



RESEARCH ARTICLE

INVESTIGATING THE IMPACT OF STAKEHOLDER ENGAGEMENT ON SUCCESSIVE PROJECT DELIVERY IN ANAMBRA STATE, NIGERIA

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ABSTRACT

This study investigates the impact of stakeholders' engagement on successive project delivery in Anambra State, Nigeria. The study employed a quantitative research design. A sample size of 133 respondents was drawn from a population of 200 procurement professionals. Descriptive statistics and ANOVA were applied to analyze data of the study. Research hypotheses were formulated and tested at 0.05 of significance. The p-values obtained are: 0.012; 0.040; 0.030; 0.032; 0.032; and 0.015. Conclusions made by the study include: a significant relationship exists between stakeholders' engagement and successive project delivery in Nigeria; and that a significant relationship exists between severity index analysis of the factors affecting stakeholders' engagement and successive project delivery in Nigeria. Recommendations proposed by the study include: prior to beginning any project, organizations must develop a comprehensive plan for engaging stakeholders. The study made contributions to knowledge by providing empirical evidence supporting the critical role of stakeholder engagement in the successful delivery of projects; and the study provides practical guidelines and recommendations that project managers can apply to enhance stakeholder engagement in their projects. The study's outcome will be beneficial to both the academic literature and practical application, by providing a foundation for organizations aiming to improve their level "stakeholder engagement" and participation in project delivery across Nigeria.

Keywords: ANOVA, execution, stakeholder engagement, quantitative test, project delivery.

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1.0. INTRODUCTION

Organizations are using successive project delivery methods more frequently in today's fast-paced, cutthroat business climate in an effort to remain ahead of the competition, accomplish strategic objectives, and foster innovation (Bashiru, 2023). The implementation of a sequence of connected projects, each building on the results and lessons discovered from earlier initiatives, is known as successive project delivery. Organizations can gradually provide value, adjust to shifting requirements, and improve project outcomes over time with this iterative process (Zasa, Patrucco, & Pellizzoni, 2020). Effective stakeholder participation is essential to the success of successive project delivery. Project direction, priorities, and outcomes are significantly shaped by stakeholders, which are a wide range of people, groups, and organizations with an interest in the initiatives (Barletti, Larson, AHewlett, & Delgado, (2020). Both internal and external stakeholders, including as clients, customers, suppliers, regulators, and the larger community, can be considered stakeholders. Examples of internal stakeholders include project teams, executives, and employees.

Stakeholder engagement is acknowledged in modern project management as a crucial component of project success. Stakeholders hold substantial power over the course of a project, including sponsors, team members, clients, and the community (Chow, & Leiringer, 2020). Their participation can influence project results, schedules, and even a project's ultimate success or failure. This importance is emphasized even more in the context of consecutive project delivery, in which businesses gradually take on a number of related projects that build on prior experiences and results. The use of successive project delivery models has become more common in a number of industries because of its ability to increase organizational flexibility, optimize resource utilization, and support the development of project capabilities (Wamba-Taguimdje, 2020). However, there are particular difficulties and complications involved in managing stakeholders across several projects. Stakeholder interaction becomes increasingly important to understand and optimize as businesses go on subsequent project delivery journeys.

The purpose of the study is to investigate stakeholder engagement dynamics in the context of successive project delivery. The study looked at how stakeholders are found, contacted, and involved over the course of multiple projects in an effort to find insights that can guide best practices and tactics for raising stakeholder participation and, eventually, better project outcomes. By addressing these questions and delving into the nuances of stakeholder engagement within the context of successive project delivery, the study aims to provide valuable insights that can guide organizations in optimizing their project management practices and fostering positive stakeholder relationships.

Although the importance of stakeholder engagement for project success is widely recognized, only little is known about how engagement practices change over time and affect project outcomes across a network of related initiatives. The understanding of how stakeholder engagement develops within the framework of repeated project delivery is the main research challenge this study attempts to solve.

This study intends to close the current understanding gap regarding stakeholder participation within the framework of successive project delivery by thoroughly examining these concerns.



In order to improve project outcomes and stakeholder interactions in project delivery environments, the research aims to give practical insights that can inform companies' practices by illuminating effective methods, difficulties, and impacts. The study aims to investigate the impact of stakeholders' engagement on successive project delivery. The specific objectives of the study are to: Identify the major obstacles to stakeholder's engagement in successive project delivery in Nigeria; and investigate the impact of Effective stakeholder engagement to the successful delivery of projects in Nigeria. The study's outcome will be beneficial to both the academic literature and practical application, by providing a foundation for organizations aiming to improve their level "stakeholder engagement" and participation in project delivery across Nigeria.

1.2. Research Question

The following research questions were formulated to provide direction to this study.

- i. What are the obstacles to stakeholders' engagement in successive project delivery in Nigeria?
- ii. What is the impact of Effective stakeholder engagement to the successful delivery of projects in Nigeria?

1.3. Hypotheses

This study is built on the following null hypotheses.

H₀₁: There is no significant relationship between obstacles to Stakeholders' engagement and successive project delivery in Nigeria.

H₀₂: There is no significant relationship between Effective stakeholder engagement and successful delivery of projects in Nigeria.

2.0. LITERATURE REVIEW

2.1. Conceptual Review

In the procurement environment, there are numerous stakeholders whose interest must be taken into consideration when making procurement decisions and when conducting procurement activities. In well-developed procurement systems, measures are put into place to involve all stakeholders in procurement decisions. In certain cases, it is impossible to bring on board all stakeholders when making procurement decisions. At the end of the day, the procurement function must be seen to be acting as an agent to all stakeholders, (Viale, Vacher, Bessouat, (2022).

According to Liu, Liu, Ma, Appolloni, and Cheng, (2021), the importance of stakeholders being involved in Procurement as they know that they have an important role to fulfill to ensure that there is efficiency in the procurement process. It emphasizes the importance of stakeholder interaction as per this study because it shows the importance of cooperation to ensure satisfaction of the stated objective. The procurement department can also be



considered to be an agent of an institution since they have information about the market that the organization does not have therefore, they act as representatives of the organization therefore they should act in the best interests of the organization and not have conflicts of interest. The Conceptual framework which was developed by Ali, (2020), was adopted for this study and presented in Figure1. The chosen conceptual framework because explains dependent and independent variable of this study there by aiding the research to gain good insight on both the dependent and independent variable of this study.

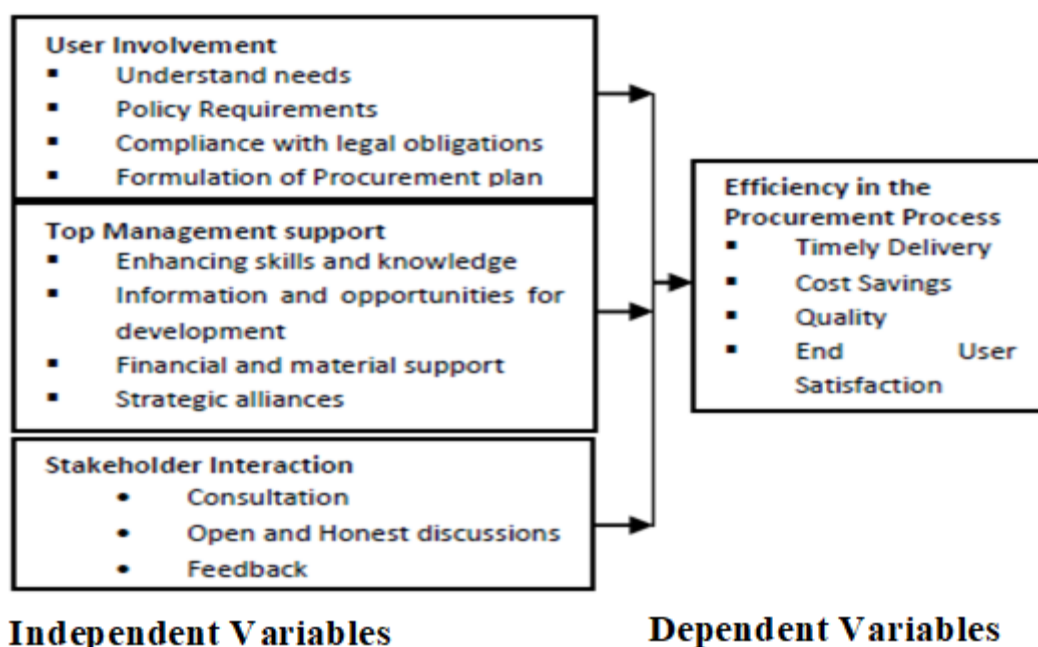


Figure 1: Conceptual Framework
Source: Adapted from Ali (2020)

2.1.1. Stakeholders

Mu, Xu, and Chen, (2024), defined stakeholders as the group or persons who can affect the operations of the organization or who can be affected by the actions of the organization either positively or negatively and they include; management, directors, shareholders, auditors, employees, customers, suppliers, general public and competitors among others. Stakeholders can be a considerable asset, contributing knowledge, insights and support in shaping a project brief as well as supporting its execution. The high failure rate of major projects has been attributed to a lack of attention to stakeholders. Stakeholders' negative attitudes towards a project can cause cost overruns and time schedule delays due to conflicts over project design and implementation, (Ouyabaka, 2019).

According to Saad, Zahid, & Muhammad, (2022). stakeholders are institutions and individuals that directly and indirectly impact project outcomes in a positive or negative way. Stakeholders are classified into external and internal parties. Clients, consultants and contractors and subcontractor are referred to as internal stakeholders whereas external



stakeholders include local and national authorities of government, social organizations, political organizations, local communities, the general public, environmentalists, trade and industry, the media, traditional authorities and worshipers, (Wondirad, Tolkach, King, 2020). This provides a clear view that stakeholders to a potential project are numerous, even with the importance attached by some stakeholders as a result of the sustainable construction movement, and this complicates their engagement (Miller, Marsh, Benham & Hamann, 2020).

Stakeholders are prime contributors to the successful completion of projects as their unwillingness to support the objectives of the project can lead to project failure. Zarewa (2019) posits that stakeholders are the only individuals with actual interest in a project. Stakeholder involvement is often dependent on the characteristics of the project and type of organization (Murphy, Qureshi, Endale, Esponda, Pathare, Eaton, De Silva, and Ryan, 2021). The achievement of a successful stakeholder engagement incorporates working together to implement plans, develop solutions to challenges through a reciprocated support, (Canfield, Mulvaney, & Chatelain, 2022) suggested that stakeholders ought to be active participants of the planning process and not mere recipients of sustainability planning initiatives.

The success of subsequent project delivery approaches is heavily dependent on stakeholder satisfaction and project outcomes, which are directly impacted by stakeholder involvement. Examining earlier research clarifies the different facets of stakeholder participation in the context of incremental project delivery.

The significance of early and ongoing stakeholder interaction throughout the iterative project lifecycle has been noted as a major theme in earlier research. Gregory, Atkins, Midgley, & Hodgson, (2020). assert that when stakeholders are included in a project from the beginning, project teams can learn a great deal about their wants, preferences, and expectations. This information is then used to guide the iterative development process. Stakeholder commitment and ownership are increased by this early involvement, which raises stakeholder satisfaction and increases project success.

2.1.2. Stakeholder Engagement

An organizational strategy known as "stakeholder engagement" is used by groups, individuals, or other entities to engage and communicate with those who have a "stake" or vested interest in the decisions, actions, or results of the organization, (Kivits, & Sawang, 2021). This idea acknowledges that organizations function within larger networks of interrelated players, each with its own priorities, expectations, and power, rather than existing in a vacuum. Understanding each stakeholder group's needs, expectations, interests, and concerns is crucial. To get insight into stakeholder viewpoints, this entails obtaining input, conducting surveys, interviews, or focus groups, and analyzing pertinent data. Establishing lines of communication to encourage discussion between the business and its stakeholders is a necessary component of effective stakeholder engagement (Hristov, & Appolloni, 2022). Meetings, seminars, forums, social media sites, newsletters, and other kinds of communication could all fall under this category. Organizations and stakeholders may work together in certain situations to address shared difficulties, achieve shared objectives, or co-create solutions. Decision-making procedures can be improved, trust can be increased, and creativity can be fostered.



Incorporating stakeholder input into the organization's decision-making procedures is vital to guarantee that a range of viewpoints are taken into account and that decisions are in line with the expectations and interests of stakeholders. Companies (organizations) should make an effort to be open and honest about their actions, choices, and results, giving interested parties access to pertinent data and justifications, (De-Fine, & de Licht, 2020). It is imperative to establish accountability procedures that guarantee organizations are held accountable for their deeds and commitments. Engaging stakeholders is a continual process that calls for constant work and dedication. In order to handle changing stakeholder requirements and dynamics, organizations should routinely ask for stakeholder feedback, evaluate the success of their engagement initiatives, and make any necessary adjustments (Lehtinen, & Aaltonen, 2020). Overall, stakeholder engagement is about building constructive relationships, fostering trust, and creating shared value for both the organization and its stakeholders. By actively engaging with stakeholders, organizations can enhance their reputation, mitigate risks, identify opportunities for innovation, and ultimately achieve long-term sustainability and success.

Stakeholder involvement techniques must be flexible and sensitive to changing project requirements and stakeholder needs, according to prior research. Successive project delivery approaches, according to Revez, (2020) , give stakeholders the chance to offer input and feedback at different points throughout the project, enabling iterative improvement and modification. Project teams may improve project outcomes and stakeholder satisfaction by addressing developing challenges, incorporating new insights, and adapting project plans in response to these developments thanks to this iterative feedback loop.

The significance of stakeholder inclusivity and diversity in the implementation of consecutive projects has also been highlighted by earlier research. According to Dhadphale, & Wicks, (2022), creative thinking is encouraged and the decision-making process is enhanced by involving a variety of stakeholder groups with different viewpoints, specialties, and interests. Participation from all stakeholders is ensured through inclusive stakeholder engagement, which boosts stakeholder buy-in and produces more robust project solutions.

2.1.3. Benefits of Stakeholder Engagement

Stakeholder engagement is crucial for the success of any project, as it directly impacts various aspects of the project lifecycle and outcomes, (Erkul, Yitmen, & Celik, (2020). The success of projects in a variety of sectors and businesses has been shown to be significantly influenced by stakeholder participation. Researchers and practitioners agree that stakeholder participation plays a critical role in ensuring project success, according to a thorough evaluation of the literature.

The importance of stakeholder interaction in defining project needs and objectives is generally recognized. Stakeholders' requirements, expectations, and preferences can be better understood by project managers by incorporating them in the early phases of project planning, according to (Urbinati, Landoni, Cococcioni, & De Giudici, 2021). This allows project managers to match stakeholder interests with project goals. To guarantee the applicability and efficacy of project deliverables, this alignment is essential.

Managing expectations at every stage of the project lifecycle is greatly aided by stakeholder interaction. To prevent miscommunications and conflicts among stakeholders, (Cinko,



Demirkesen, Sadikoglu, & Zhang, 2023) emphasized that good communication and expectation management are critical. Project managers may reduce possible sources of resistance and discontent by actively including stakeholders in decision-making processes and requesting their feedback. This will facilitate the completion of projects more smoothly.

Stakeholder involvement also makes it easier to identify and reduce project implementation-related risks. (Sharpe, Harwell, & Jackson, 2021) assert that stakeholders frequently have important information about outside variables that could have an impact on the project. Project managers may use this knowledge base, spot any hazards early on, and create proactive risk management plans by interacting with stakeholders. Involving stakeholders in risk assessment and mitigation activities also increases their commitment to the project's success by fostering a sense of ownership and responsibility.

Stakeholder engagement also encourages cooperation and coordination amongst the various stakeholders that are involved in the project. (Miković, Petrović, Mihić, Obradović, & Todorović, 2020) assert that cooperation is necessary to maximize group resources, knowledge, and assistance in order to overcome obstacles and accomplish project objectives. Project managers can improve project outcomes and raise stakeholder satisfaction by giving stakeholders chances to cooperate, exchange information, and work toward shared goals. Organizations can increase the probability of accomplishing project objectives and providing value to stakeholders by giving priority to stakeholder engagement throughout the project lifecycle.

The body of research consistently emphasizes how crucial stakeholder participation is to project success. Through the integration of stakeholders in the planning, decision-making, and execution phases of projects, project managers may effectively define goals, regulate expectations, minimize risks, promote cooperation, and ultimately enhance stakeholder contentment and dedication. Because of this, businesses looking to maximize project performance should view stakeholder involvement as a core component of project management practice that merits serious consideration and financial investment.

Previous researches have demonstrated how important stakeholder communication and collaboration are to the effective completion of consecutive projects. Ndraha, (2023) point out that consistent line of communication and cooperative decision-making procedures are necessary to promote mutual understanding, settle disputes, and match project objectives with stakeholder expectations. Transparency, trust, and accountability are all fostered by effective communication and are essential for sustaining stakeholder support and engagement over the course of a project.

Numerous empirical research has looked into the relationship between stakeholder management practices and organizational outcomes, (Lehtinen, & Aaltonen, 2020). According to the research findings, effective stakeholder involvement improves financial performance, reputation, and stakeholder satisfaction (Lehtinen, & Aaltonen, 2020). Case studies show how firms can successfully navigate stakeholder relationships through proactive communication, collaborative collaborations, and responsiveness to stakeholder criticism, Loureiro, Romero, & Bilro, (2020). However, issues arise when balancing competing



stakeholder interests and managing power imbalances, underlining the complexities of stakeholder management in practice.

2.2. Theoretical Frameworks

According to (Freeman, Dmytriiev, & Phillips, 2021) stakeholder theory has its roots in fundamental works by Donaldson & Preston in (1995), and others, who established the framework for conceptualizing stakeholders as individuals or groups having legitimate interests in an organization. Stakeholder theory, is a prominent idea in management and organizational studies, emphasizes the significance of taking into account the interests of all persons involved or impacted by an organization's actions, (Dmytriiev, et al., 2021). Stakeholder theory, which emerged in the 1960s and gained traction in the 1980s, questions the traditional emphasis on shareholders and advocates for a broader understanding of corporate responsibility, (Blocker, Cannon, & Zhang 2024). This literature review seeks to provide a complete overview of stakeholder theory, including its historical evolution, theoretical foundations, practical applications, empirical research findings, critiques, and future perspectives.

Stakeholder theory has influenced corporate social responsibility (CSR) programs and stakeholder engagement techniques in a variety of industries, (Collinge, 2020). Companies are increasingly recognizing the necessity of addressing stakeholder concerns in order to improve long-term sustainability and risk management. Stakeholder mapping and analysis tools help firms identify key stakeholders and prioritize their needs. Integrating stakeholder perspectives into strategic decision-making processes has become critical to organizational legitimacy and competitiveness, (Adib, Zhang, Zaid, & Sahyouni, 2021).

Stakeholder engagement theoretical frameworks offer conceptual structures and guiding principles that help organizations comprehend, manage, and communicate with their stakeholders in an effective manner. According to (Ji, Tao, & Rim, 2021) Stakeholder engagement techniques are informed by these frameworks, which incorporate elements from multiple disciplines, including psychology, sociology, management, and ethics. Several important theoretical stances are frequently used in the discipline. The following common Stake holder theories are listed and discussed as follow: Stakeholder Theory; Resources Dependence Theory; Social Exchange Theory; Legitimacy Theory; Power & Influence Theory; Network Theory and Ethical Theory

2.3. Knowledge Gap

A significant amount of research has been done on the topic of stakeholder involvement in project management; yet, there is still a clear knowledge vacuum on the ways in which stakeholder engagement directly affects and is managed within project delivery across Nigeria. Though acknowledged as significant, additional focused study is required to close this knowledge gap and offer guidance on successful stakeholder involvement strategies in subsequent project delivery environments.



3.0 MATERIALS AND METHOD

3.1. Materials

The materials and apparatus/equipment used for the study include: computer set; printer and rim of A4 paper; pen; field note; electricity; internet services (internet router and data subscription); and calculator software (Microsoft word, Microsoft excel, SPSS, Mendeley).

3.2. Research Design

In order to achieve its objectives; the study employed a quantitative research design to methodically investigate stakeholder engagement on successive project delivery in Anambra State using descriptive (survey) design.

3.3. Population

Procurement officials, contractor/vendors, host communities, Civil Societies Organization, professional interest groups, and other pertinent stakeholders involved in public procurement across Anambra State make up the population for this study. The study populations of 200 procurement professionals were chosen from whom the respondents were drawn using the formula proposed by Yamane in 1967, and cited by Kiarie (2020), to arrive at the sample size. The selection formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Equation 3.1

Where $n \rightarrow$ the required sample size

N = is the Target Population (200 respondents); e = accuracy level required. Standard error = 5 percent

Sample Determination

$$n = \frac{200}{1 + 200 * (0.05)^2}$$

$$n = \frac{200}{1.5} = 133.3$$

$$n = 133$$

$n=133$ Respondents. Therefore, minimum of 133 respondents are required for this study

3.4 Sampling Size and Sampling Technique

The sampling size for this study is 133 respondents who are procurement specialists/professionals and other pertinent stakeholders involved in procurement indifferent organizations. The sample size was chosen applying the views of Mwangi, (2020) as guide. The random sampling Technique was applied to select 133 respondents from a population of 200.

3.5 Data Collection

The study collected primary data using a structured questionnaire that was designed based on relevant literature, research question, objective of the study and theoretical frameworks to gather needed data from the participants. An online survey was distributed to respondents



that were randomly selected. Questionnaire used for the study composed of open and closed-ended questions item, which confirms Kiarie (2020) recommendations. The closed-ended questions were to gauge various aspects including the impact of stakeholder relationship on procurement on project delivery by different organization operating in Nigeria.

3.6. Data Analysis

The quantitative data collected were analyzed using descriptive and inferential statistics to show the relationship between dependent and independent variable. According to Pandey & Pandey (2021), descriptive analysis is a scientific method that involves observation and description of behavior of a subject without influencing it in any way. In order to achieve objectives 1 to 4 of study, data were analyzed using descriptive and inferential statistics.

3.7. Decision Rule

The decision rule of the test statistic is: accept the null hypothesis, H_0 , when p-value is greater than (0.05) significance level. However, accept the alternate hypothesis, H_1 , when p-value is less than (0.05), significance level.

4.0 RESULTS AND DISCUSSION

4.1. Evaluation of Demographic Characteristics of the Respondents

Data analysis, interpretation and discussion are presented in this section. The analysis of background information of respondents is presented in Figures 1 to 7 respectively. This section employed descriptive statistics to explain the demographic data of the respondents. Survey questions 1 to 7 captured the demographic statistics of the respondents as follows:

Age Distribution of Respondents

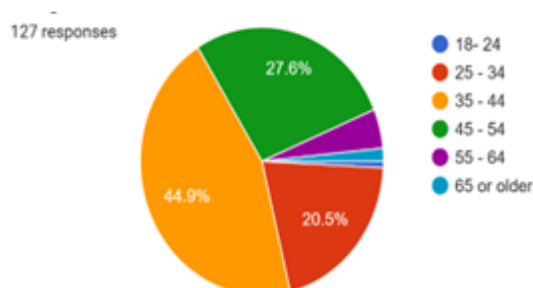


Figure I: Age Distribution of Respondents

Source: Field Survey (2024).

Figure I present age distribution of respondents. A total of 127 responses were received for this particular question. 1 (1 percent) of the respondents are between the ages of 18-24; 26 (20.5 percent) are within the ages of 25-34; 57 (44.9 percent) are within the ages of 35-44; 35 (27.5 percent) are within the ages of 45-54; 7 (5.6 percent) are within the ages of 55- 64; and 1 (0.6 percent) are 65 percent and above. The average of sampled respondents is within the range of 35-44 years, indicating that most of the respondents are young people who in the prime of their careers and capable of contributing meaningfully to their respective



organizations. The age distribution obtained indicates that the respondents were old enough to comprehend the main points of the study.

Gender of Respondents

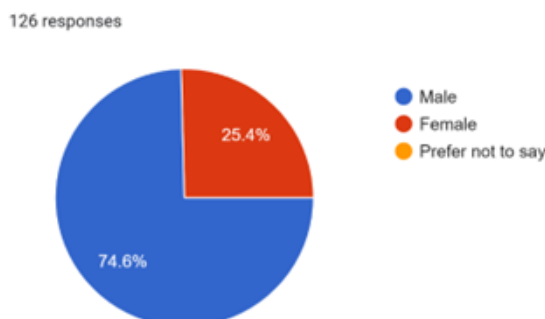


Figure 2: Gender Distribution of Respondents

Source: Field Survey (2024).

The gender distribution of respondents is presented in Figure 2. A total of 126 responses were received, out of which 74 (94.4 percent) of respondents are males; while 32 (25.6 percent) are females; indicating that more respondents are males. This indicates that the information gathered reflects the equal perspectives of men and women. It suggested that bias resulting from gender would not have affected the study's findings.

Educational background of respondent

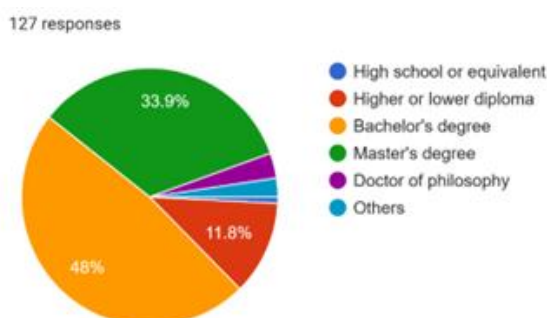


Figure 3: Educational Qualifications of Respondents

Source: Field Survey (2024).

Figure 3 present educational qualifications of respondents. A total of 127 responses were received. Educational backgrounds of the respondents, according to the survey, indicates that 4 (3 percent) are PhD holders; 43 (33.9 percent) are M.Sc. holders; 61 (48 percent) are B. Sc. holders; 15 (11.9 percent) are higher diploma OND holders; 1 (0.5 percent) hold high school or equivalent qualifications; while the remaining 3 (2.8 percent) of respondents hold other qualifications that are not classified. This also indicates that a greater percentage of the respondents are educated enough to contribute meaningfully to the survey. The inference is that the data provided by the respondents was reliable, accurate, and valid for making

conclusions about how the responsibilities of the stakeholders affect efficient works procurement contract.

Years of Experience in Procurement



Figure 4: Current Job Title/ Role of Respondents

Source: Field Study (2024).

Figure 4 present information on job title/role of respondents. A total of 127 responses were received for this particular question. It can be observed that 4 (3.6 percent) are Procurement Directors; 9 (6.7 percent) are Procurement Managers; 19 (15 percent) are Procurement Officers; 9 (6.7 percent) are Procurement Support Staff; 77 (61.4 percent) are Non-Procurement Professionals; while the remaining 9 (6.7 percent) respondents indicated others.

Current Job Title/Role of Respondents

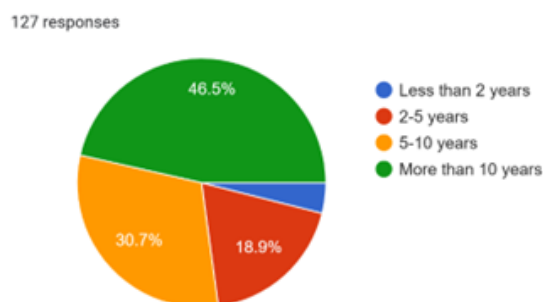


Figure 4: Years of Experience of Respondents

Source: Field Study (2024).

Figure 5 summarized data on respondents' years of experience in procurement job role. A total of 127 responses were received for this particular question. The survey further shows that 59(46.5 percent) of the respondents had over 20 years of experience in procurement; 39 (30.7 percent) had between 5 to 10 years of procurement experience; 24 (18.9 percent) had 2 to 5 years of procurement experience; while 5 (3.9 percent) had 0 to 2 years of procurement experience. This is an indication that more 95 percent of the respondents had over 2 years of procurement experience; good enough to contribute meaningfully to the survey. Accordingly, these respondents had extensive knowledge of what transpires in their workplaces. This suggests that by using this type of work experience, it was possible to extract information for the study that would not have been possible to obtain by using different groups.

Industry Sector You are Employed

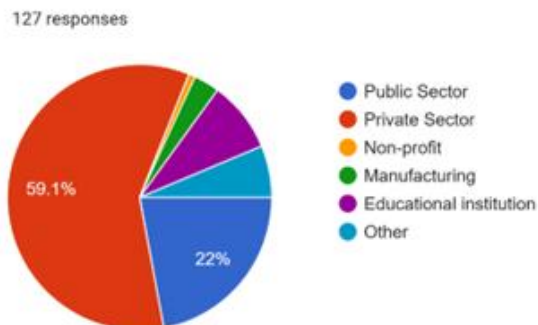


Figure 5: Industry Sector where Respondents work
Source: Field Study (2024).

Figure 5 presents summary of information on industry sector where respondents work. A total of 127 responses were received for this particular question. 27 (22 percent) of respondents were from the public sector; 75 (59.1 percent) are from private; 1 (0.1 percent) worked for non-profit organization; 4 (3.3 percent) were from manufacturing sector; 10 (7.7 percent) are from ICT; while the remaining 10 (7.7 percent) of the sampled respondents chose others.

Size of respondents' organization

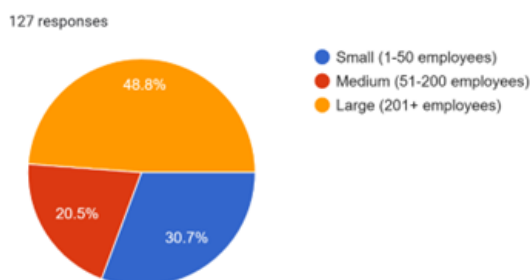


Figure 6: Size of Respondents' organization
Source: Field Study (2024).

Figure 6 presents a summary of information on Size of respondents' organization. A total of 127 responses were received for this particular question. 39 (30.7 percent) of sampled respondents worked for small scale industries; 26 (20.5 percent) worked for medium scale industries; while the remaining 62 (48.8 percent) worked for large scale industries.

4.2. Research Hypotheses Testing

The criterion mean used in the comparison is obtained by getting the average of a 5-point Likert scale coded with numerical values for ease of analysis. The four research hypotheses which were developed from research questions 1 to 3; research objectives 1 and 2; survey questions 8 to 11 respectively. The values assigned are as follows: 5 for strongly agreed (SA); 4 for agreed (A); 3 for Neutral (N); 2 for disagreed (D); and 1 for strongly disagreed (SD),



were adopted from the works of Dourado, et al., (2021). Survey questions 8 to 11 were used to test the formulated research hypothesis.

4.2.1. Relationship between Obstacles to Stakeholders' Engagement and Successive Project Delivery in Nigeria

H₀₁: there is no significant relationship between obstacles to Stakeholders' engagement and successive project delivery in Nigeria.

ANOVA was employed on SPSS to analyze the quantitative data presented in Table 1 was used to test research hypothesis (H₀₁) at 0.05 level of significance. The following P-values 0.012 and 0.040 were obtained for survey question 8 and 9 respectively.

Decision

Each of the obtained P-values 0.012 and 0.040 at 0.05 level of significance is lower than 0.05 (95 percent confidence interval of the difference), which indicates that there is significant relationship between obstacles to Stakeholders' engagement and successive project delivery in Nigeria. Also by applying the decision rule stated earlier in section 3.7; the null hypothesis (H₀₁) is which states that "there is no significant relationship between obstacles to stakeholders' engagement and successive project delivery in Nigeria" is therefore rejected, while the alternative hypothesis (H₁) which states that "there is significant relationship between obstacles to stakeholders' engagement and successive project delivery in Nigeria" is hereby accepted. This implies significant relationship exists between stakeholders' engagement and successive project delivery in Nigeria.

Table 1: Summary of Analysis of Survey question 8 and 9 data

Question	SD	D	N	A	SA	df	Sum of square	F	Sig.	Decision
8. The skills and capabilities of the stakeholders and the project team can affect their ability to engage effectively, thereby impacting project success.	0	2	10	56	41	123	179.677	7.759	0.012	Reject H ₀₁
9. The technical knowledge and skills of stakeholders can affect their level of engagement and contribution to the project's success	0	8	9	62	30	124	200.768	4.263	0.040	Reject H ₀₁

Source: Authors' Analysis (2024).

The outcome testing of H₀₁ is not significantly different from those of Miković *et al.* (2020); Gregory, *et al.* (2020); and Kennedy, *et al.* (2021), in which the researchers found that "stakeholders have different levels of power, influence, and expectations, which can make engagement attempts more difficult and project managers have a significant task in juggling these conflicting interests while making sure that all stakeholders feel heard and respected"; "language hurdles, poor communication channels, and restricted information availability can



all make it difficult for stakeholders to take an active part in engagement initiatives”; and “stakeholder engagement may be hampered by logistical issues and geographical dispersion, especially in large-scale projects or those spanning several regions”. The end point of H₀₁ centers round that “a significant relationship exists between stakeholders’ engagement and successive project delivery in Nigeria”.

4.2.2 Relationship between Stakeholder Engagement and Successful Projects Delivery

H₀₃: there is no significant relationship between Effective stakeholder engagement and successful delivery of projects.

ANOVA was employed on SPSS to analyze the quantitative data presented in Table 2, was used to test research hypothesis (H₀₂) at 0.05 level of significance. The following P-values 0.032 and 0.015 were obtained for survey question 12 and 13 respectively.

Decision

Each of the obtained P-values 0.032 and 0.015 at 0.05 level of significance is lower than 0.05 (95% confidence interval of the difference), which indicates that there is significant relationship between effective stakeholder engagement and successful delivery of projects in Nigeria. Hence also by applying the decision rule stated earlier in section 3.7; the null hypothesis (H₀₂) is which states that “there is no significant relationship between Effective stakeholder engagement and successful delivery of projects in Nigeria” is therefore rejected, while the alternative hypothesis (H₂) which states that “there is no significant relationship between Effective stakeholder engagement and successful delivery of projects in Nigeria” is hereby accepted. This implies that a significant relationship exists between Effective stakeholder engagement and successful delivery of projects in Nigeria.

Table 2: Summary of Analysis of Survey Question 10 and 11 data

Question	SD	D	N	A	SA	df	Sum of Square	F	Sig.	Decision
10. Understanding the specific needs, interests, and influence of each stakeholder group allows for tailored engagement strategies, increasing the likelihood of project success.	0	1	2	34	72	123	194.605	4.059	0.032	Reject H ₀₂
11. Empowering stakeholders by giving them a voice in the project can lead to more innovative solutions and better project outcomes.	1	8	8	59	33	124	209.472	5.852	0.015	Reject H ₀₂

Source: Auyhors’ Analysis (2024).



The result from Ho₃ agrees with that of Zarewa (2019), in which the researcher established that Stakeholders are prime contributors to the successful completion of projects as their unwillingness to support the objectives of the project can lead to project failure. The outcome is also in tandem with Canfield, et al. (2022), who stated that “the achievement of a successful stakeholder engagement incorporates working together to implement plans, develop solutions to challenges through a reciprocated support”. It is also in agreement with those of Gregory, et al., (2020). “Significance of early and ongoing stakeholder interaction throughout the iterative project lifecycle is very important as a major theme that can determines project successes or failure.

5.0. CONCLUSION AND RECOMMENDATIONS

The research on "Stakeholder Engagement on Successive Project Delivery" offers a thorough examination of the ways in which “stakeholder engagement” affects successive project delivery. The research objectives 1, 2, and 3 of the study were achieved, and the results lead to the following conclusions:

- i. A significant relationship exists between stakeholders’ engagement and successive project delivery in Nigeria.
- ii. That a significant relationship exists between severity index analysis of the factors affecting stakeholders’ engagement and successive project delivery in Nigeria.
- iii. That a significant relationship exists between Effective stakeholder engagement and successful delivery of projects in Nigeria.
- iv. A key element in the success of project execution is effective stakeholder involvement.
- v. The outcome of this study has indicated that the proactive participation of stakeholders across the whole project lifecycle greatly enhances project outcomes by guaranteeing congruence with project objectives, cultivating cooperation, and averting possible hazards.

5.2. RECOMMENDATIONS

Based on the findings of the study; three-point recommendations were proposed as follow:

- i. Prior to beginning any project, organizations must develop a comprehensive plan for engaging stakeholders.
- ii. Relevant project stakeholders should be actively sought out for opinion and kept updated on a regular basis by scheduling interactive sessions, meetings, and progress updates.
- iii. Organization should encourage a culture of collaboration within the project team and among stakeholders.

From the dimension of contributions to knowledge, this study provides empirical evidence supporting the critical role of stakeholder engagement in the successful delivery



of projects; and the study provides practical guidelines and recommendations that project managers can apply to enhance stakeholder engagement in their projects.

The study's outcome will be beneficial to both the academic literature and practical application, by providing a foundation for organizations aiming to improve their level "stakeholder engagement" and participation in project delivery across Nigeria.

Competing Interest

The authors have declared that no conflicting interest exist in this manuscript.

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