STAKEHOLDER PARTICIPATION AND PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN KILIFI COUNTY, KENYA

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ABSTRACT

Performance is a matter of utmost importance to scholars and practitioners in the field of project management. In today's global environment, most organisations are constantly looking for ways to improve their organisations in terms of efficiency, effectiveness and project performance. In Kenya, majority of road construction projects don't get completed within the set timelines. These delays affect the development of a country but more so the impacts are felt heavily on the society where the projects are targeted and the parties involved in the execution of the projects. This study aimed to investigate on the influence of stakeholders' participation on the performance of road constructions projects in Kilifi County. The study was guided by the following objectives; to determine the effect of project identification on the performance of road construction, to determine the effect of project planning on the performance of road construction. Stakeholders Theory and the Theory of Reasoned Action were used to give a deeper meaning to this study. The target population of this study was 150 respondents selected from the various populations of the constituencies where road construction is mainly concentrated in Kilifi County. A total of 10 project managers in these road construction projects also formed part of the respondents. Descriptive research design was adopted in this study where SPSS was used as a tool and descriptive statistics used for the analysis. The study relied on primary data which was both quantitative and qualitative. Questionnaire was the main method of collecting data. The collected data was analyzed using both descriptive and inferential statistics and presented using tables, charts, means, frequencies and percentages. It was established that stakeholder participation at project identification, project planning, project implementation and project monitoring significantly influenced the performance of road construction projects in Kilifi County, Kenya. The study concluded that the road construction projects to a significant extent embraced stakeholder participation in assessing, analyzing and selecting the viable, tenable and beneficial road projects to most of the citizens in the region. The study concluded that that to a moderate extent the stakeholders were involved in planning of the road construction projects to enhance efficiency, cooperation and effectiveness in project implementation. The study recommends that the project management team needs to sensitize the relevant stakeholders on the significance of them participating in the project lifecycle. The study recommends that it is necessary for the road construction projects to be society or citizen-centered in order to address the needs and expectations of the masses.

INTRODUCTION

Background to the Study

Worldwide in the construction industry, the main aim of the project control is ensuring the projects are completed on time, within budget and achieving other project objectives. Project managers undertake tasks which are complex, which involves regularly measuring progress;

plans evaluation and taking corrective actions when required (Wang, De Vries & Zuo, 2016). All the parties involved in construction projects that are owners, contractors, consultants and engineers in either public or private sector have one goal and that is to successfully complete the project on schedule within planned budget, with the highest quality and the safest manner. When projects are completed in time, their duration is not extended beyond the scheduled and thus operates within budget (Elias, 2016).

In South Africa, a study carried out by Dewar and Todeschini (2017) on rethinking of modernization of South Africa transport sector found out that construction projects have a tendency to suffer from delays and these delays leads to potential losses for all parties: for the employer (client, owner) this is through loss of use, and for the contractor and subcontractors the loss is due to prolonged presence on site. Nevertheless, a delay in an 18 construction project can be caused by either the owner or by the contractor or by the numerous other reasons. Dewar and Todeschini (2017) stated that in South Africa about 18% of government contract projects were deemed to be sick that is they were delayed for more than three months or have completely been neglected. According to Rwakarehe and Mfinanga (2014) on the effect of inadequate design on cost and time overrun of road construction projects in Tanzania only 30 percent of construction projects were completed within the set timelines.

In Kenya, it is known that time and cost overruns are rampant in projects within the public sector (Mburu, 2018). The findings showed that, poor communication, inexperienced project managers, lack of planning, delays in procurements, poor infrastructure, inadequate resources, tendering methods, variations, project environment, poor project definition and many other factors are the main contributors to time and cost overruns. Majority of road construction projects don't get completed within the set timelines. These delays affect the development of a country but more so the impacts are felt heavily on the society where the projects are targeted and the parties involved in the execution of the projects.

A stakeholder is anyone who significantly affects or is affected by another's decision pertaining to the project activities (Le Pira, Ignaccolo, Inturri, Pluchino & Rapisarda, 2016). In the last decade projects have changed as globalization offers a dynamic and more interactive process which is influencing nowadays everywhere. Therefore, currently a lot of global projects are being executed in organizations which have diverse cultures combining efforts to reach success. This extra ordinarily phenomenon consists of various stakeholders who intervene from various perspectives as well as the global project itself (Harris, Croot, Thompson & Springett, 2016). As Aarseth et al. (2012) observed that the biggest challenge in global perspective is the treatment of external stakeholders. The researcher observed that the stakeholders need to be considered key to success within global environment.

Mojtahedi (2017) argued that stakeholder participation influence on effective implementation of projects provides opportunities for public operation. Consequently, multi stakeholder processes can aid in the specification and selection of appropriate construction project. Over the past several years in Africa, the issue of participation has increasingly become an important topic at the African Development Bank. Similar to other international development institutions, the Bank recognizes that participation is an essential component for the achievement of its objectives. Participatory approaches have been shown to enhance quality of the projects,

ownership and sustainability; to empower targeted beneficiaries (in particular women and poor people) and contributing to the long-term capacity-building and self-sufficiency. Involvement of the stakeholders is key to development projects.

Project Performance can be measured in terms of schedule, safety, quality, and cost and user satisfaction. Wibowo and Sholeh (2015) observed that the performance of a project is considered good when technical specifications are met and if satisfaction is achieved among stakeholders such as end users, project team members, parent organization managers and donors or financiers. According to Gajurel (2014) a project performance is considered good if its completion is within schedule, within budget, achieves the set goals and ensures user satisfaction. Traditionally, the project performance was measured in terms of schedule, within budget (cost) and specified quality.

Nevertheless, even though projects are completed on time, within budget and are perceived to be of quality which is good, they can still be considered as failures. Projects that have exceeded the set time and exceeded the budget can be considered successful. This means that other measures have to be used, even if the traditional performance measures such as quality, cost and budget are significant in measuring performance. These measures include user satisfaction, client satisfaction and environmental impact. Kihuha (2018) argues that the measures of project performance should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder's expectations, minimum conflicts and disputes and safety.

Road construction projects in Kenya are procured through the traditional systems where the consultant civil engineer is in charge of design and construction process on behalf of the client. According to the traditional system, the design process ought to be completed prior to commencement of construction. The client commissions of the consultant civil engineer who is briefed by the client. The consultant civil engineer then develops the design and prepares contract documents. The tendering process begins by pre-qualifying contractors on the basis of experience, work capacity and past performance. The pre-qualified contractors are then invited to tender. The contract is normally awarded to the lowest bidder.

The standard form of contract that is commonly used for civil engineering works in Kenya is FIDIC (International Federation of Consulting Engineers). The consultant civil engineer appoints a Resident Engineer to be permanently based on site to supervise the project. The consultant Civil Engineer delegates some of his duties and powers under the contract to the Resident Engineer. The Resident Engineer holds monthly site meetings with the contractor. The consultant Civil Engineer and the client usually attend these meetings. At the practical completion stage, an inspection is carried out and the project handed over expected to make good any defects within the Defects Liability Period that normally lasts for one year.

The Kenya vision 2030 aspires to a country with integrated and firmly interconnected transport and communication infrastructure consisting of roads, railways, ports, airports, waterways and telecommunication infrastructure. Government of Kenya recognizes that the attainment of Kenya Vision 2030 and millennium development goals will depend heavily on the quality of our road network. Road transport is cardinal in Kenya's transportation sector as it caters for over 93% of all freights and passenger traffic in the country. With the implementation of the

roads subsector investment programs and strategy, Kenya stands to reap immense benefits as a result of high-quality road network (Ministry of Roads, 2011).

However, as in many other African countries, road projects in Kenya have been facing numerous challenges, including completion delays, the associated cost overruns as well as the demolition of residential and business houses and abortive works to pay for such projects (Mandala, 2018). For instance, in the construction of now famous and successfully completed Thika Superhighway, the cost escalated from 26.44 billion to 34.45 billion (World Bank, 2014). The date of completion itself had to be revised from the earlier one of July 2011, to July 2013, a difference of two whole years. According to the Kenya National Highways Authority (KeNHA), storey buildings constructed along the Mombasa-Kilifi and Mombasa-Mariakani roads are being targeted for demolition. The National Land Commission (NLC) and KeNHA state that most of the owners would not be compensated because they had encroached on road reserves.

Statement of the Problem

The high failure rate in road construction projects could be due to failure to involve key stakeholders in project activities. Despite wide range of knowledge on project planning and management, project failure is still reported. Stakeholders expect to be involved in decision making process within the project cycle. However this is not the case as complains of exclusion are still reported. There is low community awareness and involvement in the projects funded by both county and national government in Kenya. This can be traced from the national office where initial plans are drawn without wide consultation with organs representing th epublic (Mwangi, 2016).

Nyabera (2015) conducted a study on the influence of stakeholder participation on implementation of projects in Kenya. The study acknowledged that stakeholder participation is key in ensuring the organization meet its obligations to the people they serve by ensuring transparency and accountability. The study adopted a descriptive research design. From the results of analysis, the study established that in projects which stakeholders were represented in the project implementation, those projects performed well and were successful. The study recommended that existing policies be reviewed on Compassion sponsorship program for it to increase the influence of stakeholder participation on implementation of Compassion projects making them more effective.

Kenya Urban Roads Board (2014) reports, almost 30% of funds that are directed to the ministry of roads annually go to Kenya National Highways Authority. Most of the construction projects in Kilifi County end up experiencing cost overruns and hence exceeding the contract amount that was planned for initially. In Kenya, public roads construction projects have been increasing from one period to another. Completion of the project within the stipulated time remains a problem. Kenya is faced with a problem of cost overruns as a result of inadequate financial resources within the country. Statistical reports in Kenya indicate that KeNHA is faced with problems of cost overruns in the performance of its road projects.

For example, during the construction of the Thika Super Highway, there was an increase in cost to 34.45 billion from 26.44 billion. Furthermore, there was a change in the completion

deadline to July 2013 from July 2011 (Roads and Civil Engineering Contractors Association, 2013). In addition, the system of sewerage located along Thika Super Highway project changed after its completion. Republic of Kenya report data indicate that due to overruns in cost, there is stagnation in the development of economic and the realization of vision 2030 (Republic of Kenya, 2014). Several studies have been conducted on the stakeholder participation. For instance, various studies have been done in regard to performance of road construction projects.

In Nigeria, Abiodun (2017) carried out a study concerning the impact of time and cost on the road construction projects performance. The results indicated that in order for cost performance to be a success, it is dependent on how construction resources are managed, management of the budget, method of construction and communication. This study was done with a different contextual setting; therefore, the findings might not be applicable in the current study. Kochore (2016) examined the factors which affected projects of road construction performance in ASALs regions in Kenya. From the study, the contractor's competency variable lead to the greatest challenge in performance followed by the conflict variable, construction parties' financial management variable and timely availability of construction resources. Most of the above studies have either applied single factor approach while ignoring the effect of matrix of critical factors that would otherwise explain the performance of projects. This study therefore sought to identify the effects of stakeholder's participation and performance of road construction in Kilifi County Kenya.

Objectives of the Study

i. To determine the effect of project identification on the performance of road construction in Kilifi County Kenya.
ii. To determine the effect of project planning on the performance of road construction in Kilifi County Kenya.

Research Questions

i. What is the effect of project identification on the performance of road construction in Kilifi County Kenya?
ii. What is the effect of project planning on the performance of road construction in Kilifi County Kenya?

LITERATURE REVIEW

Theoretical Reviews

Stakeholder Theory

Freeman (1999) was the proponent of this theory. The theory touches on stakeholders' management in relation to the project and its performance. The theory examines individual preferences and the attempts to satisfy as many of those preferences as possible. Generally, stakeholder theory argues that every individual or a group involved in a project do so to safeguard their interests. Stakeholders as earlier reviewed are individuals or groups that have interests on the project that is being undertaken. The theory identifies models groups which

such as stakeholders of a corporation or project, describes and recommends methods by which managers can give due regard to the interests of those groups. Traditionally, only the owners or shareholders of the company were important, and the organization should have an obligation of putting their needs first to increase value for them. This has been rather improved where Stakeholder theory argues that there are other parties are also involved, including employees, suppliers, customers, financiers, communities, governmental bodies, communities, political groups and trade unions (Friedman & Miles, 2002).

There have been critics of stakeholder theory. Blattberg, (2004) criticized stakeholder theory for assuming that the interests of the various stakeholders can be, at best, compromised or balanced against each other. The researcher continued to argue that this is a product of its emphasis on negotiation as the chief mode of dialogue for dealing with conflicts between stakeholder interests. Blattberg recommended of conversation instead and this led him to defend what he calls a 'patriotic' conception of the corporation as an alternative to that associated with stakeholder theory. According to Laplume, Sonpar and Litz (2008) by applying the political concept of a 'social contract' to the corporation, stakeholder theory undermines the principles on which a market economy is based.

This theory is applicable to this study in that it identifies all the stakeholders involved in a certain project and tries to explain their roles. The theory addresses of who is usually involved in a project. Stakeholder theory seeks to define the specific stakeholders of a project and then scrutinize the conditions under which managers treat these parties as stakeholders. Through this theory it helps in understanding each and every stakeholder involved in a project, their roles and influence and the effects they have in a project if properly participated in the project identification and planning.

Theory of Reasoned action (TRA)

Ajzen and Fishbein (1980) introduced the theory in an effort to understand the relationship between attitude and behavior. It explains the relationship between beliefs, attitudes, intentions and behavior. According to the theory of reasoned action, the most accurate determinant of behavior is behavioral intention. The direct determinants of people's behavioral intentions are their attitudes towards performing the behavior and the subjective norms associated with the behavior. Attitude is determined by a person's beliefs about the outcomes or attributes of performing a specific behavior (that is, behavioral beliefs), weighted by evaluations of those outcomes or attributes.

The subjective norm of a person is determined by whether important referents (people who are important to the person) approve or disapprove of the performance of a behavior, weighted by the person's motivation to comply with those referents (Montano &Kasprzyk, 2002). According to Montano and Kasprzyk (2002), the theory of reasoned action is successful in explaining behavior when volitional control is high and behavioral control is similar to an individual's belief in his/her ability to perform a particular behavior under various conditions. The stronger a person's intention to indulge in a particular behavior is, the more they are expected to be successful. An individual's positive or negative belief influence him/her in indulging in a specific behavior

The theory of reasoned action is relevant in this study as it gives better predictors of stakeholders' behavior. It is the result of a decision-making process that involves an individual processing the information available to him/her, and then deciding on a course of action after reflecting on the consequences of performing the behavior and his/her beliefs about what other people expect him/her to do. Hence, it explains the need for stakeholders to be involved in decision making in project identification and planning.

Empirical Literature Review

Stakeholder Participation in Project Identification and Performance

Henry (2016) conducted a study on the influence of project identification process on project performance using a case of African Inland Child and Community Agency for development in Kibra, Kenya. The study revealed that stakeholders were always involved throughout the life of the project. However, most respondents disagreed that stakeholder participation was always encouraged at the project initiation stage and stakeholder mapping was always done during project initiation. The study revealed that effective problem analysis during AICCAD TVET Project identification process would have a positive impact on the TVET project performance. The study recommended that management in project management should enhance stakeholder involvement during project initiation stage, enhance stakeholder mapping as well as stakeholder analysis tool as this would influence project management.

Njogu (2016) on the influence of stakeholder's involvement on project performance using a case of NEMA automobile emission control project in Nairobi County, conducted a study to determine the influence of stakeholder involvement in project identification on performance of automobile Control Project. Exploratory research design was adopted and descriptive statistics used for analysis. The results findings revealed that stakeholder involvement in project identification had significance influence in Automobile Emission control project Performance that led to the success of the project. The study recommended that management of the Automobile Emission Control project should enhance involvement of stakeholders in project identification as it led to reduction in the rate of carbon emission, reduction in operation cost, cost efficiency and overall customer satisfaction.

Mandala (2018) on the stakeholder's involvement in project management on the performance of road construction projects in Kenya a case of Bondo Sub County, Siaya County sought to investigate on the effects of stakeholders' involvement in project identification and performance of road. Exploratory research design was adopted and descriptive statistics used for analysis. The study revealed that stakeholders' involvement in project identification had a significant influence that is led to the success on the performance of road construction projects in Bondo Sub County. The recommendation of the study was that project managers should involve stakeholder in various aspect of project identification such as performance of phase review.

Kobusingye (2017) conducted a study on the influence of stakeholder's involvement on project outcomes a case of water, sanitation, and hygiene (wash) project in Rwanda. The study acknowledged that project managers always have a vision of the public projects performing well and one of the main factors is stakeholder's participation hence they must be involved in

identification of the project. Descriptive research design was adopted and descriptive statistics used for analysis. The results findings revealed that stakeholders' involvement in project initiation, contributed to the successful project outcome. The study recommended that proper skills and funds should be directed to the projects and constituents should be involved in decision making of the project identification as they are the beneficiaries.

Stakeholders Participation in Project Planning and Performance

Ruwa (2016) conducted a study on the influence of stakeholder participation on the performance of donor funded projects using of Kinango Integrated Food Security and Livelihood Project in Kwale County, Kenya. The study acknowledged that the role of stakeholder participation in project performance cannot be overlooked hence sought to establish the influence of stakeholder participation in project planning on performance of a project. Exploratory research design was adopted and descriptive statistics used for analysis. The study found that stakeholder participation in the planning of a project influenced the performance of a project positively and there was satisfaction. The study recommended involvement of stakeholders in project planning should be adopted by the project managers and other indicators of performance such as cost, time and sustainability should always be considered in planning of a project.

Mutua (2017) carried out the investigation on factors influencing performance of community development projects using a case of INADES (African Institute of Social and Economic Development) in Machakos County, Kenya. The study adopted a descriptive research design to determine how community participation in a project planning influences the performance of Community Development Projects. Descriptive statistics was used for analysis and the results revealed that involvement of key development practitioners and the community in project planning is central to performance. The study recommended that a number of undertakings; that INADES Formation Kenya management and staff follow up on community participation right from the planning process.

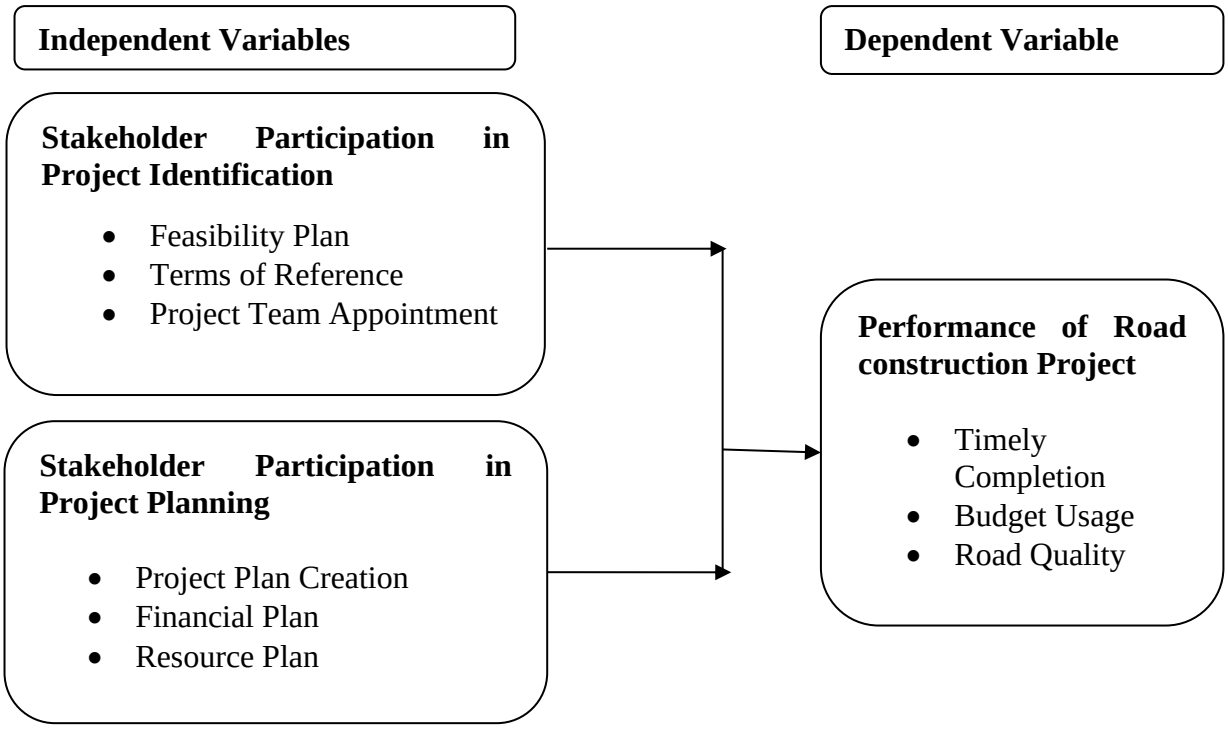
Kihuha (2018) carried out a study on monitoring practices and performance of global environment facility projects in Kenya, a case of United Nations Environment Programme. The study sought to determine influence of stakeholder involvement in the planning process and performance of UNEP projects in Kenya. An exploratory research design was adopted and analysis performed using descriptive statistics. The study found out that involvement of stakeholders in the planning process on allocation of funds and all the project stages enhanced the performance of the project and the projects where stakeholders were not involved did not perfume well. The study recommended establishment of strategic plans to define internal process on project planning and restructuring the stakeholder involvement process.

Heravi, Coffey and Trigunarsyah (2015) sought to evaluate the level of stakeholder involvement during the project planning processes of building projects in Saudi Arabia. The study acknowledged that stakeholders often provide the needed resources and have the ability to control the interaction and resource flows in the network hence the need to involve them in planning of a project. Exploratory research design was used in the study and descriptive statistics for analysis. The results of the analysis revealed that the owner/developer of the

construction or project management were highly involved in the project planning phase and the projects were completed successfully. The study recommended that the contractors' involvement in the planning phase should be raised or be embraced as it was considerably lower compared to other stakeholders.

Conceptual Framework

This study conceptualized a framework establishing a causal relationship between the independent and the dependent variables as shown in Figure 1



RESEARCH METHODOLOGY

Research Design

According to Astalin (2013), a research design is a detailed arrangement and analysis of data to coincide with the study object. To achieve the objectives, descriptive research design was adopted. Descriptive research design is used to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. It addresses the characteristics of the population or situation being studied.

Target Population

Target population is the collection of subject that will be used in for analysis (Creswell & Creswell, 2017). The county has 7 constituencies. In addition, there are over 20 road projects in Kilifi County hence the study included project managers too. In this study, 3 constituencies were chosen namely Bamba, Ganze and Kaloleni where road construction is mainly concentrated and the population selected from each constituency that formed a target population of 150 respondents who ranged from community reps, national government and

county government officials and project managers. The number of ongoing road projects in these sampled constituencies was 10 hence the ten managers were also included as respondents.

Table 1: Target Population

Categories of Stakeholders	Frequency	Percentage
Community Representatives	70	43.75
National Government officials	30	18.75
County Government Representatives	50	31.25
Project Managers	10	6.25
Total	**160**	**100**

Source: County Government of Kilifi, 2018

Sample size and Sampling procedure

Sampling means selecting a given number of subjects from a defined population as representative of that population. Any statement made about the sample should also be true of the population (Cramer, 2012). Census sampling was applied to select the number of population in category of stakeholders that formed about 150 respondents. The 10 project managers were also included since they are few in number.

Data Collection Instruments

Questionnaires were used to collect primary data. The questionnaires comprised of structured questions to ease the process of analysis. Questionnaires were used because they have the ability to contain questions requiring fixed responses. The questionnaires were structured into sections based on the objective variables of the study. The first section of the questionnaire had information on the demographic information of the respondents; the other subsequent sections presented information on stakeholders' participation variables and performance of road construction. The questionnaire had some of the questions structured on Likert scale where 1=strongly disagree and 5=strongly agree.

Data Collection Procedure

The main tools of data collection for this study were questionnaires. The questionnaire was used to collect data because it offers considerable advantages in the administration. It also presented an even stimulus potentially to large numbers of people simultaneously and provided the investigation with an easy accumulation of data. Gay (1992) maintained that questionnaires give respondents freedom to express their views or opinion and also to make suggestions. It was also anonymous. Anonymity helps to produce more candid answers than is possible in an interview. The questionnaires were used to collect data from the respondents who consisted of the selected population and the project managers.

Validity and Reliability of the Research Instruments

A pilot test was conducted to determine reliability and validity of the study instruments. According to Mugenda and Mugenda (2003), a pilot study can comprise of between 1-10 % of

the target population. The study therefore purposively selected 10 respondents to participate in the pilot study. The respondents who were involved in the pilot study were not included in the final sample size of the study.

Validity of Research Instruments

Validity describes how an instrument measure what it is designed to measure. The study instruments were tested for content, construct and face validity. The face validity was used to test whether the questionnaires were misappropriated or misunderstood. The construct validity was used to measure whether the questionnaires measured all the underlying constructs in the operational framework. The study engaged the supervisor to review questionnaires and determine content, construct and face validity. One questionnaire was reviewed, invalid questions were deleted from the questionnaires.

Reliability of Research Instruments

Reliability measures whether the research instruments are reliable by yielding consistent results (Allan, 2013). In order to establish the reliability of the research instruments, the researcher used test retest method. The reliability coefficient was computed by use of Cronbach alpha. The research instruments are considered reliable if they yield a Cronbach alpha of 0.7 and above. A Cronbach alpha of 0.7 and above presents reliable results an indication that the research instruments were sufficient for the continuation of the study (Cronbach, 1956).

Data Analysis and Presentation

The collected data was sorted and cleaned before being entered into the Statistical Package for Social Sciences for analysis. To analyze the findings, descriptive and inferential statistics were used. The key descriptive statistics included the use of means and standard deviations while regression analysis formed the inferential analysis. The regression model adopted took the following form;

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon}$$

Whereby $\mathbf{Y}$ = Performance of Road Construction

$\mathbf{X_1}$ = Project Identification

$\mathbf{X_2}$= Project Planning

$\boldsymbol{\varepsilon}$ = Error Term

RESEARCH FINDINGS AND DISCUSSIONS

Response Rate

Out of the population of 160 project staff among the 20 road construction projects that were ongoing in Kilifi County administered with the questionnaires, 128 of them sufficiently completed the questionnaires and returned them for data analysis. This gave a response rate of 75% which is deemed sufficient for the study. The findings were as shown in Table 2.

Table 2: Questionnaire Response Rate

Response Rate	Frequency	Percentage
Response	128	80.00
Non-response	32	20.00
Total	160	100

Source: Field data, 2019

The findings show that the response rate was sufficient for the current study. This is supported by Mugenda and Mugenda (2013) who stated that a response rate of 70% and above is deemed statistically sufficient for a study.

Descriptive Findings

The study used descriptive statistics to analyze the extent to which the four aspects of stakeholder participation were employed among the 10 road construction projects in Kilifi County, Kenya.

Stakeholder Participation in Project Identification and Performance

Project identification is a critical stage in the project management cycle. Stakeholders assist in identifying the relevant, beneficial, workable and tenable project. The respondents were therefore asked to indicate the extent to which they agreed with the following statements on stakeholder participation in project identification and project performance using a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The findings were as presented in the table below;

Table 3: Project Identification and Performance

Statement	Mean	Std. Dev
Project management committee has enhanced our involvement during project initiation stage	3.24	0.699
Project Management has taken our opinions during project identification	3.04	0.774
The success of the road construction project has been due to our involvement in its identification	3.51	0.801
The Successful outcome of the project has been due to our involvement in the project initiation stage	3.66	0.851

Source: Field data, 2019

The respondents who were the major stakeholders among the road construction projects in Kilifi County were neutral on whether the project management committee has enhanced their involved during project initiation stage and that the project management has taken their

opinions during project identification as indicated by a mean of 3.24 and 3.04 respectively. The respondents however agreed that the success of the road construction projects were due to their involvement in the project identification stage and that the successful outcome of the project has been due to their involvement in project initiation stage as indicated by a mean of 3.51 and 3.66 respectively. This indicates that the road construction projects to a significant extent embraced stakeholder participation at the project identification stage which positively improved project performance

Stakeholders Participation in Project Planning and Performance

The study sought to establish the extent to which the road construction projects in Kilifi County embraced stakeholder participation in project planning and the effect this had on project performance. The respondents were therefore asked to rate the extent to which the following statements on stakeholder participation in project planning were employed among the projects on scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Table 4: Project planning and Performance

Statement	Mean	Std. Dev
Project Managers have involved us in the planning of the project	2.89	0.831
Key Development Practitioners have been incorporated in the planning of the project	3.11	0.825
There has been establishment of strategic plans to define internal process on project planning	3.06	0.671
The project management has raised our involvement in project planning	2.79	0.801

Source: Field data 2019

The respondents were neutral or to a moderate extent indicated that project managers involved them in the planning of the projects, key development practitioners have been incorporated in the planning of the project, there has been establishment of strategic plans to define internal process in project planning and that the project management has raised their involvement in project planning as indicated by a mean of 2.89, 3.11, 3.06 and 2.79 respectively. This indicates that to a moderate extent the stakeholders were involved in planning of the road construction projects in Kilifi County. This enhanced efficiency, cooperation and effectiveness in project implementation.

Inferential Statistics

The study conducted inferential statistics to establish the effect of stakeholder participation on performance of road construction projects in Kilifi County. The findings of coefficient of determination and coefficient of adjusted determination are as shown in Table 5.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824[a]	.851	0.802.	1.31171

Source: Field data, 2019

The findings found out that coefficient of correlation R was 0.824, an indication of strong positive correlation between the variables. Coefficient of adjusted determination R2 was 0.802 which changes to 80.2% an indication of changes of dependent variable can be explained by the independent variables which stakeholder participation in project identification, project planning, project implementation and project monitoring. The residual of 19.8% can be explained by other determinants of project performance. The study carried out an ANOVA at 95% level of significance. The findings of F Calculated and F Critical are as shown in Table 6.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	801.311	1	801.311	475.972	.000[b]
Residual	212.124	126	1.684		
Total	1013.435	127			

Source: Field data, 2019

The findings show that F Calculated was 475.972 and F Critical was 5.3115, this show that F Calculated > F Critical an indication that the overall regression mode was significant for the study. The p value was 0.000<0.05 an indication that at least one variable significantly influenced performance of the road construction projects in Kilifi County. The study used coefficient of regression to establish the individual influence of the variables to firm performance. The findings are indicated in Table 7.

Table 7: Coefficients of Regression

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.304	0.511		2.114	.000
Project Identification	0.801	.110	.041	8.315	.000
Project planning	0.769	.113	.011	10.011	.000

The resultant equation was

$$\mathbf{Y= 5.304+ 0.801X_1 + 0.769X_2}$$

Where: X_1 = Stakeholder participation in project identification

X_2 = Project planning

The study found out that by holding all the variables constant, performance of the road construction projects in Kilifi County will be at 5.304. A unit increase in stakeholder participation in project identification when holding all the other variables constant, project performance would be at 0.801 A unit increase in stakeholder participation in project planning while holding other factors constant, project performance would be at 0.769. The findings pointed out that stakeholder participation in project identification, project planning, had a p value of 0.000<0.05 an indication that the stakeholder participation mechanisms significantly influenced performance of the road construction projects in Kilifi County. This is supported by Nyaboke (2016) who in her study on the influence of stakeholder participation in successful project implementation indicated that stakeholder participation in project identification, initiation, planning, implementation and monitoring and evaluation positively improves project implementation.

CONCLUSION AND RECOMMENDATIONS

Conclusions

It was concluded that stakeholder participation at project identification and project planning, significantly influenced the performance of road construction projects in Kilifi County, Kenya. The study concluded that the road construction projects to a significant extent embraced stakeholder participation in assessing, analyzing and selecting the viable, tenable and beneficial road projects to most of the citizens in the region. The study concluded that that to a moderate extent the stakeholders were involved in planning of the road construction projects to enhance efficiency, cooperation and effectiveness in project implementation.

Recommendations

The study recommends that the project management team needs to sensitize the relevant stakeholders on the significance of them participating in the project lifecycle. The study recommends that it is necessary for the road construction projects to be society or citizen-centered in order to address the needs and expectations of the masses. The study recommends further that the road construction projects needs to involve other development partners and faith organizations as key stakeholders in project implementation.

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