variables from 5 up to 13 are Project Stakeholder Management knowledge area/ process. The correlation result is used to identify the Project Stakeholder Management input factor that affects the performance of each Project Stakeholder Management knowledge area/ process. As per Table 2 this study has interpreted the following facts:

- ❖ There is a positive relationship between Management support group, and Stakeholder identification, PSM plan development, Scheduled engagements and Control of the stakeholder's engagement process.
- ❖ There is a positive relationship between Information Inputs group and Stakeholder identification, PSM plan development, Scheduled engagements and Control of the stakeholders' engagement process.
- ❖ There is a positive relationship between Stakeholder Assessment group and Stakeholder identification, PSM plan development, Scheduled engagements and Control of the stakeholders' engagement process.
- ❖ There is a positive relationship between Decision-Making and Action group, and Stakeholder identification, PSM plan development, Scheduled engagements and Control of the stakeholder's engagement process
- ❖ There is a positive relationship between Continuous Support group and Stakeholder across the world with a great enthusiasm. In line with this the respondents have also been asked to rate their level of agreement to the statement that asked the project was completed on the planned schedule 26.90% of the respondents have disagreed and strongly disagreed to the statement 46.2% of them have remained neutral while, only 6.5 percent of the respondents have agreed to the statement.

Studies asserted that avoiding budget overruns on a project is a key priority of top management a cost overrun, also known as a cost increase. Underrated or budget overrun, involves unexpected costs incurred in excess of budgeted amounts due to an underestimation of the actual cost during budgeting. In line with this the respondents have also been asked to rate their level of agreement to the statement that asked the project was completed within the planned budget 62.7% of the have disagreed and strongly disagreed to the statement 23.1% of them have remained neutral while only 15.2 percent of the respondents have agreed to the statement. This shows that there is a budget overrun as the project was not completed within the planned budget. This heavily affects the successful completion of the project in terms of cost metrics which is considered to be one of the three most important parameters.

The respondents have also been asked to rate their level of agreement to the statement that asked the delivered product met all specification in the project stakeholder management stage 75% of the respondents have disagreed and strongly disagreed to the statement 17.3% of them have remained neutral while only 7.7 percent of the respondents have agreed which shows the delivered product couldn't meet all specifications in the project stakeholder management stage. In this regard there is a stake at the final output of the project.

The respondents have also been asked to rate their level of agreement to the statement that asked the project result satisfies the customer needs 88% of the respondents have disagreed and strongly disagreed to the statement 13.5% of them have remained neutral while only 7.8 percent of the respondents have agreed which shows the final result of the project could hardly satisfy the customers' need.

The respondents have been asked to rate their level of agreement to the statement that asked them to rate control and maintenance of the stakeholders' engagement process during the project process and 48.1% of the respondents have disagreed and strongly disagreed to the statement, 17.3 % of the respondents have remained neutral while the rest 35.6 % of the respondents agreed and strongly agreed to the statement. Hence it can be said that control and maintenance of the stakeholders' engagement process during the project process is not well managed and is not realized which will in turn have a significant impact the quality, Cost and time overruns associated with the project cycle,

identification, PSM plan development, Scheduled engagements and Control of the stakeholder's engagement process.

From this result it is possible to conclude that Stakeholder identification, PSM plan development, scheduled engagements and Control of the stakeholders' engagement process of PSM are affected by the identified five PSM input factors (Management factor group, Information Inputs, Stakeholder Estimation Group, Decision and Action Group, and Continuous Support Group). Thus, the finding of this result shows the important role of PSM input factors for effective PSM performance, therefore, the role of these factors should be recognized in public project management.

Table 2: Correlation between Project Stakeholder Management Input Factors and Project Stakeholder Management Processes New correlation table.

Correlations	1	2	3	4	5	6	7	8	9
1	1								
Sig. (2-tailed)									
2	.769**	1							
Sig. (2-tailed)	0								
3	.500**	.482**							
Sig. (2-tailed)	0.001	0.001							
4	.589**	.551**	.863**	1					
Sig. (2-tailed)	0	0	0						
5	.562**	.662**	.661**	.684**	1				
Sig. (2-tailed)	0	0	0	0					
6	.731**	.586**	.543**	.681**	.547**	1			
Sig. (2-tailed)	0	0	0	0	0				
7	.581**	.724**	.417**	.496**	.458**	.454**	1		
Sig. (2-tailed)	0	0	0.006	0.001	0.002	0.003			
8	.570**	.599**	.487**	.579**	.444**	.498**	.356**	1	
Sig. (2-tailed)	0	0	0.001	0	0.003	0.001	0.021		
9	.494**	.546**	.650**	.813**	.463**	.632**	.561**	.494**	1
Sig. (2-tailed)	0.001	0	0	0	0.002	0	0	0.001	
** Correlation is Significant at the 0.01 level (2-tailed)									
* Correlation is Significant at the 0.05 level (2-tailed)									

1=Continuous support Group, 2=Decision and Action Group, 3=Stakeholder Estimation Group, 4=Information Inputs Groups, 5=Management factor group, 6-Control of the Stakeholders Engagement Process, Stakeholder Engagements, 8=PSM Plan Development,

4.6.2 Correlation between Project Stakeholder Management knowledge areas and Project Outcome

This section describes the relationship between project stakeholder management knowledge Areas and project outcomes. The variables from 1 up to 4 are project stakeholder management knowledge Areas and the variable 5 to 8 is project successes factors/outcome/. The result of the in Table 3 indicates that:

- There is a positive and significant correlation between completion cost of the project and Control of the stakeholders' engagement process, Scheduled engagements, PSM plan development, and Stakeholder identification project stakeholder management knowledge area.
- There is a positive and significant correlation between completion time of the project and Control of the stakeholders' engagement process, Scheduled engagements, PSIVI plan development, and Stakeholder identification project stakeholder management knowledge area.
- Customer expectation is positively and significantly correlated with Scheduled engagements, PSM plan development, and Stakeholder identification project stakeholder management knowledge areas.
- The result also shows that all the four project stakeholder management knowledge Areas are not equally significantly related with customer satisfaction of the project outcome.

According to this analysis/finding/ completion cost of the project is affected by cost planning knowledge area. And also Completion time of the project is affected by time and cost planning knowledge areas.

Table3: Correlation between Project Stakeholder Management Processes and Public Project Outcome.

Correlations	1	2	3	4	5	6	7	8
1	1							
Sig. (2-tailed)								
2	.454**	1						
Sig. (2-tailed)	0.003**							
3	.498**	.356*	1					
Sig. (2-tailed)	0.001	0.021						
4	.632**	.561**	.494**	1				
Sig. (2-tailed)	0	0	0.001					
5	.442**	.440**	0.287	.473**	1			
Sig. (2-tailed)	0.003	0.004	0.065	0.002				
6	0.233**	.441**	0.27	0.148	.319*	1		
Sig. (2-tailed)	0.138	0.003	0.084	0.348	0.04			
7	.471**	.470**	0.168	.350*	.518**	.543**	1	
Sig. (2-tailed)	0.006	0.002	0.288	0.023	0	0		
8	.773**	.494**	.483**	.583**	.504**	.436**	.509**	1
Sig. (2-tailed)	0	0.001	0.001	0	0.001	0.004	0.001	

**** Correlation is Significant at the 0.01 level (2-tailed)**

*** Correlation is Significant at the 0.05 level (2-tailed)**

1=Control of the stakeholder's engagement process, 2=Stakeholder engagements, 3=PSM plan development, 4=Stakeholder identification, 5=Completed on planned budget, 6=Completed on time, 7=Satisfies customer needs, 8=Met expectation

For the project to be completed on time, cost and time of the project should be properly planned. The result also shows that customer satisfaction is affected by cost, human, communication and integration planning knowledge areas. But all the 4 knowledge areas have no significant effect on the quality of the project.

4.6.3 Regression Analysis

The discussion of relationship between project stakeholder management input factors with project stakeholder management knowledge areas and project successes factors tested by multiple linear regression model are presented below.

The technique used to test the model is linear regression analysis. It is assumed that for effective project stakeholder management, project stakeholder management input factors play an important

role. The availability of project stakeholder management input factors related to effective project stakeholder management processes. The role of project stakeholder management input factors on project stakeholder management processes is considered by *Model- 1* with the independent variables project stakeholder management input factors and dependent variables project stakeholder management Knowledge areas that we develop in chapter three. *Hypothesis 1 – Hypothesis H5* is tested through the use of these four regression models. It is also assumed that project stakeholder management knowledge area affect the public project performance (success). The better project stakeholder management knowledge areas performed related to the more public project successes in which the required quality, customer satisfaction, completion time and cost meets its requirements. The effect of each project stakeholder management knowledge areas on public project outcomes is considered by the *Model-2* (including model 2a - model 2d) with the independent variable as project stakeholder management knowledge areas and dependent variable as project outcomes (successes factors that are required quality, customer satisfaction, completion time and cost) *Hypothesis 6 - Hypothesis H9* is tested through the use of these four regression models.

4.6.4 The role of Project Stakeholder Management input factors with Project Stakeholder Management Knowledge Areas

Model-I expresses the relationship between project stakeholder management input factors (independent variable) and Project Stakeholder Management knowledge areas (dependent variables). The findings of the analysis are presented in Table 3. The result of the analysis indicates that the role of the identified project stakeholder management input factors on the performance of each project stakeholder management knowledge areas, according to the result management factor group has a negative relationship (negative value) on identify stakeholders process, plan stakeholder management process, mange stakeholder engagement process, but not on and control stakeholder engagement process/knowledge areas. This indicates the role of management factor group is not important in producing an effective identify stakeholders, plan stakeholder management and mange stakeholder engagement; rather it interferes negatively. This result indicates that most of the project stakeholder management processes (3 out of 4 processes) are negatively affected by management input factors group. In similar fashion, the stakeholder estimation group greatly, affects all the project stakeholder management process/knowledge areas.

The information inputs groups have a positive relationship with identify stakeholders' process, plan stakeholder management process, manage stakeholder engagement process, but not on and control stakeholder engagement process/knowledge areas. This indicates management factors play an important role for of the project stakeholder management knowledge areas.

And also decision and action group has a positive relationship with identity stakeholders, plan stakeholder management and manage stakeholder engagement. But, this result simultaneously indicates that decision and action group has a negative influence on control stakeholder engagement process.

Table 4: Regression result b/n project stakeholder management input factors and project stakeholder management knowledge areas/Process

	Management Support Group	Information Input Group	Stakeholder Estimation Group	Decision and Action Group	Continuous Support Group	df	R²
Stakeholder Identification	-0.307(0.032)*	1.027(0.000)	-0.134(0.449)	0.365(0.021)	-0.152(0.293)	41	0.73
PSM plan development	-0.151(0.440)	0.410(0.129)	-0.015(0.952)	0.383(0.079)	0.126(0.536)	41	0.465
Stakeholder Engagements	-0.155(0.391)	0.228(0.355)	-0.018(0.939)	0.714(0.001)	-0.007(0.970)	41	0.548
Control of the stakeholders engagement Process	0.0440(0.783)	0.515(0.023)	-0.169(0.410)	-0.049(0.780)	0.525(0.003)	41	0.638

*Where -0.307(0.032), 0.307=p Coefficient, 0.307=p

Moreover, continuous support group is not important to half of the project stakeholder management processes (2 out of 4 processes). This result indicates that identify stakeholders' process and manage stakeholder engagement process are negatively affected by continuous sustainable support group factors group. The results in the table below clarifies the critical input factors for effective project stakeholder management.

4.6.5 The Role Project Stakeholder Management Knowledge areas on Project Successes

The discussions of relationships between result knowledge areas and project success factors tested by model of regressions are presented in this section. It is assumed that result knowledge areas/process significantly impact all four project successes factors.

A. Impacts of project stakeholder management knowledge areas on completion cost of project

The Model 2a expresses the relationship between project stakeholder management knowledge areas (independent variable) and completion cost of the project (dependent variables). The relationships between these variables were analyzed by the multiple linear regressions that presented in Table 4.

The result indicates a positive relationship (positive coefficient) between completion cost of the project and identify stakeholders process, manage stakeholder engagement process, and control stakeholder engagement process/knowledge areas but not on plan stakeholder management process. The result also found a negative relationship between on plan stakeholder management process and completion cost of a project. This indicates that the better the plan stakeholder management process is, the lower the project costs (the timely completion cost of the project).

B. Impacts of project stakeholder management knowledge areas on completion time of project

The Model 2b expresses the relationship between project stakeholder management processes (independent variable) and completion time of the public project (dependent variables). The results in Table 4 indicated that all have positive coefficients with completion time of the public project. This shows that completion time of the project is affected by identify stakeholders process, plan stakeholder management process, manage stakeholder engagement process and control stakeholder engagement process/knowledge areas.

C. Impacts of project stakeholder management knowledge areas on quality of project

The Model 2c expresses the relationship between of project stakeholder management processes (independent variable) and quality (meeting specification) of the public project (dependent variables). The relationships between these variables were analyzed by the multiple linear regressions that presented in Table 4. The result indicates a positive relationship between qualities

of the public project and identifying stakeholders process, plan stakeholder management process, manage stakeholder engagement process and control stakeholder engagement process (knowledge) areas.

D. Impacts of project stakeholder management knowledge areas on customer satisfaction (Meeting expectation)

This result for Model 2d also shows the effects of project stakeholder management knowledge areas with different public project success factors (outcomes). According to the result and identify stakeholders' process, plan stakeholder management process, manage stakeholder engagement process and control stakeholder engagement process/knowledge areas have had effects on meeting customer satisfaction. But the finding also indicates that customer satisfaction is negatively affected by plan stakeholder management process /knowledge areas.

Table 5: Regression between project stakeholder management processes and public project outcome

	Stakeholder Identification	PSM plan Development	Stakeholder Engagements	Control of the Stakeholders Engagements Process	df	R2
Completion Time	0.276(0.188)*	0.186(0.283)	0.487(0.008)	0.093(0.632)	41	0.246
Completion Cost	0.010(0.961)	-0.120(0.478)	0.370(0.037)	0.303(0.116)	41	0,284
Completed On Specification	0.0650(0.654)	0.090(0.456)	0.143(0.249)	0.623(0.000)	41	0.633
Met Expectation	0.221(0.275)	-0.002(0.989)	0.225(0.192)	0.201(0.291)	41	0.292

*Where 0.276(0.188), 0.276=p Coefficient, 0.188=p

4.6.6 Hypothesis Test Results

Ho: There is no relationship between management support and the perception of successful stakeholder management process in the public projects

Ho: Rejected Beta= -0.197(0.0045), $p < 0.05$

Ho: There is no flow of information regarding the perception of successful stakeholder management in the public projects.

Ho: Rejected Beta= -0.207(0.0008), $p < 0.05$

Ho: There is no influence between stakeholder assessment and the perception of successful stakeholder management in the public projects

Ho: Accepted Beta= -0.102(0.5187), $p < 0.05$

Ho: There is no influence between decision-making and action, and the perception of successful stakeholder management in the public projects

Ho: Rejected Beta= 0.534(0.011), $p < 0.05$

Ho: There is no relationship between continuous support and the perception of successful stakeholder management in the public projects.

Ho: Rejected Beta= 0.131(0.0058), $p < 0.05$

Ho: There is no relationship between effective stakeholder management processes and public projects completion time.

Ho: Rejected Beta= 0.311(0.0446), $p < 0.05$

Ho: There is no relationship between effective stakeholder management process and public projects costs.

Ho: Rejected Beta= 0.404(0.0078), $p < 0.05$

Ho: There is no relationship between effective stakeholder management processes and quality

Ho: Rejected Beta= 0.731(0.0001), $p < 0.05$

Ho: There is no relationship between effective stakeholder management processes and customer satisfaction in public projects.

Ho: Rejected Beta= 0.482(0.0012), $p < 0.05$

CHAPTER FIVE

5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The study has tried to assess the major variables that affect project success in Addis Ababa. In this regard along with the data collected via the primary data collection tools, additional resources from secondary sources have been collected to get the final output. Various studies, from different sources, have defined project success criteria by different variables. Since project success might be perceived differently by stakeholders, there is a need for comprehensive criteria that reflect their interests and views. While in project management literature the list of success criteria is supplemented constantly with measurable or non-measurable items, in practice the situation becomes confusing, project managers having to deal with situations of implementing projects that don't have clearly defined success criteria. One of the success conditions mentioned on a comprehensive literature study, is that -success criteria should be agreed on with stakeholders before the start of the project, and repeatedly at configuration review points throughout the project.

Studies have also identified that the importance of stakeholders' satisfaction as main success criteria, complementary to the golden triangle of time, budget and quality, and adds that different time lags should be considered. Establishing a set of criteria applicable to any type of project is unrealistic. Although certain criteria might be relevant in measuring the success of most projects, they should be adapted to size, complexity, duration, type and stakeholders' requirements. In this regard, time, cost and quality along with the stakeholder communication, involvement and decision making have been considered as a metrics to gauge the factors affecting projects in Addis Ababa.

Assessing the main problem areas of the projects underway in Addis Ababa, the study has revealed that a number of projects have gone through time overrun calling for cost and quality overrun. Moreover, control and maintenance of the stakeholders' engagement process during the project process is not well managed and is not realized which will in turn have a significant impact the quality, cost and time overruns associated with the project cycle. The study has also revealed that the final result of the project could hardly satisfy the customers' need while there is a budget overrun as the project was not completed within the planned budget.

Most projects will involve multiple stakeholders, and each one potentially has the ability to speed

up, slow down or completely obstruct your progress. Stakeholders may not be in the driving seat, but they can be extremely useful advocates, sponsors and agents of change. A well-articulated and a well-founded stakeholder management will not only clear the path of potential obstructions, it will actively support swift progress and ultimately improve the quality of the results your deliver. It's not simply a case of keeping stakeholders happy – it's also about using their time, expertise and influence to help you reach your goals.

5.2 Recommendation

Success factors determine the positive outcomes of implementing projects. They have to be identified before projects' implementation, from the conception phase, but project environments are dynamic, so success factors might change their level of influence over time. Thus, permanent monitoring of these factors is needed and whenever necessary the project manager should influence certain factors to increase the chances of accomplishing success criteria.

Factors are usually related to each other, knowing the factors that have a higher influence on projects' success supports the management process and increases its efficiency. Future research should be done to continue the study on a higher sample, by testing the correlation between rankings of success factors and the roles or the experience of respondents.

Time, cost and cost overrun issues need to be addressed through multitudes of approaches whereby the project manager, the supervising authority government and other shareholders and stakeholders need to work out how to revisit the problem.

The role played by stakeholder involvement is tantamount in many ways. The stakeholder, if involved in the decision-making, communication and start-up and completion phase, it is likely that the project will run as planned. Hence the projects undertaken in Addis Ababa need to be accommodative of stakeholder interests and concerns at their every move.

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APPENDIX A: SPSS Tabular Result

Sex of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	57.7	58.8	58.8
	Female	21	40.4	41.2	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	25	48.1	49.0	49.0
	31-40	18	34.6	35.3	84.3
	41-50	8	15.4	15.7	100.0
Total		51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Degree	37	71.2	72.5	72.5
	Second Degree	12	23.1	23.5	96.1
	PHD holders	2	3.8	3.9	100.0
	Total	51	98.1	100.0	

Project manager was well experienced in project stakeholder management processes.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	5.9
	Disagree	7	13.5	13.7
	Neutral	11	21.2	21.6
	Agree	22	42.3	43.1
	Strongly Agree	8	15.4	15.7
	Total	51	98.1	100.0

Project manager was given full authority from top management..

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	5.9
	Disagree	8	15.4	15.7
	Neutral	12	23.1	23.5
	Agree	23	44.2	45.1
	Strongly Agree	5	9.6	9.8
	Total	51	98.1	100.0

.Team members were well experienced in project stakeholder management process.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	2.0
	Disagree	6	11.5	11.8
	Neutral	15	28.8	29.4
	Agree	26	50.0	51.0
	Strongly Agree	3	5.8	5.9
	Total	51	98.1	100.0

Involvement of top management of the parent organization in the stakeholder

management process.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.9	2.0	2.0
Disagree	2	3.8	3.9	5.9
Neutral	17	32.7	33.3	39.2
Agree	26	50.0	51.0	90.2
Strongly Agree	5	9.6	9.8	100.0
Total	51	98.1	100.0	

Project team members were well committed to project stakeholder management processes.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	9	17.3	17.6	17.6
Neutral	11	21.2	21.6	39.2
Agree	24	46.2	47.1	86.3
Strongly Agree	7	13.5	13.7	100.0
Total	51	98.1	100.0	

Efforts were spent to involve project stakeholder in project planning stage.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	5.8	5.9	5.9
Disagree	8	15.4	15.7	21.6
Neutral	17	32.7	33.3	54.9
Agree	19	36.5	37.3	92.2
Strongly Agree	4	7.7	7.8	100.0
Total	51	98.1	100.0	

Stakeholders' pre-project expectations were evaluated.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	5.9
	Disagree	8	15.4	15.7
	Neutral	17	32.7	33.3
	Agree	18	34.7	33.3
	Strongly Agree	6	11.5	11.8
	Total	51	100	100.0

There were no conflict between the project objectives and the customers' in the process of goal definition.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	15.4	15.7
	Neutral	19	36.5	37.3
	Agree	19	36.5	37.3
	Strongly Agree	5	11.6	9.8
	Total	51	98.1	100.0

There is organizational flexibility in implementing strategy based on stakeholders' reactions.

	Frequency	Percent	Valid Percent	Cumulate Percent
Valid	Strongly Disagree	2	3.8	3.9
	Disagree	6	11.5	11.8
	Neutral	11	21.2	21.6
	Agree	23	44.2	45.1
	Strongly Agree	9	17.3	17.6
Total	51	98.1	100.0	

Project team members were well committed to project stakeholder management processes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	17.3	17.6	17.6
	Neutral	11	21.2	21.6	39.2
	Agree	24	46.2	47.1	86.3
	Strongly Agree	7	13.5	13.7	100.0
	Total	51	98.1	100.0	

Efforts were spent to involve project stakeholder in project planning stage.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	5.9	5.9
	Disagree	8	15.4	15.7	21.6
	Neutral	17	32.7	33.3	54.9
	Agree	19	36.5	37.3	92.2
	Strongly Agree	4	7.7	7.8	100.0
	Total	51	98.1	100.0	

Stakeholder s' pre-project expectations were evaluated.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	5.9	5.9
	Disagree	8	15.4	15.7	21.6
	Neutral	17	32.7	33.3	54.9
	Agree	18	34.7	33.3	88.2
	Strongly Agree	6	11.5	11.8	100.0
	Total	51	100	100.0	

There were no conflict between the project objectives and the customers' in the process of goal definition.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	15.4	15.7	15.7
	Neutral	19	36.5	37.3	52.9
	Agree	19	36.5	37.3	90.2
	Strongly Agree	5	11.6	9.8	100.0
	Total	51	98.1	100.0	

There is organizational flexibility in implementing strategy based on stakeholders' reactions.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	2	3.8	3.9	3.9
	Disagree	6	11.5	11.8	15.7
Valid	Neutral	11	21.2	21.6	37.3
	Agree	23	44.2	45.1	82.4
	Strongly Agree	9	17.3	17.6	100.0
	Total	51	98.1	100.0	

Stakeholder identification was done.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	15.4	15.7	15.7
	Neutral	19	36.5	37.3	52.9
	Agree	16	30.8	31.4	84.3
	Strongly Agree	8	15.4	15.7	100.0
	Total	51	98.1	100.0	

Stakeholder classification and analysis was done.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	7	13.5	13.7	17.6
Neutral	10	19.2	19.6	37.3
Agree	27	51.9	52.9	90.2
Strongly Agree	5	9.6	9.8	100.0
Total	51	98.1	100.0	

Area of interests were identified

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	8	15.4	15.7	19.6
Neutral	8	15.4	15.7	35.3
Agree	30	57.7	58.8	94.1
Strongly Agree	3	5.8	5.9	100.0
Total	51	98.1	100.0	

Needs and expectations were explored.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	8	15.4	15.7	19.6
Neutral	13	25.0	25.5	45.1
Agree	25	48.1	49.0	94.1
Strongly Agree	3	5.8	5.9	100.0
		100.0		

Attitudes and behaviors were assessed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.9	2.0	2.0
Disagree	11	21.2	21.6	23.5
Neutral	17	32.7	33.3	56.9
Agree	17	32.7	33.3	90.2
Strongly Agree	5	9.6	9.8	100.0
Total	51	98.1	100.0	
Total		100.0		

Influence was predicted.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	5.8	5.9	5.9
Disagree	12	23.1	23.5	29.4
Neutral	10	19.2	19.6	49.0
Agree	25	48.1	49.0	98.0
Strongly Agree	1	1.9	2.0	100.0
Total	51	98.1	100.0	

Stakeholders' register was developed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	12	23.1	23.5	27.5
Neutral	16	30.8	31.4	58.8
Agree	20	38.5	39.2	98.0
Strongly Agree	1	1.9	2.0	100.0
Total	51	98.1	100.0	

Stakeholders' management plan was developed.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	12	23.1	23.5	27.5
Neutral	18	34.6	35.3	62.7
Agree	18	34.6	35.3	98.0
Strongly Agree	1	1.9	2.0	100.0
Total	51	98.1	100.0	
Total				

Stakeholder management strategy was devised.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	15	28.8	29.4	29.4
Neutral	25	48.1	49.0	78.4
Agree	9	17.3	17.6	96.1
Strongly Agree	2	3.8	3.9	100.0
Total	51	98.1	100.0	
Total				

Stakeholder engagement and management activities were synchronized with project master plan.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	10	19.2	19.6	23.5
Neutral	16	30.8	31.4	54.9
Agree	23	44.2	45.1	100.0
Total	51	98.1	100.0	

Stakeholder engagement was done based on scheduled plan.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	9.6	9.8	9.8
	Disagree	11	21.2	21.6	31.4
	Neutral	22	42.3	43.1	74.5
	Agree	8	15.4	15.7	90.2
	Strongly Agree	5	9.6	9.8	100.0

Proper and frequent communication with the stakeholders.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	2	3.8	3.9	3.9
	Disagree	6	11.5	11.8	15.7
Valid	Neutral	14	26.9	27.5	43.1
	Agree	25	48.1	49.0	92.2
	Strongly Agree	4	7.7	7.8	100.0
	Total	51	98.1	100.0	

Transparent evaluation of alternative solutions based on stakeholder concerns was done.

	Frequency	Percent
Missing System	52	100.0

Project management document updates were done based on stakeholder concerns.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	5	9.6	9.8	9.8
	Disagree	7	13.5	13.7	23.5
Valid	Neutral	17	32.7	33.3	56.9
	Agree	21	40.4	41.2	98.0
	Strongly Agree	1	1.9	2.0	100.0
	Total	51	98.1	100.0	

There was mutual trust, respect and no conflict amongst the stakeholders.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	3	5.8	5.9	5.9
	Disagree	17	32.7	33.3	39.2
Valid	Neutral	20	38.5	39.2	78.4
	Agree	8	15.4	15.7	94.1
	Strongly Agree	3	5.8	5.9	100.0
	Total	51	98.1	100.0	

There was stakeholder involvement in decision making.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	1	1.9	2.0	2.0
	Disagree	6	11.5	11.8	13.7
Valid	Neutral	15	28.8	29.4	43.1
	Agree	26	50.0	51.0	94.1
	Strongly Agree	3	5.8	5.9	100.0
	Total	51	98.1	100.0	

Ongoing and active relationship with stakeholders was promoted throughout the project lifecycle.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.9	2.0	2.0
Disagree	7	13.5	13.7	15.7
Neutral	19	36.5	37.3	52.9
Agree	21	40.4	41.2	94.1
Strongly Agree	3	5.8	5.9	100.0
Total	51	98.1	100.0	

Analysis of the change in multiple stakeholders' influence, reactions and relations was done.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	12	23.1	23.5	27.5
Neutral	25	48.1	49.0	76.5
Agree	10	19.2	19.6	96.1
Strongly Agree	2	3.8	3.9	100.0
Total	51	98.1	100.0	

Maintain alignment between and among stakeholders.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	3.8	3.9	3.9
Disagree	11	21.2	21.6	25.5
Neutral	14	26.9	27.5	52.9
Agree	22	42.3	43.1	96.1
Strongly Agree	2	3.8	3.9	100.0
Total	51	98.1	100.0	

Stakeholders' satisfaction in terms of achievement of post-project evaluations was conducted.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	1	1.9	2.0	2.0
	Disagree	13	25.0	25.5	27.5
Valid	Neutral	24	46.2	47.1	74.5
	Agree	10	19.2	19.6	94.1
	Strongly Agree	3	5.8	5.9	100.0
	Total	51	98.1	100.0	

The project was completed on the planned schedule.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	2.0	2.0
	Disagree	13	25.0	25.5	27.5
	Neutral	24	46.2	47.1	74.5
	Agree	10	19.2	19.6	94.1
	Strongly Agree	3	5.8	5.9	100.0
	Total	51	98.1	100.0	

The project was completed within the planned budget

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	14	26.9	27.5	27.5
Valid	Disagree	18	34.6	35.3	62.7
	Neutral	12	23.1	23.5	86.3
	Agree	7	13.5	13.7	100.0
	Total	51	98.1	100.0	

The delivered product met all specification in the project stakeholder management stage.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	22	42.3	43.1	43.1
Disagree	17	32.7	33.3	76.5
Neutral	9	17.3	17.6	94.1
Agree	3	5.8	5.9	100.0
Total	51	98.1	100.0	

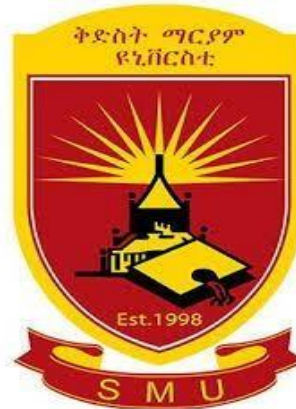
The project result satisfies the customer needs.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	26	50.0	51.0	51.0
Disagree	15	28.8	29.4	80.4
Neutral	7	13.5	13.7	94.1
Agree	3	5.8	5.9	100.0
Total	51	98.1	100.0	

Control and maintenance of the stakeholders' engagement process during the project process.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	25.0	25.5	25.5
Disagree	12	23.1	23.5	49.0
Valid Neutral	9	17.3	17.6	66.7
Agree	15	28.8	29.4	96.1
Strongly Agree	2	3.8	3.9	100.0
Total	51	98.1	100.0	

APPENDIX B: QUESTIONNAIRE FOR SURVEY



St. Mary's University School of Graduate Studies Department of Project Management

TITLE OF THE THESIS "THE ROLE OF PROJECT STAKEHOLDER MANAGEMENT ON PUBLIC PROJECT PERFORMANCE IN ADDIS ABABA"

Dear Participant,

This questionnaire is Prepared to gather information on -The Role of Project Stakeholder Management on Public Project Performance in Addis Ababal. The purpose of this study is to fulfill a thesis requirement for the Masters of Project Management at St. Mary's University. Your highly esteemed responses for the questions are extremely important for successful completion of this study.

Finally, with sincerity we would like to extend our deep appreciation to your institution and the staff for the willingness and cooperation in undertaking this valuable research. We ask your kind cooperation in answering the questions as truthfully and as completely as possible. We value your honest and detailed responses.

Thank you for your assistance.

Part One: PERSONAL DETAILS OF THE RESPONDENT

Please use the mark (X) on the space in front of the response options:

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1. Gender Mall Female
2. Age 20-30 31-40 41-50 51-60
3. Educational level: First Degree hold Second Degree hold
- PHD hold
3. Your job Position/role in the Project: _____
4. Your work experience in the Organization _____
5. How many projects have you participated in as project managers/ leaders?

Part Two: Profile of the Company or Organization

Name of the Ministry/ Agency _____

Project type _____

Type of Project _____

Part Three

Instructions: Refereeing to a recently completed project in your organization, answer the following question. Please indicate your level of agreement or disagreement with each of these statements using the given scale by placing[x]in the provided space. Please answer all the questions to enhance the objectivity of the research.

No	DESCRIPTION OF SCALE	SCALE				
		Strongly	Disagree	Neutral	Agree	Strongly
1	Project manager was well experienced in project stakeholder management processes.					
2	Project manager was given full authority from top management.					
3	Team members were well experienced in project stakeholder management process.					
4	Involvement of top management of the parent organization in the stakeholder management process.					
5	Project team members were well committed to project					
6	Efforts were spent to involve project stakeholder in project					
7	Stakeholder s' pre-project expectations were evaluated.					
8	There were no conflict between the project objectives and the customers 'in the process of goal definition.					
9	There is organizational flexibility in implementing strategy based on stakeholders 'reactions.					
10	Stakeholder identification was done.					
11	Stakeholder classification and analysis was done					
12	Area of interests were identified					
13	Needs and expectations were explored.					
14	Attitudes and behaviors were assessed					
15	Influence was predicted.					
16	Stakeholders' register was developed					
17	Stakeholders' management plan was developed.					
18	Stakeholder management strategy was devised.					
19	Stakeholder engagement and management activities were synchronized with project master plan ac.					
20	Stakeholder engagement was done based on scheduled plan.					
21	Proper and frequent communication with					

	the stakeholders.					
22	Transparent evaluation of alternative solutions based on stakeholder concerns was done.					
23	Project management document updates were done based on stakeholder concerns.					
24	There was mutual trust, respect and no conflict amongst the stakeholders.					
25	There was stakeholder involvement in decision making					
26	Ongoing and active relationship stakeholders was promoted throughout					
27	Analysis of the change in multiple stakeholders' influence, reactions and relations was done					
28	Maintain alignment between and among stakeholders					
29	Stakeholders' satisfaction in terms achievement of post-project evaluations was					
30	The project was completed on the planned schedule.					
31	The project was completed within the planned budget.					
32	The delivered product met all specification in the project stakeholder management stage.					
33	The project result satisfies the customer needs					
34	Control and maintenance of the stakeholders' engagement process during the project process					

35 Did you have project closing report documents? Yes No

36 Estimated cost of the project in terms of Birr _____

37 Actual completion cost of the project _____ Birr

38 Estimated/planned time of the project _____ Month/Year

39 Actual completion time of the project _____ Month/Year

