Journal of Entrepreneurship and Project Management
ISSN: 2790-0665
Vol. 7, Issue No. 1, pp 1- 23, 2023
www.edithcowanjournals.org

Stakeholder Management and Performance of Projects Funded by The Compassion International in Busia County, Kenya

[1]Joseph Martin Mulama & [2]Dr. Paul Sang

[1]School of Business, Economics & Tourism, Kenyatta University*
[2]Senior Lecture Management Science Department: School of Business, Economics & Tourism, Kenyatta University‡

Abstract

Article history

Received Date: 6th Aug 2023
Revised Date: 9th Sept 2023
Published Date: 19th Sept 2023

Keywords:
Stakeholder identification, stakeholder risk assessment, stakeholder communication and stakeholder compensation, project performance

Purpose: It has been noted that not more than 50 percent of all the Compassion International Kenya Assisted Projects (CIKAPs) succeed in their operations within the first year of operation. This prevalence of the CIKAPs has yet to optimize poverty alleviation, given the 16.8 percent of the poverty levels in Busia County Kenya. This hinders the implementation of their projects thus making them not realize their intended outcomes. Thus, the study analyzed the effect of stakeholder management on the performance of CIKAPs in Busia County Kenya.

Methodology: The research design for the current study was a descriptive research design. The population included 16 CIKAPs in Busia County Kenya. The study focused on a total of 52 CIKAPs staff in in Busia County Kenya. A census survey was utilized on all the 52 CIKAPs staff in Busia County Kenya. Questionnaires were the research instrument. The researcher carried out pre-testing of the questionnaires for the Compassion International Kenya Assisted Projects in Vihiga County since it was not part of the selected scope of the main study. Encoding was done by assigning integer rankings to previously altered data in order to give the data significance using SPSS v26.0.

Results: The study found that stakeholder identification, stakeholder risk assessment, stakeholder communication and stakeholder compensation have a positive and statistically significant relationship with project performance.

Unique contribution to theory, policy and practice: From the findings, the study recommended that to ensure good performance of projects funded by Compassion International in Busia County, Kenya, it is important to focus on improving stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation. Overall, these recommendations aim to enhance stakeholder engagement, mitigate risks, improve communication, and ensure fair compensation, ultimately contributing to the successful performance of projects funded by Compassion International in Busia County, Kenya.

*Corresponding Authors Email: josephmulama2016@gmail.com
‡Corresponding Authors Email: SANG.PAUL@ku.ac.ke

Journal of Entrepreneurship and Project Management
ISSN: 2790-0665
Vol. 7, Issue No. 1, pp 1- 23, 2023
www.edithcowanjournals.org

TABLE OF CONTENTS

Abstract **1**
TABLE OF CONTENTS **2**
1.0 INTRODUCTION **3**
1.1 Background of the Study 3
1.1.1 Project Performance 3
1.2 Statement of the Problem 4
1.3 Research Objective 5
1.3.1 Specific Objectives 5
1.4 Research Questions 5
2.0 LITERATURE REVIEW **5**
2.1Theoretical Review 5
2.1.1 Stakeholder Theory 5
2.1.2 Social exchange theory 5
2.1.3 Agenda Setting theory 6
2.1.4 Agency theory 6
2.2 Empirical Review 6
2.3 Conceptual Framework 7
3.0 RESEARCH METHODOLOGY **8**
4.0 FINDINGS AND PRESENTATIONS **9**
4.1 Response Rate 9
4.2 Descriptive Analysis of the Study Variables 10
4.2.1 Descriptive Analysis Results for Project Performance 10
4.2.2 Descriptive Analysis Results for Stakeholder Identification 11
4.2.3 Descriptive Analysis Results for Stakeholder Risk Assessment 12
4.2.4 Descriptive Analysis Results for Stakeholder Communication 13
4.2.5 Descriptive Analysis Results for Stakeholder Compensation 15
4.3 Regression Analysis 16
5.0 CONCLUSION AND RECOMMENDATION **18**
5.1 Conclusion of the study 18
5.4 Recommendations of the study 19
5..4.1 Stakeholder Identification 19
5.4.2 Stakeholder Risk Assessment 19
5.4.3 Stakeholder Communication 19
5.4.4 Stakeholder Compensation 19
5.5 Further Research Areas 20
Acknowledgments **20**
References **20**

Journal of Entrepreneurship and Project Management
ISSN: 2790-0665
Vol. 7, Issue No. 1, pp 1- 23, 2023
www.edithcowanjournals.org

1.0 INTRODUCTION

1.1 Background of the Study

Performance management has been identified as an efficient instrument for assessing productivity of the venture and assisting institutions in recognizing previous projects achievements and failures so that this knowledge may be utilized to prepare for potential enhancements and advances in order to raise the number of ambitious programs (Huemann et al., 2016). The applying of information, abilities, instruments, and procedures to project operations in order to achieve requirements of the project is known as project administration. Project administration is performed by using and integrating the methods of project management established for the venture (Project Management Institute, 2017).

However, project managers lack the time to translate designs and theoretical perspectives into practical components; thus, when contemplating environmental sustainability as a perspective for initiatives, project planning establishments increasing requirements on stakeholder management, especially as it pertains to underlying value systems (Klaus-Rosiska & Iwko, 2021). Stakeholder management has been identified as a critical component in advancing the project's vision. It is better if all players have pro-environmental and pro-social mindsets. At the same time, it is emphasized that this ideal condition is not achievable, thus it is vital to emphasis on the actors who initiate the initiative, authorize and fund it, and participate in its implementation (Klaus-Rosińska & Iwko, 2021).

As much a project success relies on time, budget and deliverables the existence of project stakeholders in the loop as fundamental resources to help in the management cannot be ignored. Stakeholder control allows for the identification and assessment of these major problem various stakeholder groups, as well as the development of a way to influence them and the challenge team's activities in this respect (Klaus-Rosiska & Iwko, 2021). According to Freeman's stakeholder approach (Freeman, Harrison & Zyglidopoulos, 2018), investors are generally seen as resource firms. The dilemma expects the stakeholder to accomplish its goal. The stakeholders are the method, and stakeholder governance is the device utilized to make the stakeholders fulfill their duty while preventing them from impeding the task (Huemann et al., 2016). Project stakeholder management is frequently portrayed as a set of procedures related to the specific problem control techniques. The PMBOK breaks down the procedure into four steps: locate participants, design stakeholder involvement, execute stakeholder involvement, and evaluate stakeholder involvement. That is, identifying project stakeholders, learning about them, their expectations and perspectives, setting priorities using a stakeholder blueprint, continuing to develop a stakeholder managerial strategy, and eventually interacting and interacting with them in order to guarantee that stakeholder requirements are fulfilled all across the project's entire lifespan (Project Management Institute 2017). Thus, the current study focused on the following key variables that influence project performance: stakeholder identification, stakeholder risk assessment, stakeholder communication and stakeholder compensation.

1.1.1 Project Performance

Project performance is when a project is completed through proper coordination, communication, scheduling and proper task management. Project performance from the management perspective involves the processes that make sure meeting of long- and short-term objectives. Low performance and sustainability levels of sanitation programmes over time is a global concern (Cruz Villazón et al., 2020). Budget and time overrun can be used to assess

project performance (PMI, 2017a). Scope creep in project schedules and costs have established the market norm. As a result, providing organizations with efficient tools to foresee budget and timeline time overrun upfront in the phase of the project is critical for the effective completion of building initiatives (Assaad et al., 2020).

The notion of assessing success of the project has sparked a lot of attention since it is a crucial task that firms must do in order to fulfill their company's goals, especially when both corporation and objectives of the project should be met (Bassioni et al., 2004; DeCotiis & Dyer, 1979). As a result, while assessing performance of the project, it is critical to include discuss implementation of the project (Leon et al., 2018). The accomplishment or total collapse of a project is frequently conceived, but specifying precisely what constitutes aforementioned can be challenging. According to Silva et al. (2016), achievement and loss are not unchanging nor dichotomous ideas (Liu et al., 2015). Key performance indicators according to Mkutano and Sang (2018) include such factors as the cost of the project, safety, budget and overall customer/client satisfaction. As a result, because activities have a specific budget, a timeframe for completion, and objectives to be completed, it's much critical for project managers and stakeholders to keep the project accountable and achieve the aforementioned.

1.2 Statement of the Problem

According to Claire (2020), the success rate of Compassion International Kenya Assisted Projects (CIKAP) within their first year of operation is observed to be less than 50%. This indicates that a significant number of these projects face challenges in achieving their intended goals. Consequently, the impact of CIKAP on poverty alleviation remains suboptimal, especially in Busia County, Kenya, where poverty levels stand at 16.8% (Kenya Data Portal, 2017). This hinders the implementation of their projects thus making them not realize their intended outcomes. This indicates that without effective project stakeholders' management, then there cannot be project success (Liu & Inkabi, 2015). This begs the question: how effective and transparent is the management of stakeholders in the management of CIKAP?

Given the nature of the problem inside the CIKAP, it is quite reasonable to be conscious that there are still few/restricted empirical studies that have attempted to throw light on the subject. Research has focused on the issues of stakeholder control, particularly for governmental efforts and initiatives in unique circumstances, and their conclusions are no longer generalizable to the situation of the current study (see Table 2.1). For instance, the research by Makokha (2020) was limited to projects in Kakamega County, Kenya hence it was not representative of CIKA projects in Busia County thus presenting a contextual gap. de Araújo Lima et al. (2021) looked into the case of Italian small and medium-sized enterprises but was not representative of CIKA projects in Busia County thus presenting a contextual gap. Figueiredo Filho et al. (2021) focused on IT Projects but was not representative of CIKA projects in Busia County thus presenting a contextual gap. Tengan and Aigbavboa (2017) used secondary data following a desktop review research design and falls short of the advantages of first-hand primary data. Thus, the study presents a methodological gap. TEBEBU (2019) focused on the case of the Addis Ababa chamber of commerce and sectorial Association (AACCSA) project but was not representative of CIKA projects in Busia County thus presenting a contextual gap. This indicates that none of the empirical literature has presented findings on the case of CIKAP in Busia County Kenya thus forming the basis of the current study's argument to investigate the effect of stakeholder management on the performance of CIKAP in Busia County Kenya.

1.3 Research Objective

Stakeholder management and performance of projects funded by the Compassion International in Busia County, Kenya

1.3.1 Specific Objectives

i. Establish the influence of stakeholder identification on the performance of projects funded by Compassion International in Busia County.
ii. Determine the influence of stakeholder risk assessment on the performance of projects funded by Compassion International in Busia County.
iii. Assess the influence of stakeholder communication on the performance of projects funded by Compassion International in Busia County.
iv. Analyze the influence of stakeholder compensation on the performance of projects funded by Compassion International in Busia County.

1.4 Research Questions

i. How does stakeholder identification affect the performance of projects funded by Compassion International in Busia County?
ii. How does stakeholder risk assessment affect the performance of projects funded by Compassion International in Busia County?
iii. How does stakeholder communication affect the performance of projects funded by Compassion International in Busia County?
iv. How does stakeholder compensation affect the performance of projects funded by Compassion International in Busia County?

2.0 LITERATURE REVIEW

2.1Theoretical Review

The study is hinged on stakeholder theory, social exchange theory, agenda-setting theory and agency theory. These theories are covered as follows:

2.1.1 Stakeholder Theory

R. Edward Freeman proposed this theory in 1984 (Freeman, 1984) stating that a company should provide benefit for all shareholders, not just shareholders. Stakeholder approach originates with the notion that ethics are inextricably linked to business and opposes the separation thesis (Freeman & Reed, 1983; Freeman, 1994). According to Sundaram and Inkpen (2004), the objective of enhancing shareholder profit is pro-stakeholder. Increasing capital investment provides managers with the appropriate incentives to take entrepreneurship chances. With more than one target function, governance becomes challenging, if not unattainable. It is far simpler to convert stakeholders into investors than vice versa (Freeman et al., 2004). As a result, the emphasis of stakeholder theory is stated in two key issues. This helps managers to express their main stakeholders' common understanding of the value they provide. Therefore, in the current study, the theory, forms the need for the project to first be in existence and solve the stakeholder problems and create value. As a result, this concept/theory is useful in grounding the relevance of stakeholder identification in projects.

2.1.2 Social exchange theory

Social exchange theory was developed in 1958 (Homans, 1958) to assess the social behavior of two people communicating and to utilize a cost-benefit assessment to assess hazards and

benefits. The core notion of the theory is that people make judgments by evaluating the costs and advantages of a relationship or activity in order to optimize their benefit (Yin, 2018). A person will weigh the cost of a social engagement (negative result) against the benefit of that social relationship (positive outcome). These costs and benefits might be monetary, such as money, time, or a service. Effort, social approval, affection, pleasure, embarrassment, esteem, ambition, and authority are examples of intangible assets (Redmond, 2015). As a result, this concept/theory is useful in grounding the relevance of stakeholder risk assessment in projects.

2.1.3 Agenda Setting theory

This theory was initially developed by the agenda-setting theory which was formally proposed by McCombs and Shaw (McCombs & Shaw, 1972). This theory stresses more on the importance of prominence placed on various topics as being aired to the public. In other words, the more a news item/topic is frequently covered by a certain body, the more the public will perceive the subject as of importance to them (Lippmann, 1922; Lippmann, 1965). This theory, therefore, has been used in the present study to represent the ability of the management of the Compassion International Kenya Assisted Projects in Busia County to disseminate and communicate relevant and valuable information to the stakeholders for accountability, decision making and to support the agendas of the project. As a result, this concept/theory is useful in grounding the relevance of stakeholder communication in projects.

2.1.4 Agency theory

Jensen and Meckling (1976) created this idea to describe and address challenges in the connection between corporate owners and their agents. The connection is most typically between investors, as proprietors, and firm managers, as representatives (Jensen & Meckling, 1976). One of the central challenges in agency relationships is information asymmetry. Agents may possess more information than principals, giving them opportunities to act in ways that the principal may not be fully aware of or can easily monitor. Thus, conflicts arise when the agent's interests do not align perfectly with those of the principal. Agents might prioritize their own well-being, job security, or personal objectives over the principal's goals. As a result, this concept/theory is useful in grounding the relevance of shareholder remuneration in projects.

2.2 Empirical Review

Kimanzi (2022) investigated stakeholder involvement's impact on Kitui County government projects. Engagement positively affected project implementation, suggesting that project teams should be accountable to stakeholders for improved success. Beldinne and Gachengo (2022) studied partners' resource planning in road construction in Siaya County. Effective planning positively influenced road building initiatives, emphasizing the significance of financial control. Makokha (2020) examined enterprise stakeholder behaviors' impact on building performance in Kakamega County. Constructive practices considerably affected building operations. Shaukat et al. (2022) explored sustainability's link with project success, indicating a need for holistic self-sustaining project administration. Zikargae et al. (2022) highlighted stakeholder engagement's role in improving environmental security and rural communities' livelihoods.

Kujala et al. (2022) offered insights into stakeholder involvement's nuances, suggesting recognition of distinct stakeholder agency theories. de Arajo Lima et al. (2021) evaluated risk management's efficacy in SMEs, revealing project qualities' and organizational factors' influence. Figueiredo Filho et al. (2021) found stakeholder analysis impacting contingency in

IT projects, influencing hazard occurrence and emergency planning. Gitau and Sang (2022) linked risk assessment and stakeholder engagement to Kenyan pension fund project success. Gupta et al. (2019) identified risk management and stakeholder misunderstanding as major causes of project failure. Chepchirchir and Nyang'au (2022) studied stakeholder techniques' impact on Nairobi County's homeless children rehabilitation programs. Barthol (2022) examined stakeholder involvement's effect on project success, emphasizing stakeholder control beyond triple constraints. Twikae et al. (2022) discovered essential project management approaches for enhanced engagement. Alkilani and Loosemore (2022) highlighted the importance of stakeholder interaction for Jordanian building projects. Baharuddin et al. (2022) emphasized intrinsic early planning for stakeholder involvement in construction projects. Cosmus (2021) linked successful interaction and dispute management to positive relationships and project risk reduction.

Tebebu (2019) studied project manager-internal shareholder interaction's influence on AACCSA initiatives. Rajhans (2018) underscored communication's role in stakeholder relations and project performance. Regarding compensation, Kennedy (2022) explored Pay-to-Pay's impact on project costs and revenues, emphasizing stakeholders' enthusiasm. Wgrzyn and Wojewnik-Filipkowska (2022) differentiated monetary and non-financial benefits of stakeholder engagement in PPP. Lysenko and Musa (2022) examined stakeholder management's impact on company success measurement. Mugure (2022) assessed stakeholder administration strategies' impact on Nyeri County's project execution. Sitop et al. (2021) evaluated staff engagement, quality of work life, and remuneration's influence on project success. Shariff and Abidin (2020) explored compensation methods' significance in Malaysian tourism SMEs.

2.3 Conceptual Framework

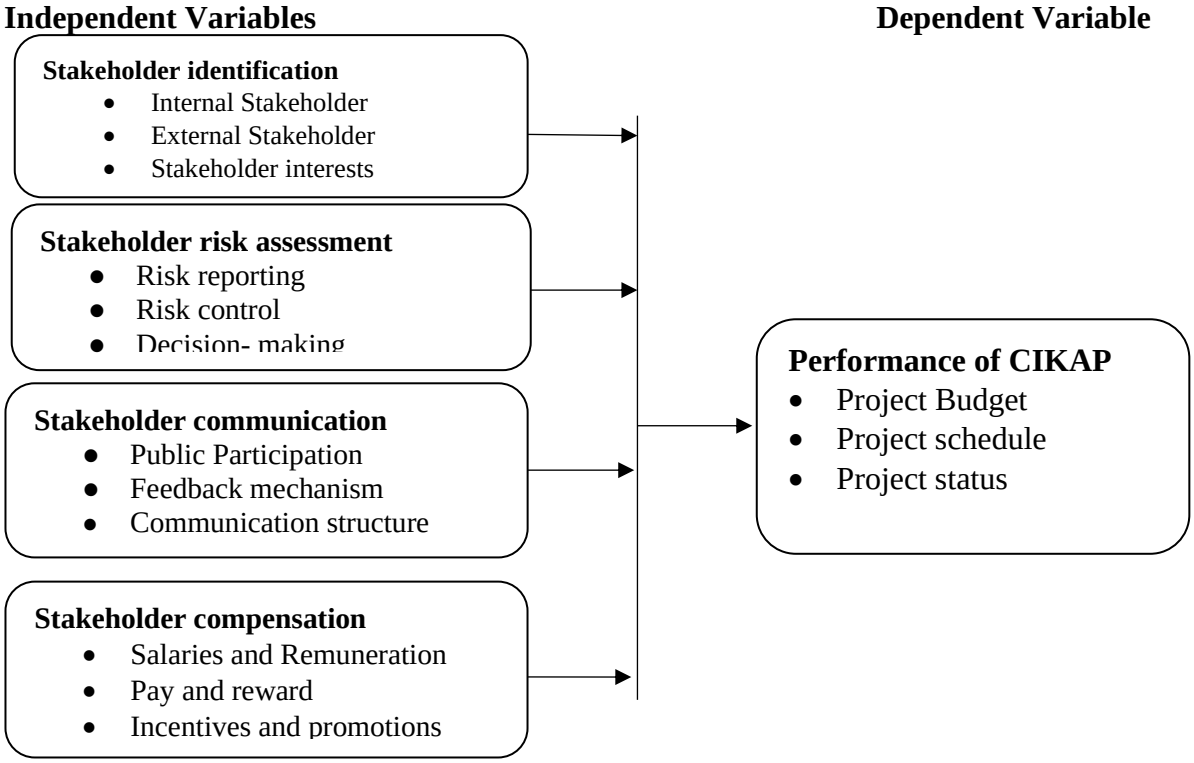

Figure 1: Conceptual Framework

Journal of Entrepreneurship and Project Management
ISSN: 2790-0665
Vol. 7, Issue No. 1, pp 1- 23, 2023
www.edithcowanjournals.org

3.0 RESEARCH METHODOLOGY

The study was based on a descriptive methodology/ design, which is a type of investigation that is used to characterize variables in a scenario (Schoonenboom et al., 2018). The descriptive study approach collects data without changing the study parameters. The approach maximizes the survey's qualitative and quantitative characteristics (Dannels, 2018). The study focused on the 16 CIKAPs in Busia County Kenya. There was an average of 4 project staff in each CIKAPs in Busia County Kenya. Thus, the study focused on a total of 52 CIKAPs staff in in Busia County Kenya. The project staff were the unit of observation while the Compassion International Kenya Assisted Projects in Busia County Kenya were the unit of analysis (Table 1).

Table 1: Population of the Study

Serial No.	Compassion Projects	Number of Staff
1.	KE 216 ACK NAMBALE CDC	4
2.	KE 218 ALIVE IN CHRIST BUCHIRIBA	2
3.	KE 419 FPFK PORT VICTORIA CDC	2
4.	KE 435 ACK MAYENJE CDC	3
5.	KE 437 ACK NAMAINDI CDC	3
6.	KE 438 CTM MURUMBA CDC	4
7.	KE 440 DELIVERANCE CDC	4
8.	KE 442 ACK BUDOKOMI CDC	4
9.	KE 443 ACK BUYOFU CDC	3
10.	KE 452 JOE ADUNGUSI CDC	3
11.	KE 453 FPFK LUKOLIS CDC	4
12.	KE 455 FPFK ATURET CDC	3
13.	KE 456 MRCC SIMBACHAI CDC	4
14.	KE 457 MRCC KOTUR CDC	3
15.	KE 458 ACK MALABA CDC	3
16.	KE 459 ACK ST. PAULS BUDUMA CDC	3
Total		**52**

Source: CIKAP HR Data (2023).

To have a decent margin of error in a small population of less than 100 observations, it is worthwhile to virtually have to include the full population in the sample. Thus, since the population in the current study was small but adequate for study research (greater than 30 observation units), the study still surveyed all the 52 CIKAPs staff in Busia County Kenya.

The questionnaires were the research instruments. They are also appropriate in the descriptive survey where the number of respondents is high (Borgobello et al., 2019). The questionnaire used the rating of one (1) to five (5); with one denoting strongly / totally disagree, two denoting disagree, three denoting the undecided, four denoting agree while five denoting strongly / totally agree. The researcher carried out pre-testing of the questionnaires for the Compassion International Kenya Assisted Projects in Vihiga County since it was not part of the selected scope of the main study. According to Ikart (2019), a pre-test of ten per cent of the study sample is good enough for piloting. This, therefore, resulted in an equivalent of 5 CIKAPs staff for the pilot study (52*0.1). The results from the pilot were used to adjust, amend and refine the questionnaire for main data analysis.

The study used content, face and construct validity where content and face validity were assessed by supervisors in Kenyatta University. The test for construct validity was evaluated by the use of the Kaiser Meyer Olkin (KMO) & Bartlett Test of Sphericity at a threshold of 0.6 and above (Field, 2000; Kaiser, 1974; Hutcheson & Sofroniou, 1999). The study tested the reliability with the help of a Cronbach's alpha. That is, a Cronbach's coefficient more than 0.7 indicates that the tool measures the parameter accurately/reliably (Cronbach & Meehl, 1955; de Vet et al., 2017).

Approval was first be sought from the relevant research authorities, after which the investigator physically dropped the questionnaires to the intended participants. Follow-ups were done to ensure a higher response rate after which the researcher picked the questionnaires. The questionnaires were also sent electronically via emails and google forms. This research used descriptive and inferential estimates in data processing, with descriptive metrics being used to furnish a summary of the data set including means, variances, frequencies, standard deviation and median among others. Content analysis was used to analyze qualitative data, which is a scientific approach that determines the presence of certain words, subjects, or themes in qualitative information. To quantify the link between the research parameters, inferential techniques were employed using the correlation and regression procedures. Charts, statistics, graphs, and diagrams were used to provide quantitative results, while subjects and narration were used to present subjective discoveries. Below is the theoretical expression of the model:

Approval was first sought from the relevant research authorities, that is the NACOSTI and the KU graduate school. The researcher used informed consent from the participants. The Participants were fully informed about the purpose of the study, the procedures involved, the potential risks and benefits, and their rights as a participant. They were given the opportunity to ask questions and provide voluntary consent to participate.

The participants were also assured that their information would not be shared with third parties without their consent, unless legally required. In addition, their privacy was respected throughout the data collection process. Non-discrimination was ensured where the participants were not discriminated against based on their race, ethnicity, gender, religion, sexual orientation, or any other personal characteristics. The researcher took steps to minimize any potential harm to participants, both physical and psychological. The researcher provided participants with a debriefing session to explain the study's purpose, address any concerns or questions, and provide resources if needed. By addressing these ethical considerations, the researcher ensured that the data collection process is conducted in an ethical and responsible manner.

4.0 FINDINGS AND PRESENTATIONS

4.1 Response Rate

A total of fifty-two questionnaires were distributed to the potential respondents of the study. Out of these, 47 were filled and returned. The results are presented in Table 2.

Table 2: Response Rate

Response	Frequency	Percentage
Returned	47	90.38%
Unreturned	5	9.62%
Total	**52**	**100.00%**

Agustini (2018) indicated that a response rate of more than 50% is appropriate for descriptive research. Similarly, Babbie (2004) observed that response rate of 50% can be justified, 60% is good and 70% is very good. In this study, a response rate at 90.38%, can be described as very good for deliberation. The good response rate was attributed to great cooperation experienced from the respondents.

4.2 Descriptive Analysis of the Study Variables

This section presents the descriptive summary of the study variables

4.2.1 Descriptive Analysis Results for Project Performance

All the weighted scores measuring project performance were summed and divided by the overall number of the respondents to obtain the mean values while the difference of scores from the mean were obtained and squared to obtain the standard deviation. The results of the measures (i.e.) percentages, mean values and standard deviations were then presented as shown in Table 3.

Table 3: Descriptive Analysis Results for Project Performance

Statements	1	2	3	4	5	M	S D
Our ventures/projects achieve their functional productivity objectives.	21.3%	53.2%	19.1%	6.4%	0.0%	2.11	0.81
Our ventures/projects achieve their technical performance objectives.	21.3%	46.8%	19.1%	12.8%	0.0%	2.23	0.94
Our ventures/projects are completed on time.	34.0%	40.4%	25.5%	0.0%	0.0%	1.91	0.78
Our ventures/projects are kept under budget.	27.7%	40.4%	19.1%	12.8%	0.0%	2.17	0.99
Our ventures/projects outcomes exceed stakeholder aspirations.	21.3%	27.7%	19.1%	31.9%	0.0%	2.62	1.15
Our partners/stakeholders are pleased with the initiative's outcomes and outcomes.	27.7%	14.9%	31.9%	25.5%	0.0%	2.55	1.16
Our ventures/projects meet cost-benefit targets.	25.5%	36.2%	12.8%	25.5%	0.0%	2.38	1.13
Overall Mean/Std Dev						**2.28**	**0.99**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree, 1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

A majority of respondents (74.5%) expressed disagreement or strong disagreement with the statement, indicating that they believe the ventures/projects do not achieve their functional productivity objectives. The mean score of 2.11 suggests a relatively low level of agreement overall. Similar to the previous statement, a significant proportion of respondents (68.1%) disagreed or strongly disagreed that the ventures/projects achieve their technical performance objectives. The mean score of 2.23 indicates a slightly higher level of disagreement compared to the first statement.

A majority of respondents (74.4%) expressed disagreement or strong disagreement with the statement, suggesting that they believe the ventures/projects are not completed on time. The mean score of 1.91 indicates a relatively low level of agreement. A significant proportion of respondents (68.1%) disagreed or strongly disagreed that the ventures/projects are kept under budget. The mean score of 2.17 suggests a relatively low level of agreement.

While there is a considerable percentage of respondents (49%) who expressed agreement or strong agreement with the statement, a significant proportion (48.7%) disagreed or strongly

disagreed. The mean score of 2.62 indicates a moderate level of agreement overall. A significant percentage of respondents (42.6%) expressed disagreement or strong disagreement that the partners/stakeholders are pleased with the initiative's outcomes. However, a sizable portion (25.5%) agreed that the stakeholders are pleased. The mean score of 2.55 suggests a moderate level of agreement overall, but the relatively high standard deviation of 1.16 indicates a significant variation in responses.

A notable percentage of respondents (61.7%) disagreed or strongly disagreed that the ventures/projects meet cost-benefit targets. On the other hand, 25.5% agreed that they do. The mean score of 2.38 indicates a moderate level of agreement overall, but the relatively high standard deviation of 1.13 suggests a considerable variation in responses. The overall mean score for all the statements is 2.28, indicating a moderate level of agreement or disagreement overall. The standard deviation of 0.99 suggests some variability in the responses, meaning that there is a range of opinions among the respondents.

4.2.2 Descriptive Analysis Results for Stakeholder Identification

The weighted scores measuring stakeholder identification were summed and divided by the overall number of the respondents to obtain the mean values while the difference of scores from the mean were obtained and squared to obtain the standard deviation. The results of the measures (i.e.) percentages, mean values and standard deviations were then presented as shown in Table 4.

Table 4: Descriptive Analysis Results for Stakeholder Identification

Statements	1	2	3	4	5	M	S D
The project directors have the capacity to identify trustworthy stakeholders for the success of the project	55.3%	31.9%	12.8%	0.0%	0.0%	1.57	0.71
The available stakeholders are committed to the project management goals/objectives	6.4%	59.6%	27.7%	6.4%	0.0%	2.34	0.70
The project directors look for decision making qualities that will spearhead the project goals	46.8%	34.0%	12.8%	6.4%	0.0%	1.79	0.91
The stakeholders sought for should be willing to participate in every aspect of the project process	46.8%	40.4%	12.8%	0.0%	0.0%	1.66	0.70
The stakeholders have good project management skills such as risk identification in order to contribute effectively in the project management process	21.3%	38.3%	34.0%	6.4%	0.0%	2.26	0.87
The project directors prioritize stakeholders by authority and degrees of involvement and levels of risk threats	6.4%	46.8%	34.0%	12.8%	0.0%	2.53	0.80
Overall Mean/Std Dev						**2.03**	**0.78**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree, 1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

The majority of respondents (87.2%) expressed disagreement or strong disagreement that project directors have the capacity to identify trustworthy stakeholders. The mean score of 1.57 indicates a low level of agreement overall. A significant proportion of respondents (66%) disagreed or strongly disagreed that the available stakeholders are committed to the project

management goals/objectives. The mean score of 2.34 suggests a moderate level of disagreement overall.

A considerable percentage of respondents (80.8%) expressed disagreement or strong disagreement that project directors look for decision-making qualities that align with project goals. The mean score of 1.79 indicates a low level of agreement overall. The majority of respondents (87.2%) disagreed or strongly disagreed that sought-after stakeholders should be willing to participate in every aspect of the project process. The mean score of 1.66 suggests a low level of agreement overall.

A significant proportion of respondents (59.6%) expressed disagreement or strong disagreement that stakeholders have good project management skills, including risk identification. The mean score of 2.26 suggests a moderate level of disagreement overall. A notable percentage of respondents (53.2%) disagreed or strongly disagreed that project directors prioritize stakeholders based on authority, degrees of involvement, and levels of risk threats. However, 12.8% of respondents agreed with the statement. The mean score of 2.53 suggests a moderate level of disagreement overall. The overall mean score for all the statements is 2.03, indicating a moderate level of disagreement overall. The standard deviation of 0.78 suggests some variability in the responses, meaning that there is a range of opinions among the respondents.

4.2.3 Descriptive Analysis Results for Stakeholder Risk Assessment

The weighted scores measuring stakeholder risk assessment were summed and divided by the overall number of the respondents to obtain the mean values while the difference of scores from the mean were obtained and squared to obtain the standard deviation. The results of the measures (i.e.) percentages, mean values and standard deviations were then presented as shown in Table 5.

Table 5: Descriptive Analysis Results for Stakeholder Risk Assessment

Statements	1	2	3	4	5	M	S D
Strict measures and deadlines have been imposed for the completion of the project	40.4%	40.4%	6.4%	6.4%	6.4%	2.00	1.20
The sponsors/donors are assessed for their investment contribution to the project	48.9%	12.8%	12.8%	6.4%	19.1%	2.30	1.60
The interests of the stakeholders are in line with those of the project	34.0%	25.5%	21.3%	19.1%	0.0%	2.30	1.10
The stakeholders are accountable to their actions in the project process	40.4%	27.7%	12.8%	19.1%	0.0%	2.10	1.10
The stakeholders contribute their valuable time and resources to ensure the success of the project goals	29.5%	36.4%	6.8%	13.6%	13.6%	2.50	1.40
The project directors conduct regular/periodic risk assessments in order to value the investments of the stakeholders in the project	34.0%	59.6%	6.4%	0.0%	0.0%	1.70	0.60
The stakeholder commitment is one of the qualities sought after during risk assessment	34.0%	34.0%	12.8%	19.1%	0.0%	2.20	1.10
The number of stakeholders is matched with the value invested in order to estimate the output	19.1%	36.2%	19.1%	12.8%	12.8%	2.60	1.30
Overall Mean/Std Dev						**2.21**	**1.18**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree, 1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

A significant proportion of respondents (80.8%) expressed disagreement or strong disagreement that strict measures and deadlines have been imposed for the completion of the

project. The mean score of 2.00 suggests a relatively neutral stance overall, with a higher standard deviation of 1.20 indicating some variation in responses. A considerable percentage of respondents (61.7%) expressed disagreement or strong disagreement that sponsors/donors are assessed for their investment contribution to the project. However, 25.5% agreed or strongly agreed with the statement. The mean score of 2.30 suggests a moderate level of disagreement overall, with a high standard deviation of 1.60 indicating a wide range of responses.

A significant proportion of respondents (59.6%) expressed disagreement or strong disagreement that the interests of stakeholders are in line with those of the project. The mean score of 2.30 suggests a moderate level of disagreement overall, with a standard deviation of 1.10 indicating some variability in responses. A significant proportion of respondents (68.1%) expressed disagreement or strong disagreement that stakeholders are accountable for their actions in the project process. The mean score of 2.10 suggests a moderate level of disagreement overall, with a standard deviation of 1.10 indicating some variation in responses.

A significant proportion of respondents (66%) expressed disagreement or strong disagreement that stakeholders contribute their valuable time and resources to ensure the success of the project goals. However, 27.2% agreed or strongly agreed with the statement. The mean score of 2.50 suggests a moderate level of disagreement overall, with a standard deviation of 1.40 indicating some variability in responses. The majority of respondents (93.6%) expressed disagreement or strong disagreement that project directors conduct regular/periodic risk assessments to value the investments of the stakeholders in the project. The mean score of 1.70 suggests a strong disagreement overall, with a low standard deviation of 0.60 indicating relatively consistent responses.

A significant proportion of respondents (68%) expressed disagreement or strong disagreement that stakeholder commitment is one of the qualities sought after during risk assessment. The mean score of 2.20 suggests a moderate level of disagreement overall, with a standard deviation of 1.10 indicating some variation in responses. A significant proportion of respondents (55.3%) expressed disagreement or strong disagreement that the number of stakeholders is matched with the value invested to estimate the output. However, 25.6% agreed or strongly agreed with the statement. The mean score of 2.60 suggests a moderate level of disagreement overall, with a standard deviation of 1.30 indicating some variability in responses.

The overall mean score for all the statements is 2.21, indicating a moderate level of disagreement overall. The standard deviation of 1.18 suggests some variability in the responses, indicating different perspectives among the respondents.

4.2.4 Descriptive Analysis Results for Stakeholder Communication

The weighted scores measuring stakeholder communication were summed and divided by the overall number of the respondents to obtain the mean values while the difference of scores from the mean were obtained and squared to obtain the standard deviation. The results of the measures (i.e.) percentages, mean values and standard deviations were then presented as shown in Table 6.

Journal of Entrepreneurship and Project Management
ISSN: 2790-0665
Vol. 7, Issue No. 1, pp 1- 23, 2023
www.edithcowanjournals.org

Table 6: Descriptive Analysis Results for Stakeholder Communication

Statements	1	2	3	4	5	M	S D
Good professional relationships have been created with the stakeholders in order to avoid friction	55.3%	19.1%	6.4%	12.8%	6.4%	2.00	1.30
Public views are taken seriously and the necessary adjustments are made	44.7%	25.5%	17.0%	12.8%	0.0%	2.00	1.10
Clear and timely reporting is done to enhance accountability	63.8%	17.0%	0.0%	12.8%	6.4%	1.80	1.30
Effective communication channels (through a chain of command)	57.4%	29.8%	0.0%	12.8%	0.0%	1.70	1.00
Use of information and communication technology to enhance rapid and instantaneous communication with the stakeholders	38.3%	23.4%	19.1%	6.4%	12.8%	2.30	1.40
Incorporation of social media for display of project status	19.1%	42.6%	6.4%	19.1%	12.8%	2.60	1.30
Good record keeping in order to track performance and operation	78.7%	17.0%	0.0%	0.0%	4.3%	1.30	0.90
Overall Mean/Std Dev						**1.96**	**1.19**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree*, *1*= strongly / totally disagree, *M= Mean*, *S D = Standard Deviation*

A significant majority of respondents (74.4%) expressed disagreement or strong disagreement that good professional relationships have been created with stakeholders to avoid friction. The mean score of 2.00 suggests a moderate level of disagreement overall, with a high standard deviation of 1.30 indicating a wide range of responses. A significant proportion of respondents (70.2%) expressed disagreement or strong disagreement that public views are taken seriously and the necessary adjustments are made. The mean score of 2.00 suggests a moderate level of disagreement overall, with a standard deviation of 1.10 indicating some variation in responses.

The majority of respondents (80.8%) expressed disagreement or strong disagreement that clear and timely reporting is done to enhance accountability. The mean score of 1.80 suggests a strong disagreement overall, with a high standard deviation of 1.30 indicating a wide range of responses. A significant majority of respondents (87.2%) expressed disagreement or strong disagreement that effective communication channels exist through a chain of command. The mean score of 1.70 suggests a strong disagreement overall, with a low standard deviation of 1.00 indicating relatively consistent responses.

A significant proportion of respondents (61.7%) expressed disagreement or strong disagreement that information and communication technology is used to enhance rapid and instantaneous communication with stakeholders. However, 19.2% agreed or strongly agreed with the statement. The mean score of 2.30 suggests a moderate level of disagreement overall, with a high standard deviation of 1.40 indicating a wide range of responses. A significant proportion of respondents (61.7%) expressed disagreement or strong disagreement regarding the incorporation of social media for the display of project status. However, 32% agreed or strongly agreed with the statement. The mean score of 2.60 suggests a moderate level of disagreement overall, with a standard deviation of 1.30 indicating some variation in responses.

A large majority of respondents (95.7%) expressed disagreement or strong disagreement that good record keeping is done to track performance and operation. The mean score of 1.30 suggests a strong disagreement overall, with a low standard deviation of 0.90 indicating relatively consistent responses. The overall mean score for all the statements is 1.96, indicating

a moderate level of disagreement overall. The standard deviation of 1.19 suggests some variability in the responses, indicating different perspectives among the respondents.

4.2.5 Descriptive Analysis Results for Stakeholder Compensation

The weighted scores measuring stakeholder compensation were summed and divided by the overall number of the respondents to obtain the mean values while the difference of scores from the mean were obtained and squared to obtain the standard deviation. The results of the measures (i.e.) percentages, mean values and standard deviations were then presented as shown in Table 7.

Table 7: Descriptive Analysis Results for Stakeholder Compensation

Statements	1	2	3	4	5	M	S D
The stakeholders are well paid in terms of salaries	17.0%	21.3%	10.6%	12.8%	38.3%	3.30	1.60
The stakeholders are also compensated fairly according to their contribution in the projects	4.3%	21.3%	34.0%	0.0%	40.4%	3.50	1.30
The project directors are rewarded according to their capability	14.9%	34.0%	19.1%	25.5%	6.4%	2.70	1.20
The employees are also given allowances that boosts their motivation for working with the project	27.7%	40.4%	19.1%	12.8%	0.0%	2.20	1.00
The project directors are motivated by promotions on job for their quality	21.3%	27.7%	19.1%	31.9%	0.0%	2.60	1.20
Employees are provided with capacity building skills to impart on other colleagues and for future performance	40.4%	38.3%	0.0%	21.3%	0.0%	2.00	1.10
Overall Mean/Std Dev						**2.72**	**1.23**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree, 1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

A significant majority of respondents (56.6%) strongly agree that stakeholders are well paid in terms of salaries. The mean score of 3.30 suggests a high level of agreement overall, with a relatively high standard deviation of 1.60 indicating some variability in responses. A significant majority of respondents (40.4%) strongly agree that stakeholders are compensated fairly according to their contribution in the projects. However, 34.0% expressed uncertainty or indecision regarding this statement. The mean score of 3.50 suggests a high level of agreement overall, with a standard deviation of 1.30 indicating some variation in responses.

A significant proportion of respondents (48.9%) expressed disagreement or strong disagreement that project directors are rewarded according to their capability. The mean score of 2.70 suggests a moderate level of disagreement overall, with a standard deviation of 1.20 indicating some variability in responses. A significant majority of respondents (68.1%) expressed disagreement or strong disagreement that employees are given allowances that boost their motivation for working with the project. The mean score of 2.20 suggests a moderate level of disagreement overall, with a standard deviation of 1.00 indicating some variation in responses.

A significant proportion of respondents (49.0%) expressed agreement or strong agreement that project directors are motivated by promotions on the job for their quality. The mean score of 2.60 suggests a moderate level of agreement overall, with a standard deviation of 1.20 indicating some variability in responses. A significant majority of respondents (78.7%) expressed disagreement or strong disagreement that employees are provided with capacity

building skills to impart on other colleagues and for future performance. The mean score of 2.00 suggests a moderate level of disagreement overall, with a standard deviation of 1.10 indicating some variation in responses.

The overall mean score for all the statements is 2.72, indicating a moderate level of agreement overall. The standard deviation of 1.23 suggests some variability in the responses, indicating different perspectives among the respondents.

4.3 Regression Analysis

All the weighted scores measuring the regression effect were regressed against the weighted scores for the performance in a linear regression model and results presented in Table 8.

Table 8: Model of Fitness for between Stakeholder management and Project Performance

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
1	.796a	0.633	0.599	0.551721

Table 8 presents an R of 0.796 which represents the correlation between the predicted values of project performance and the actual observed values. It indicates a strong positive linear relationship between the independent variables (stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation) and the dependent variable. The value of R-squared 0.633 means that approximately 63.3% of the variance in the dependent variable can be explained by the independent variables included in the model. It suggests that stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation collectively account for a significant portion of the variability in project performance.

The adjusted R-squared value of 0.599 takes into account the number of predictors and the sample size to provide a more conservative estimate of the model's explanatory power. It penalizes the inclusion of irrelevant variables or overfitting. In this case, the adjusted R-squared is slightly lower than the R-squared, indicating that the model may have a small amount of overfitting. Overall, the results indicate that the regression model has a reasonably good fit, with a strong relationship between the independent variables and project performance. The model explains a significant proportion of the variability in project performance, suggesting that stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation are important factors in predicting and understanding project outcomes.

Table 9: ANOVA for between Stakeholder Management and Project Performance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	22.093	4	5.523	18.145	.000b
Residual	12.785	42	0.304		
Total	34.877	46			

Results in the ANOVA (Table 9) shows that the regression model is significant, indicating that the independent variables (stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation) collectively have a strong and significant impact on explaining the variation in the dependent variable (project performance). This is represented by the F-value (18.145), a ratio of the mean square for the regression to the mean square for the residuals. A larger F-value suggests that the regression model has a significant impact on explaining the dependent variable. Likewise, the significance value (p-value)

associated with the F-value is given as 0.000 (<0.001). This value indicates strong evidence against the null hypothesis and indicating that the regression model is statistically significant.

Table 10: Regression Coefficients for between Stakeholder Management and Project Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	-0.552	0.364	–	-1.516	0.137
Stakeholder identification	0.318	0.257	0.196	1.237	0.023
Stakeholder risk assessment	0.791	0.218	0.586	3.624	0.001
Stakeholder communication	0.217	0.142	0.231	1.523	0.035
Stakeholder compensation	0.318	0.158	0.282	2.010	0.041

The results in Table 10 show the unstandardized coefficients, standardized coefficients, t-values, and significance levels for each independent variable (stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation).

The findings show that stakeholder identification has a positive and statistically significant relationship with project performance (β = 0.318, p = 0.023). The findings agree with Kimanzi (2022) and Beldinne and Gachengo (2022) who revealed that the financial control of partners has a significant impact on the success of road building initiatives in Siaya County. Makokha (2020) also discovered that the practices of venture partners had a considerable beneficial effect on the performance of building operations in Kakamega County, Kenya. According to Zikargae et al. (2022), stakeholder engagement in ecological strategic planning has been shown to assist ensure better judgments supported by the public. Stakeholder involvement fosters democracy, increases responsibility, enhances quality performance, regulates social disputes, and boosts credibility

The findings also show that stakeholder risk assessment has a positive and statistically significant relationship with project performance (β = 0.791, p = 0.001). The findings corroborate those of de Arajo Lima et al. (2021) who show how project qualities (dedication form, creativeness, organizational significance, and management sophistication) and organizational factors impact enterprise implementation of risk management, resulting in varying amounts and forms of rewards. Figueiredo Filho et al. (2021) found that stakeholder participation and engagement have a substantial impact on the incidence of exposure to the hazard, the incidence of possibilities, and the formulation of emergency plans. Barthol (2022) also found that by assessing successful project with schedule, scale, and money, stakeholders have greater management responsibility for their actions beyond these 'triple limits.'

Likewise, the findings indicate that stakeholder communication has a positive and statistically significant relationship with project performance (β = 0.217, p = 0.035). The findings are consistent with Twikae et al. (2022) who suggests that effective communication/interaction with partners helps the firm to evaluate the individuals who will be influenced by the program, how to gather and evaluate important information from the organization, and who will be immediately impacted by the operation. Alkilani and Loosemore (2022) also state that the most important direct influence on project productivity is seen to be the quality of documentation generated, capacity to interact, and specialized capabilities, trailed by reimbursement punctuality, judgment confidence, and paperwork management.

Furthermore, the findings revealed that stakeholder compensation has a positive and statistically significant relationship with project performance (β = 0.318, p = 0.041). The findings are in line with Wgrzyn and Wojewnik-Filipkowska (2022) who acknowledges that both monetary and non-financial advantages are necessary in both the short and long run to ensure stakeholder engagement/involvement. Lysenko and Musa (2022) also demonstrated that contractual administration, strategic communications, and compensation practices all had a positive and significant impact on project execution. It was advised that strategic stakeholder implementation is vital, and to have the administration guarantee that the element of stakeholder participation is thoroughly covered throughout viability assessment.

Overall, the results indicate that stakeholder risk assessment has the strongest positive relationship with project performance, followed by stakeholder compensation, stakeholder communication, and stakeholder identification. These variables appear to be significant predictors of project performance, suggesting that focusing on stakeholder-related factors has a positive impact on the success of projects funded by Compassion International in Busia County, Kenya. The regression model can thus be represented as follows:

$$Y = -0.0522 + 0.318X_1 + 0.791X_2 + 0.217X_3 + 0.318X_4$$

Where:

Y = Project performance

X_1 = stakeholder identification

X_2= stakeholder risk assessment

X_3= stakeholder communication

X_4= stakeholder compensation

5.0 CONCLUSION AND RECOMMENDATION

This section presents the discussion and the recommendations on the research findings done in line with the study objectives. The discussion was done to answer the research questions of the study.

5.1 Conclusion of the study

The findings conclude that stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation have a positive and significant effect on the performance of projects funded by the Compassion International in Busia County, Kenya. Overall, the results concluded that the regression model has a reasonably good fit, with a strong relationship between the independent variables and project performance. The model explains a significant proportion of the variability in project performance, suggesting that stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation are important factors in predicting and understanding project outcomes.

The findings suggest that stakeholder risk assessment has the highest impact on the outcome variable, followed by stakeholder compensation, stakeholder communication, and stakeholder identification. These results imply that effectively assessing and managing stakeholder risks, as well as ensuring appropriate compensation and communication, are important factors for achieving positive outcomes in the context of the studied project.

The findings also imply that that projects that prioritize identifying the right stakeholders and understanding their needs and expectations are more likely to achieve better performance outcomes. Conducting thorough assessments of potential risks associated with stakeholders allows for proactive planning and mitigation strategies, ultimately enhancing project performance. The findings also imply that that open and transparent communication channels, both within the project team and with stakeholders, can enhance understanding, collaboration, and alignment of goals, leading to improved project outcomes. The findings suggest that adequately recognizing and rewarding stakeholders for their contributions can enhance their motivation, commitment, and engagement, ultimately improving project performance.

5.4 Recommendations of the study

To ensure good performance of projects funded by Compassion International in Busia County, Kenya, it is important to focus on improving stakeholder identification, stakeholder risk assessment, stakeholder communication, and stakeholder compensation. Here are some recommendations for each variable:

5..4.1 Stakeholder Identification

There is need to conduct a comprehensive stakeholder analysis to identify all relevant stakeholders involved in the projects. This should include individuals, organizations, and community groups that have an interest or influence in the project outcomes. The study also recommends the CIKAPs to use a combination of qualitative and quantitative methods, such as surveys, interviews, and focus groups, to gather information about stakeholders' needs, expectations, and concerns. The study also recommends the CIKAPs to regularly review and update the stakeholder identification process to account for any changes or new stakeholders that may emerge over time.

5.4.2 Stakeholder Risk Assessment

The study suggests the need to develop a systematic approach to identify and assess potential risks associated with stakeholders. This includes identifying risks related to their interests, influence, and potential conflicts of interest. The project managers ought to engage stakeholders in the risk assessment process to gain their insights and perspectives on potential risks and mitigation strategies. There is also the need to regularly monitor and evaluate stakeholder risks throughout the project lifecycle to identify any emerging risks and implement appropriate mitigation measures.

5.4.3 Stakeholder Communication

The study recommends the CIKAPs to establish a clear and transparent communication strategy that outlines how stakeholders will be informed, engaged, and consulted throughout the project. The study also recommends the use a variety of communication channels, including meetings, workshops, newsletters, and online platforms, to effectively reach and engage stakeholders. There is also the need to tailor communication messages to address the specific needs, interests, and concerns of different stakeholder groups. The project managers also could foster a two-way communication approach that encourages stakeholders to provide feedback, ask questions, and share their perspectives on project-related issues.

5.4.4 Stakeholder Compensation

The study likewise, suggests the need to develop a fair and transparent compensation policy that outlines the criteria, process, and frequency of compensating stakeholders for their contributions or losses related to the project. The findings also recommend clearly

communication of the compensation policy to stakeholders, ensuring they understand how compensation decisions are made and how they can seek compensation if applicable. The study recommends the project managers to regularly assess and evaluate the effectiveness of the compensation policy to ensure it aligns with the project's goals, local regulations, and stakeholders' expectations.

5.5 Further Research Areas

Overall, these recommendations aim to enhance stakeholder engagement, mitigate risks, improve communication, and ensure fair compensation, ultimately contributing to the successful performance of projects funded by Compassion International in Busia County, Kenya. This is based on the R-squared 0.633 meaning that approximately 63.3% of the variance in the dependent variable was explained by the independent variables included in the model. The findings present room for further studies where the remaining 36.7% can be sought after by other studies in other contexts.

Acknowledgments

I acknowledge Dr. Paul Sang' as my dedicated supervisor, who has been very instrumental in my project journey. To my colleagues, I extend my appreciation for believing in me and giving me moral support.

References

Alkilani, S., & Loosemore, M. (2022). An investigation of how stakeholders influence construction project performance: a small and medium sized contractor's perspective in the Jordanian construction industry. *Engineering, Construction and Architectural Management*, (ahead-of-print).

Assaad, R., El-Adaway, I. H., & Abotaleb, I. S. (2020). Predicting project performance in the construction industry. *Journal of Construction Engineering and Management*, *146*(5), 1 - 22. doi.org/10.1061/(ASCE)CO.1943-7862.0001797

Baharuddin, H. E. A., Ismail, N. A. A., Adnan, H., Ismail, W. N. W., & Piri, I. (2022, October). Cross case analysis on internal early preparation of stakeholder engagement for infrastructure projects. In *IOP Conference Series: Earth and Environmental Science* (Vol. 1067, No. 1, p. 012072). IOP Publishing.

Barthol, S. (2022). Stakeholder Orientation as a Predictor of Project Success. AMCIS 2022 TREOs. 11. https://aisel.aisnet.org/treos_amcis2022/11

Beldinne, W. J., & Gachengo, L. (2022). Stakeholders' Resource Management and Performance of Road Construction Projects in Siaya County, Kenya. *Journal of Entrepreneurship & Project Management*, *2*(1), 1-10.

Borgobello, A., Pierella, M. P., & Pozzo, M. I. (2019). Using questionnaires in research on universities: analysis of experiences from a situated perspective. *REIRE Revista d'Innovació i Recerca en Educació*, *12*(2), 1-16.

Chepchirchir, G., & Nyang'au, S. (2022). Stakeholder's Involvement Practices and Performance of Street Children Rehabilitation Projects in Nairobi City County. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, *6*(2).

Cosmus, K. M. (2021). Stakeholder Involvement and Infrastructure Projects Implementation in Kenya Ports Authority.

Cronbach, L. J., & Meehl, P. E. (1955). Construct validity in psychological tests. *Psychological Bulletin*, *52*(4), 281.

Cruz Villazón, C., Sastoque Pinilla, L., Otegi Olaso, J. R., Toledo Gandarias, N., & López de Lacalle, N. (2020). Identification of key performance indicators in project-based organisations through the lean-approach. *Sustainability*, *12*(15), 5977.

Dannels, S. A. (2018). Research design. In *The reviewer's guide to quantitative methods in the social sciences* (pp. 402-416). Routledge.

de Araújo Lima, P. F., Marcelino-Sadaba, S., & Verbano, C. (2021). Successful implementation of project risk management in small and medium enterprises: a cross-case analysis. *International Journal of Managing Projects in Business*.

DeCotiis, T. A., & Dyer, L. (1979). Defining and measuring project performance. *Research Management*, *22*(1), 17-22.

Eskerod, P., Huemann, M., & Savage, G. (2015). Project stakeholder management—Past and present. *Project management journal*, *46*(6), 6-14.

Figueiredo Filho, L. B. G., de Castro Fettermann, D., & Bouzon, M. (2021). The Effects of Stakeholders Management on Risks: An IT Projects Analysis. *Proceedings of the International Conference on Industrial Engineering and Operations Management.* Sao Paulo, Brazil, 655 - 665,

Freeman, R. E. (1984). Strategic management: a stakeholder approach, Pitman. *Boston, MA*.

Freeman, R. E., & Reed, D. L. (1983). Stockholders and stakeholders: A new perspective on corporate governance. *California management review*, *25*(3), 88-106.

Freeman, R. E., Wicks, A. C., & Parmar, B. (2004). Stakeholder theory and "the corporate objective revisited". *Organization Science*, *15*(3), 364-369.

Gitau, O., & Sang, P. (2022). Sustainable project risk and stakeholder management for pension funds projects performance in Kenya. *International Journal of Research in Business and Social Science (2147-4478)*, *11*(1), 273-282.

Homans, G. C. (1958). Social behaviour as exchange. *American journal of sociology*, *63*(6), 597-606.

Huemann, M., Eskerod, P., & Ringhofer, C. (2016). *Rethink! project stakeholder management*. Project Management Institute, Incorporated. https://www.projectmanagement.com/pdf/Rethink_Project_Stakeholder_Management.pdf

Hutcheson, G. D., & Sofroniou, N. (1999). The multivariate social scientist: Introductory statistics using generalized linear models. Sage.

Ikart, E. M. (2019). Survey questionnaire survey pretesting method: An evaluation of survey questionnaire via expert reviews technique. *Asian Journal of Social Science Studies*, *4*(2), 1.

Inkpen, A. C., & Sundaram, A. K. (2021). The Endurance of Shareholder Value Maximization as the Preferred Corporate Objective. *Journal of Management Studies*.

Kennedy, A. R. (2022). Does It Pay to Pay for Success? Stakeholder Perceptions of Costs and Benefits of PFS Feasibility Studies. *Public Performance & Management Review*, *45*(5), 1088-1111.

Kimanzi, A. (2022). Stakeholder Involvement and Implementation of Projects by Kitui County Government, Kenya. *Journal of Entrepreneurship & Project Management*, *2*(5), 1-9.

Klaus-Rosińska, A., & Iwko, J. (2021). Stakeholder Management—One of the Clues of Sustainable Project Management—As an Underestimated Factor of Project Success in Small Construction Companies. *Sustainability*, *13*(17), 9877.

Kujala, J., Sachs, S., Leinonen, H., Heikkinen, A., & Laude, D. (2022). Stakeholder engagement: Past, present, and future. *Business & Society*, *61*(5), 1136-1196.

Leon, H., Osman, H., Georgy, M., & Elsaid, M. (2018). System dynamics approach for forecasting performance of construction projects. *Journal of Management in Engineering*, *34*(1), 1 – 14. https://doi.org/10.1061/(ASCE)ME.1943-5479.0000575

Lippmann, W. (1922). *The nature of news.* In W. Lippmann, Public opinion (pp. 338–357). MacMillan Co. https://doi.org/10.1037/14847-023

Lippmann, W. (1965). Public opinion. 1922. URL: http://infomotions. com/etexts/gutenberg/dirs/etext04/pbp nn10. htm.

Lysenko, Y., & Musa, H. (2022). The impact of various stakeholders on business performance. A literature.

Makokha, E. N. (2020). Influence Of Project Stakeholders 'practice On Performance Of Construction Projects In Kakamega County, Kenya. Intern*ational Journal of Social Sciences and Information Technology*. 5(9), 23 – 32.

McCombs, M. E., & Shaw, D. L. (1972). The agenda-setting function of mass media. *Public opinion quarterly*, *36*(2), 176-187.

Mugure, G. E. (2022). Stakeholder Management And Performance Of County Government Funded Projects In Nyeri County, Kenya.

Parker, S., & Gallivan, C. (2011). Sampling versus census: A comparative analysis. *TNS Employee Insights Report*.

Project Management Institute. (2017a). Success rates rise: Transforming the high cost of low performance. Accessed July 20, 2022. https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought -leadership/pulse/pulse-of-the-profession-2017.pdf

Redmond, M. V. (2015). *Social exchange theory*. English Technical Reports and White Papers. 5. http://lib.dr.iastate.edu/engl_reports/5

Saad, A., Zahid, S. M., & Muhammad, U. B. (2020). Role of awareness in strengthening the relationship between stakeholder management and project success in the construction industry of Pakistan. *International Journal of Construction Management*, 1-10.

Schoonenboom, J., Johnson, R. B., & Froehlich, D. E. (2018). Combining multiple purposes of mixing within a mixed methods research design. *International Journal of Multiple Research Approaches*, *10*(1), 271-282.

Shariff, N. M., & Abidin, A. Z. (2020). Stakeholders, social responsibility and remuneration practices in the Malaysian tourism small and medium-sized enterprises. *Geo Journal of Tourism and Geosites*, *29*(2), 684-693.

Shaukat, M. B., Latif, K. F., Sajjad, A., & Eweje, G. (2022). Revisiting the relationship between sustainable project management and project success: The moderating role of stakeholder engagement and team building. *Sustainable Development*, *30*(1), 58-75.

Sundaram, A. K., & Inkpen, A. C. (2004). Stakeholder theory and "The corporate objective revisited": A reply. *Organization Science*, *15*(3), 370-371.

Tebebu, B. (2019). Assessing internal project stakeholder communication practice: the case of Addis Ababa chamber of commerce and sectorial Association (AACCSA) projects (Doctoral dissertation, Addis Ababa University).

Varpio, L., Paradis, E., Uijtdehaage, S., & Young, M. (2020). The distinctions between theory, theoretical framework, and conceptual framework. *Academic Medicine*, *95*(7), 989-994.

Venkataraman, S. (2002). Stakeholder value equilibration and the entrepreneurial process. R. E. Freeman, S. Venkataraman, eds. *The Ruffin Series of the Society for Business Ethics*, *3*, 45-57.

Yin, N. (2018). The influencing outcomes of job engagement: an interpretation from the social exchange theory. *International Journal of Productivity and Performance Management*.

Zikargae, M. H., Woldearegay, A. G., & Skjerdal, T. (2022). Assessing the roles of stakeholders in community projects on environmental security and livelihood of impoverished rural society: A nongovernmental organization implementation strategy in focus. *Heliyon*, *8*(10), e10987.