The Effect of Stakeholder Engagement in Project Performance: The Case of Selected Corridor Project in Addis Ababa

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STATEMENT OF DECLARATION

I declare that the project work entitled **"The Effect of Stakeholder Engagement in Project Performance: The Case of Selected Corridor Project in Addis Ababa"** is my original work and all sources of material used for the work have been duly acknowledged.

……..

Tigist Tamirat Hintale

STATEMENT OF CERTIFICATION

This is to certify that, this project work **"The Effect of Stakeholder Engagement in Project Performance: The Case of Selected Corridor Project in Addis Ababa",** undertaken by **Tigist Tamirat Hintale** in partial fulfilment of the requirements for Master of Arts in Project Management at Addis Ababa University School of Commerce, is an original work and not submitted earlier for any Degree either at this University or any Universities**.**

_____

Professor Worku Mekonnen

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

PROJECT MANAGEMENT PROGRAM

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Contents

CHAPTER ONE **1**

INTRODUCTION 1

1.1. Background of the Study 1

1.2. Statement of the Problem 2

1.3. Research Questions 4

1.4. Objectives of the Study 5

1.4.1. General Objective 5

1.4.2. Specific Objectives 5

1.5. Research Hypothesis 5

1.6. Definition of Terms/Concepts/Constructs 6

1.7. Significance of the Study 6

1.8. Scope of the Thesis 8

1.9. Organization of the Thesis 9

CHAPTER TWO **10**

LITERATURE REVIEW **10**

2.1. Introduction 10

2.2. Theoretical Review 10

2.2.1 Project: 10

2.2.2. Project Stakeholder: 10

2.2.3. Stakeholder Engagement: 11

2.2.4. Project Stakeholder's Management: 12

2.2.5. Identify Stakeholders (Stakeholder Analysis): 12

2.2.6. Stakeholders Communication and Information-sharing Mechanisms in Project 13

2.2.7. Project decision making 14

2.2.8. Project Performance: 14

2.3 Empirical Review of the Study 14

2.4 Conceptual Framework 15

2.5 Research Gap 16

CHAPTER THREE **18**

RESEARCH METHODOLOGY **18**

3.1. Introduction 18

3.2. Research Design 18

3.3. Research Approach 18

3.4 Sampling Design 20
3.4.1. Target the Population 20
3.4.2 Sample Size 20
3.4.3. Sampling Design 21
3.4.4. Type of Sampling 21
3.5 Source of Data and Collection Method 22
3.5.1. Primary Data: 22
3.5.2. Data Collection Procedure 22
3.6 Data Analysis 23
3.**7.** Reliability and Validity 23
3.7.1. Reliability 23
3.7.2. Validity 24
3.8. Ethical Consideration 25
CHAPTER FOUR **26**
DATA PRESENTATION, ANALYSIS AND INTERPRETATION **26**
4.1. Introduction 26
4.2. Response Rate 26
4.3.Demographic Information 26
4.4 Descriptive Statistics 28
4.4.1. Descriptive Statistics of Stakeholder Identification in the Project 28
4.4.2. Descriptive Statistics of Stakeholder Communication in the Project 30
4.4.3 Descriptive Statistics of Stakeholder Decision Making in the Project 32
4.4.4. Descriptive Statistics of Project Performance 33
4.5. Correlation Analysis 34
4.6. Regression Analysis 37
4.6.1. Normality and Linearity 37
4.6.2. Autocorrelation assumptions Test 40
4.6.3. Multicollinearity 41
4.6.4. Model Summary 41
4.6.5. Analysis of Variance (ANOVA) or F-Test 43
4.6.6. The Regression Coefficient 44
4.7. Analysis of Interview 45
4.8. Hypothesis Testing 47
CHAPTER FIVE **48**
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS **48**

5.1. Summary 48
5.2. Conclusions 49
5.3. Recommendations 50
5.4. Suggestions for Future Research 52
References 53
Annex 56
Appendix I-Questionnaire 56
Appendix II-Interview Guide 60

LIST OF TABLES

Table 1: Rule of Thumb of Crochbach's Alpha 24
Table 2: Reliability Test Results 24
Table 3: Demography Variables 26
Table 4: Descriptive statistics of Stakeholder Identification in the Project 28
Table 5: Descriptive Statistics of stakeholder Communication in the project 30
Table 6: Descriptive statistics of stakeholder Decision Making in the Project 32
Table 7: Descriptive Statistics of Project Performance 33
Table 8 Correlation Matrix 35
Table 9 Multicollinearity 41
Table 10 Model Summary 42
Table 11 ANOVA Table 43
Table 12 Coefficients of Regression Analysis 44
Table 13 Hypothesis Testing 47

LIST OF FIGURES

Figure 1:Identify Stakeholder Management 13
Figure 2 Research choices (Saunders et al., 2007, p.146) 19
Figure 3 Histogram Plot of Regression Standardized Residual 38
Figure 4 Normal P-P Plot of regression Standardized residual 39
Figure 5 Scatter Plot 40

ACRONYMS/ABBRIVATIONS

AACRA	Addis Ababa City Roads Authority
ERA	Ethiopian Roads Administration
SPSS	Statistical package for Social Science
ANOVA	Analysis of Variance

Abstract

The main purpose of this study is to investigate the effect of Stakeholder Engagement on project performance. To meet its purpose, primary data was collected from 51 of the targeted population which are directly involving on the implementation of Sarbet-Karl RA-Bisrate Gebreal-Abo-German-Haile Garment-Furi corridor road project, through questioner and also by interviewing the road side societies who were affected by this corridor project. The study used both descriptive and explanatory research designs. The explanatory design was set to test cause and effect relationship between stakeholder engagement and project performance. The data was analyzed through quantitative approach of descriptive statics (mean and standard deviation) and inferential statistics (regression and correlation analysis).

The finding of this study revealed that stakeholder identification, stakeholder participation in decision making have a positive and significant influence on project performance implying the more the stakeholder engagement the better the project performance would be. However, stakeholder communication alone did not significantly predict performance in this study, based on the results specific recommendations and suggestions for further study are forwarded.

Key Words: Stakeholder engagement, Project performance, Stakeholder identification, Stakeholder participation, and Stakeholder communication

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Infrastructure development is key driver of economic growth, regional integration and social connectivity in Ethiopia. Among the major national infrastructure investments, corridor projects-such as the Addis Ababa Corridor project-play a critical role in facilitating mobility, access to essential services and adding aesthetic value to the city. However, the success of such large-scale road projects depends not only on engineering and financial resources but also on how effectively stakeholders are engaged throughout the project lifecycle.

The practice of incorporating all people impacted by, interested in, or able to influence a project is known as stakeholder engagement, and it is essential to its success. Most people agree that an inclusive, continuous conversation between a project and those who might be impacted by it constitutes effective stakeholder engagement (Cundy et al., 2013). Stakeholder engagement, for instance, is defined by the World Bank's standards as comprehensive process of establishing and sustaining positive connection with internal and external stakeholders continuously throughout a project's lifecycle, guaranteeing that their opinions are considered in decision making and that their concerns are addressed. In actuality, healthy and successful stakeholder involvement promotes trust and local support, which aids in the management of a project's social and environmental hazards. It can lessen the possibility of delays, public opposition, and cost overruns (Olander & Landin, 2005). Effective Stakeholder participation is essential for project performance, reducing delays and mitigating tensions, according to recent studies. Therefore, true stakeholder engagement entails more than one-way communication. Building trust, empowering communities, and fostering collaboration are all facilitated by being inclusive, freely sharing information, involving people in decision-making, and upholding mutual accountability (Mitchell et al., 2022)

Because road projects involve a variety of entities, such as government agencies, contractors, consultants, local communities, utility providers, transit operators, and financiers/donors, stakeholder involvement has become an essential part of project performance. Effective stakeholder relationship management, well-thought-out engagement strategies, and accurate

stakeholder identification all contribute to less conflict, better communication, more teamwork, and seamless project execution.

In the context of Addis Ababa, the fast-urbanizing Capital city of Ethiopia, the city's population has been increasing at a rate of about 4% per year in recent decades (World Bank, 2024), and it suffers typical urban problems like traffic, infrastructural deficiencies, and informal settlements. Ethiopia has embraced the New Urban Agenda and the global sustainable development goals in recognition of these problems, and the Addis Ababa city government has recently recognized the need for more inclusive planning techniques.

The Addis Ababa City Corridor Project was started in this regard. This project, which was started by the municipal administration, intends to make important Addis Ababa urban corridors into modern, functional, and livable spaces. One of the project's second phase (Sarbet-Karl RA-Bisrate Gebreal-Abo-German-Haile Garment-Furi), which were carried out in 2024–2025, which focused on improving and beautifying a number of important thoroughfares in the heart of the city. The scope of work includes restoring historical sites, upgrading building facades to meet higher aesthetic standards, widening roads to ease traffic, installing new infrastructure (such as utilities and drainage systems), revitalizing slum areas and improving living conditions, and creating pedestrian walkways (Ethiopian News Agency, 2024). These initiatives support the city's goal of improving its reputation and meeting worldwide "smart city" standards (Ethiopian News Agency, 2024). According to city officials, they carried out This project, which was started by the municipal administration, intends to make important Addis Ababa urban corridors into contemporary, functional, and habitable areas.

This thesis has evaluated the effect of Stakeholder engagement on the project performance in the context of the Addis Ababa Corridor Project. It focuses on how stakeholders are identified, how communication and information –sharing mechanisms is managed among project stakeholders, and evaluates the overall impact of these practices on the successful delivery of the project.

1.2. Statement of the Problem

In their research, Olander and Landin (2008); Bourne (2008) showed that the outcome of the stakeholder management process depended mainly upon how well the project manager’s presents the benefits and negative consequences brought on by the construction project. Hence, project managers must communicate and interact with stakeholders so that the perceived benefits and

negative impacts are realistically defined. The research Findings of Walker, Shelley & Bourne (2005); Aaltonen et al. (2008); Ward and Chapman (2008) showed that there is a positive correlation between stakeholder management and project success.

Although stakeholder engagement is recognized as essential for project performance, there remains limited clarity on how its key components—stakeholder identification, engagement planning, and engagement management—directly influence the success of large corridor road projects. As a result, the conceptual ambiguity makes it difficult for project managers to apply consistent engagement practices that align with project goals. As a result, the conceptual relationship between stakeholder engagement and project performance in corridor road projects remains insufficiently understood.

Stakeholder Theory and project management book of knowledge (PMBOK) frameworks emphasize that stakeholder engagement improves project outcomes by enhancing communication, minimizing conflicts, and fostering cooperation.

However, regardless of international commitments, many infrastructure and urban development projects struggle to accomplish significant stakeholder participation in practice, especially in developing countries (UN-Habitat, 2020). Projects particularly in Africa and other emerging countries, often fail to engage all stakeholders. For example, a report by the development corridors partnership (2022) observed that corridor planning often fail to include meaningful participation of all stakeholders including local communities. Frequently, local stakeholders are only informed after strategic decisions have already been made and the only option remaining them to react negatively to a done deal, rather than engaged from the beginning. Even though, in practice public participation only include last minute consultations and top down decision making, it should be primarily considered in the planning stage of every corridor projects. Such a lack of early, Inclusive engagement can undermine project outcomes and erode community trust. On the other hand, when stakeholders are involved from the beginning, giving input on plans, collaborating on solutions and expression of their concerns, projects can better balance technical goals with social needs, reducing conflicts and improving implementation.

In the case of developing countries, where corridor development projects may exhibit a discrepancy between theory and practice, The Addis Ababa Corridor project encounters modifications in design and sociocultural barriers despite the presence of stakeholder

participation effects. This performance disparity suggests the existence of a theoretical disparity since the current theoretical framework fails to capture the dynamics of corridor development projects.

Very few empirical studies have been conducted on the specific impact that stakeholder engagement plays on the success of the projects in the context of road corridor projects in Addis Ababa. Existing research efforts have been largely concerned with identified factors affecting the success of projects in general or individual projects rather than analyzing the impact of stakeholder engagement on success of major road corridors.

In general, empirical studies on the impact of stakeholder engagement on project success have shown varied findings. Some empirical research studies have reveled robust and direct relationships, implying that stakeholder's engagement contributes positively to project success by identifying stakeholders systematically, developing an effective engagement strategy and maintaining stakeholder involvement throughout the process. The findings from Olander & Landin (2005), Aaltonen and Kujala (2010) and Oppong et al.(2017) suggest that a structured process of engaging stakeholders helps in improving project outcomes.

However, in another study by Jepsen and Eskerod (2009)empirical evidence demonstrates inconsistent results or even insignificant findings, especially when stakeholder engagement guidelines are unclear, organizational capability is low or poor practices in implementing the process occur. Stakeholder analysis process tools pose some difficulties in practice and, therefore, cannot affect the performance of the project, according to Jepsen and Eskerod (2009). Moreover, in a country under development, governance problems, communication issues and the lack of accountability of stakeholders reduce the impact of stakeholder engagement on the performance of the organization. Such contradictory findings demonstrate that there is a research gap concerning the impact of stakeholder engagement on the project's performance.

In the Addis Ababa road corridor project, operational difficulties tend to occur because the majority of the decisions has been made over a night by the government's top officials and there had been a lot of changes.

1.3. Research Questions

Main Research question

How does stakeholder engagement affect project performance in Addis Ababa Road corridor project ?

Specific Research questions

1. To What extent are stakeholders properly identified and analyzed in the Addis Ababa Corridor Project?
2. How effective are the communication and information –sharing mechanisms among project stakeholders?
3. How far stakeholders participate in decision-making, and how does this affect project results?
4. What is the relationship between stakeholder engagement practices and key performance indicators (time, cost, and quality and stakeholder satisfaction)?

1.4. Objectives of the Study

1.4.1. General Objective

To examine the effect of stakeholder engagement on project performance in the case of Addis Ababa corridor.

1.4.2. Specific Objectives

1. To assess the level and effectiveness of stakeholder identification and analysis in the Addis Ababa Corridor Project
2. To evaluate the extent of stakeholder communication and information sharing practice and how they influence project performance.
3. To examine the role of stakeholder participation and involvement in decision making throughout the project lifecycle
4. To identify the relationship between stakeholder engagement practices and key project performance indicators and stakeholder satisfaction

1.5. Research Hypothesis

Alternative Hypothesis (H1)

H_1: Stakeholder identification has a positive and significant effect on project performance

H_2: Stakeholder communication and information –sharing has a positive and significantly influence project performance

H_3: Stakeholder participation in decision making has a positive and significant impact on project performance

H_4: There is a significant positive relationship between stakeholder engagement practices and project performance indicators.

1.6. Definition of Terms/Concepts/Constructs

For clarity, this section defines key terms and concepts as they are used in the context of this research.

Stakeholders: Individuals or entities affected by or able to influence the project, including both external groups and internal implementers (Freeman 1984).

Stakeholder Engagement: refers to ongoing engagement with stakeholders which is two way, conducted faith and responsive (OECD, 2017).

Stakeholder engagement management: is a continuing development of relationships with stakeholders for the purpose of achieving a successful project outcome (McElory, B., & Mills, C., 2000).

Addis Ababa city road corridor project phase two (2024/25), (Sarbet-Karl RA -Bisrate Gebreal -Abo-German-Haile Garment-Furi) of the corridor project under implementation in Addis Ababa ,is the specific focus of this study.

1.7. Significance of the Study

This thesis is significant for several reasons, both academically and practically, particularly within the context of Ethiopia's rapidly developing transport sector and the complexity of the Addis Ababa Corridor Project.

Contribution to Academic Knowledge: the paper has made an important contribution to the current literature in terms of project management by investigating the relationship between stakeholder engagement and project performance in a large urban road corridor project. Stakeholder engagement is a concept that is well known in literature, but its impact on the

performance of projects has not been thoroughly investigated empirically, especially in developing nations like Ethiopia. This research paper can contribute to addressing the current gaps through evidence generated from the Addis Ababa Road Corridor project.

Practical Benefits for Project Implementing Agencies: this thesis will prove helpful to those involved in the project of developing road infrastructures, including Addis Ababa City Roads Authority(AACRA), Addis Ababa City Administration and other governmental organizations at the national and regional levels. The research offers useful suggestions to enhance the process stakeholder identification, communication, conflict resolution and participation models. Such measures will contribute to minimizing any possible problems and achieving optimal results.

Guidance for Policy Makers and Regulatory Bodies: there will be benefit for policy makers and government agencies from the information gathered from the study to help revise or enhance their stakeholder engagement guidelines, standards and requirements in the management of big infrastructure development programs. This information will assist them in formulating polices that promote inclusion, transparency , good communication and accountability in infrastructure projects.

Importance for Donors and Development Partners: the findings of this research could be used by donors and international bodies such as the world bank, the African development bank , among others , that have been involved with the Ethiopian transportation sector to measure their effectiveness in their engagement strategies. The research would assist them in enhancing their safeguard polices and monitoring mechanisms.

Benefits for Local Communities and Stakeholders: the affected communities with regards to the Addis Ababa road corridor project could benefit significantly from effective engagement mechanisms based on the findings of this study. Effective participation and communication mechanisms could lead to the prompt resolution of issues raised by the communities , fair compensation practices and reduce disturbances in the course of implementing the project.

Methodological Contribution: the research contributed to methodology by providing a way to measure both stakeholder engagement and project performance. Researchers working in future projects of urban infrastructure development will find useful the framework, measurements and findings presented in this work.

Personal and Professional Contribution: from the perspective of the researcher, the research contributes to skill building in aspects of project management, stakeholder analysis, and conducting research. This knowledge could prove useful for future endeavors in planning, implementing , and evaluation of urban infrastructure projects.

1.8. Scope of the Thesis

This study is delimited by several practical, methodological, and contextual boundaries arising from limitations in resources such as time, budget, access, and the researcher's experience. The following dimensions outline the scope of the research:

i. Geographical Scope

The study focused exclusively on the Addis Ababa Corridor Project, which is located within Addis Ababa City. The findings may therefore not be generalizable to all road projects in Ethiopia.

ii. Institutional Scope

Only the main stakeholder institutions directly involved in the Addis Ababa Corridor Project are included in the study. These primarily include:

1. AACRA
2. Addis Ababa City Administration
3. Contractors and consultants
4. Utility agencies
5. Local community representatives

iii. Conceptual Scope

The study has examined three major dimensions of stakeholder engagement on project performance which are identification of stakeholders, analysis communication among Stakeholders and their participation, and relationship management.

iv. Methodological Scope

The study used questionnaires and interviews, while more resource-intensive methods such as long-term ethnographic studies, continuous field observations, or advanced experimental designs are beyond the scope.

v. Respondent Scope

Data were collected from a defined group of professionals participated in the implementation of the project, such as Engineers, project managers, site supervisors, planners, and community participation officers. Broader city population groups, political actors, or national decision-makers are excluded, mainly because of accessibility challenges.

vi. Financial and Resource Constraints

The research has conducted with limited personal financial resources.

1.9. Organization of the Thesis

This thesis has organized into six chapters, each systematically addressing key aspects of the research on effect of stakeholder engagement on Addis Ababa corridor project's performance.

Chapter One: Introduction – This chapter provides an overview of the study, including the background of the research, statement of the problem, basic research questions, objectives, hypothesis, and definition of terms, significance of the study and scope of the study.

Chapter Two: Literature Review – This chapter reviews theoretical foundations, empirical studies, and conceptual framework of the study related to stakeholder engagement and project performance.

Chapter Three: Research Methodology – This section outlines the research design, approach, sampling techniques, data sources, data collection methods, and analytical tools used in the study. It also discusses the validity, reliability, and ethical considerations of the research.

Chapter Four: Results and Data Presentation Analysis and Interpretation – This chapter presents the findings of the study, including an analysis of survey responses, interview insights, and secondary data.

Chapter Five: Summary, Conclusion and Recommendations – This chapter contain four sections, which include summary of findings, conclusion, limitation of the study and provides actionable and realistic recommendations. It also suggests areas for future research.

CHAPTER TWO
LITERATURE REVIEW

2.1. Introduction

This chapter provided a comprehensive review of the literature relevant to this study, establishing the conceptual foundations and empirical context for examining how stakeholder engagement during project implementation contributes to project performance. The review goal is establishing the theoretical foundation of the study, examines key concepts and models of stakeholder engagement, discusses project performance dimensions and synthesizes empirical findings from previous studies. The chapter has concluded by identifying research gaps that justify the current study on the Addis Ababa Corridor project. It is organized into three main parts. The first part i.e., theoretical review discusses the meaning and characteristics of stakeholder engagement, its importance in projects, and principles of effective engagement. The second part, review of empirical studies, examines previous research on stakeholder engagement in urban and infrastructure projects, highlighting key findings, methods, and research gaps. The final part presents the conceptual framework of the Study.

2.2. Theoretical Review

2.2.1 Project:

Temporary endeavor with the goal of creating a unique product, good, service, or result is called a project. Additionally, they promote change and seek to raise the value of the company (PMBOK, 2013).

2.2.2. Project Stakeholder:

Atkin and Skitmore (2008) defined stakeholders as individuals or groups of individuals who can affect or are affected by the achievement of an organization's objectives. While having its origins in strategic management, stakeholder theory has been applied to a number of fields of enquiry including project management.

Projects are not performed in a vacuum. They are performed within a company, a society, an industry and a market (Burke and Arron, 2014). As a result, projects usually have a wide range of individuals, groups or organizations with different and sometimes competing interests, who

can have significant influence over the eventual success or failure of the project, and these are called project stakeholders (Burke & Barren, 2014; Eskerod and Jepsen, 2013).

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

The broadness of the definition of project stakeholders creates a large number of possible stakeholders, as a result, different authors have provided a list of the most common stakeholders in projects but, stakeholder classifications in the project management literature categorize stakeholders according to their role in a project or divide the stakeholders as internal and external (Wessinger, 2012). Internal stakeholders, thus, are the stakeholders who are formally members of the project coalition and hence, usually support the project. They are often referred to as primary stakeholders or business actors. External stakeholders are not formal members of the project coalition, but may affect or be affected by the project because of indirect connection to the project (Johansena et al, 2014). Many scholars (Bourne and Walker, 2006; and Wessinger, 2012) suggested that key stakeholders 'roles on every project include the project manager, customer/user, the performing organization, project team members, sponsors, champions and the Project Management Office (PMO). Nonetheless, many scholars make it clear that a complete list of stakeholders is impossible to provide (Aaltonen et al., 2010 and Johansena et al., 2014).

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

2.2.3. Stakeholder Engagement:

Stakeholder engagement is crucial, collaborative process where diverse stakeholders, with their own interests, interact with the project, influencing and being influenced by its outcomes, with successful engagement focusing on managing conflicts and aligning varied goals through

systematic interaction, communication and addressing power/legitimacy, not just controlling them, to achieve shared project success (Aaltonen, 2010). Almost all projects operate in a context in which the relevant stakeholders play a key role in fulfilling the tasks.

2.2.4. Project Stakeholder's Management:

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

The guide to PMBOK defines project stakeholder management as the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. The APM Body of knowledge (2012) also defined stakeholder management as the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

This research stakeholder management is conceptualized as the processes of identifying (both internal as well as external) stakeholders and assessing and managing their area of interest, needs and influence throughout the project.

2.2.5. Identify Stakeholders (Stakeholder Analysis):

It is impossible to treat all stakeholders equally in a project. They are given different priorities with respect to the interests, expectations, and influence on the project. Stakeholder analysis is a

process of systematically gathering and analyzing all relevant quantitative and qualitative information about the stakeholders in order to prioritize them and determine whose interests should be taken into consideration throughout the project and identification of stakeholder relationships that can be leveraged to build partnerships with stakeholders to increase the probability of project success (Bourne and Walker, 2006; Karlsen, 2002). Different methodologies suggest different ways of analyzing stakeholders; some of them are complex and some others are very simple. A common approach is to map the interest and power or influence of each stakeholder group on a quadrant (Bryson 1995). This process generates the stakeholder register.

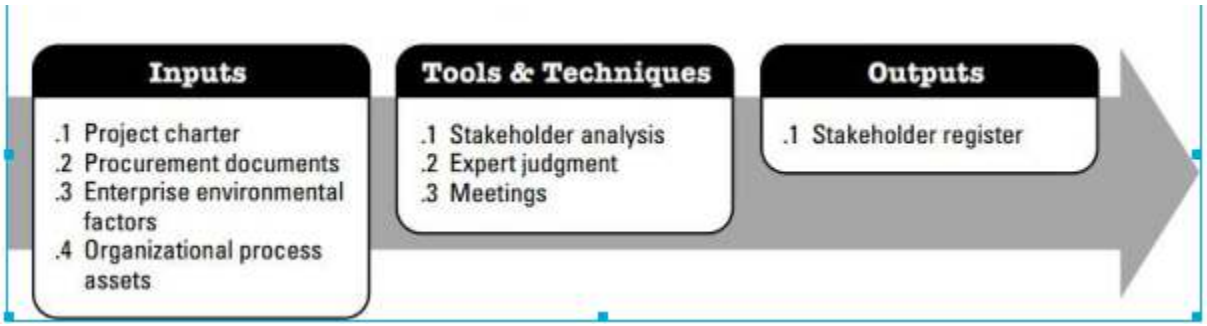


Figure 1:Identify Stakeholder Management

Source: PMI, 2013: P. 393

2.2.6. Stakeholders Communication and Information-sharing Mechanisms in Project

The project management institute, a renowned institution in formulating project management tools its detail pulse research attested that the project manager role in communication takes 90% of his or her time and failing to do so have contributed to one in five project failures. (PMI, 2013) The communication management plan is a sort of interrelated activities that seeks a thorough understanding. The communication management is not just a formality that the project management is engaging in. Dutchman (2011) in his conclusion recommends that the stakeholder communication management can be successful if and only if the process embedded honesty, timeless, transparency and shows empathy and care for the stakeholders, which is a key supporter of project success. The communication channels, language, convenience of time can impact the success of our communication management and then the project success. Prajogo and

McDermott (2005) have reported that the national and organizational culture of the communicating parties affects the success of stakeholder communication management. For a communication to be effective and meets its purpose, there has to a feedback from the receiver for the message conveyed. PMI "pulse of profession" (2013) have reported that ineffective communication, communication which do not meet its target have contributed for one third of the project failure.

2.2.7. Project decision making

Effective decision -making in project management is crucial for ensuring the successful completion of projects. Decisions made during the lifecycle of a project can significantly impact its outcome, affecting timelines, budgets and overall project quality. Project managers must possess strong decision-making skills to navigate the complexities and uncertainties inherent in project environments (Aurora, 2024). Making good decisions is a critical project management sill. The challenge is to create a fair, efficient, effective and transparent process for teams and stakeholders (Alan Zucker, 2024).

2.2.8. Project Performance:

Project performance ensures that companies maximize their profitability, minimize the consequences of risky and uncertain events in terms of achieving project goals, and take advantage of the chances of risky events occurring (Kululanga, 2010). Quality is the set of properties that a product needs in order to meet the desired need and fulfill the purpose. Project performance is evaluated differently by different project stakeholders based on their expectations of actual quality, cost, and time. Project performance can be measured by the qualitative value that the project has to the implementing organization, or quantitatively by the earned value systems for utility and large government projects (Kelbessa, 2016).

2.3 Empirical Review of the Study

From the literature discussed above, it has become evident that for better project stakeholder management performance top management support, stakeholder identification, stakeholder assessment, decision making, action and evaluation, and continuous support are the main input factors. The research works of many scholars suggested that there is a positive relationship between project performances and project stakeholder management. They all agreed that the

ignorance or poor stakeholder management is one of the key reasons responsible for project failure (Aaltonen, 2010; Atkin, et al., 2008; Bourne and Walker 2005; El- Gohary et al., 2006; Ika, 2009; Jepsen and Eskerod, 2009; Karlsen, 2002; Olander and Landin, 2005; Olander, 2007). Many scholars have stated that poor project stakeholder management could be the main cause for the large number of public project cost overrun, time delay, public dissatisfaction and poor quality, and ultimate failure. Many literatures also supported the fact that applying appropriate project stakeholder management tools and techniques in stakeholder management processes increases the chance of project successes. Furthermore, it was shown that there is a positive relationship between project stakeholder management processes and public project successes.

The research, El-Gohary et al., (2006) stated that a positive involvement with stakeholders can be a decisive factor that can make or break a pubic project. Therefore, this study has identified the effects of project stakeholder management activities to fill the gaps observed in public sector in Addis Ababa.

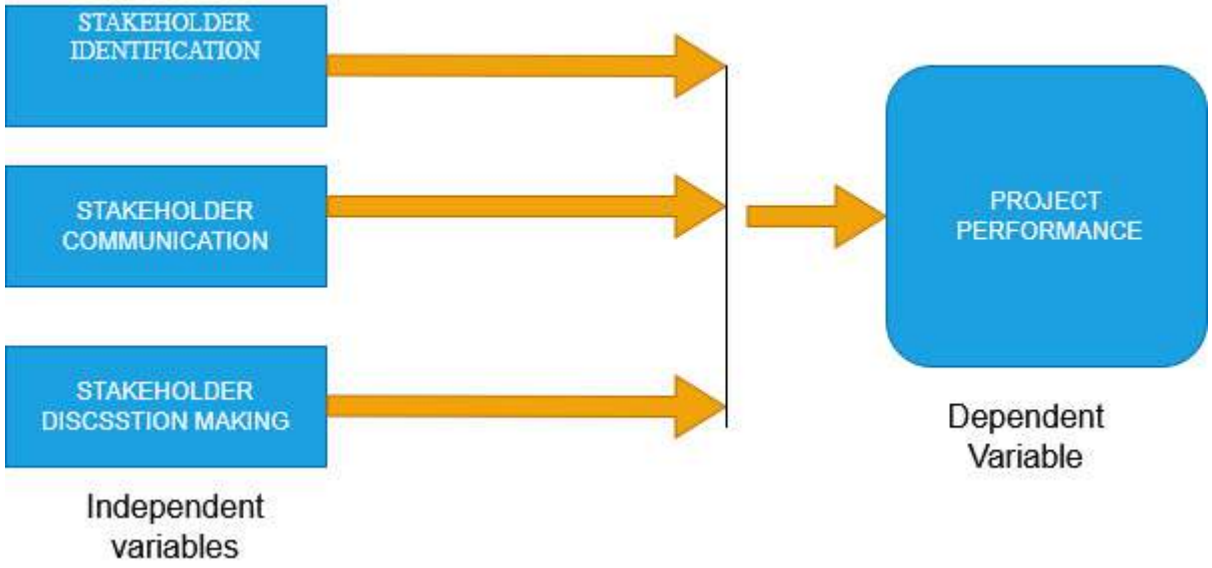
Stakeholder Identification and project performance

To begin with, project stakeholder are persons, groups or organizations who are actively involved in a project or who have a vested interest in the project's execution, completion or outcomes, and who may also have influence over the project's objectives and outcomes. Stakeholders are interested in the project's conclusion. It could be a right, an interest or ownership. In some cases, rights might be either legal or moral ownership (Carol, Cohen and Palmer, 2004). On the hand, stakeholders benefit from having their expectations acknowledged and managed through proper open communication lines, while on the other hand, ensuring that stakeholder that stakeholders understand and support the project. Furthermore, the beginning stages establish and specify the project's scope and nature. If this phase is not completed properly, the project's success in meeting community expectations would most likely be jeopardized (Nijkamp et al., 2002).

2.4 Conceptual Framework

The conceptual framework of this study illustrates the relationship between stakeholder's engagement and project performance. This framework guides the thesis to assess how stakeholder's engagement (independent variables) influence project performance (dependent

variables) and how Challenges in Stakeholder Engagement (institutional, political, financial, social issues) weaken or moderate this relationship.



2.5 Research Gap

While the link between stakeholder engagement and project performance has been subject to extensive empirical and theoretical research, this literature is vulnerable by a number of key limitations. Globally and in the context of African infrastructure development, stakeholder engagement has been shown to play a substantial role in determining project related measures of success (e.g., cost, time and quality performance). However, far too many of these studies remain fairly generic (most using large generalized infrastructure sectors as focus areas) and fail to inform specific urban road projects in rapidly expanding cities such as Addis Ababa.

Most studies focusing on stakeholder engagement have institutional perspectives by addressing mainly internal stakeholders like project managers, Engineers and Contractors even researchers investigated within the Ethiopian Road Administration. In contrast, all of the studies examined with respect to Addis Ababa corridor road project is concentrated only on external stakeholders especially affected communities and do not include the input of internal implementation organizations.

Such a fragmented approach rips a large empirical and contextual gap. In particular, studies that simultaneously focuses on both internal stakeholder (Government Agencies, Consultants, and Contractors) and external stakeholders (local communities' road users and affected societies)

within a single analytical framework. Since road corridor projects are multi-actor system with diverse stakeholder groups, both defining the project and capturing interactions between those involved in engagement processes are critical to understanding their overall impact on project.

Therefore, this study seeks to address thesis Gaps by providing an integrated analysis of both internal and external stakeholder engagement and its effect on project performance, specifically in the case of selected Addis Ababa Corridor road projects. Hence, it provides a more thorough understanding of stakeholder dynamics in urban road infrastructure development and helps close the gaps between disparate stakeholder perspectives.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1. Introduction

The methodology section has provided a detailed outline of the methods and procedures that is utilized to carry out the study. This section has covered the research design, research approach, study population, sampling size, sampling techniques, method of data collection, data analysis approaches, validity reliability measures and ethical considerations.

3.2. Research Design

A plan or set of tactics to accomplish research goals and provide answers to research questions is known as research design. There are different types of research designs depending on the type and nature of the study, such as explanatory and descriptive research.

This research was carried out using explanatory and descriptive research design, for examining the effect of stakeholder's engagement on project performance, as it aims to establish causal relationships between variables (Saunders et al.,2019). As Bickman and Rog (2009) discuss, explanatory studies test hypothesis about cause-and-effect interactions, this intent is to explain how and why stakeholder engagement impacts project outcomes, rather than merely describing the characteristics or situations.

3.3. Research Approach

Research approaches are structured plans guiding the research process from broad assumptions to specific methods of data collection, analysis, and interpretation. Choosing a research approach involves considering philosophical assumptions, research design, and data collection methods. This decision is influenced by the nature of the research problem, the researcher's experience, and the target audience (Creswell & Creswell, 2018).

Research approaches classified into qualitative, quantitative and mixed methods,

Qualitative research emphasizes using open ended questions, inductive analysis and meaning interpretation in practical contexts to investigate and comprehend social or human issues.

Quantitative research, uses statistical analysis to examine links between quantifiable variables in order to test objectives theories. in order to test generate deeper insights that either

methodology alone, mixed methods research incorporates both qualitative and quantitative data(Creswell & Creswell, 2028). It uses open ended questioning, inductive analysis, and meaning interpretation in practical contexts to investigate and comprehend social or human issues.

Mixed methods research contains both qualitative and quantitative data collection and analysis within a single study. Both types are used either simultaneously (parallel)or sequentially but analyzed separately. Additionally, mixed methods enable triangulation , validating data through multiple sources. Since all research techniques influence results differently, combining methods helps reduce method bias, increasing confidence in conclusions (Saunders et al., 2007)

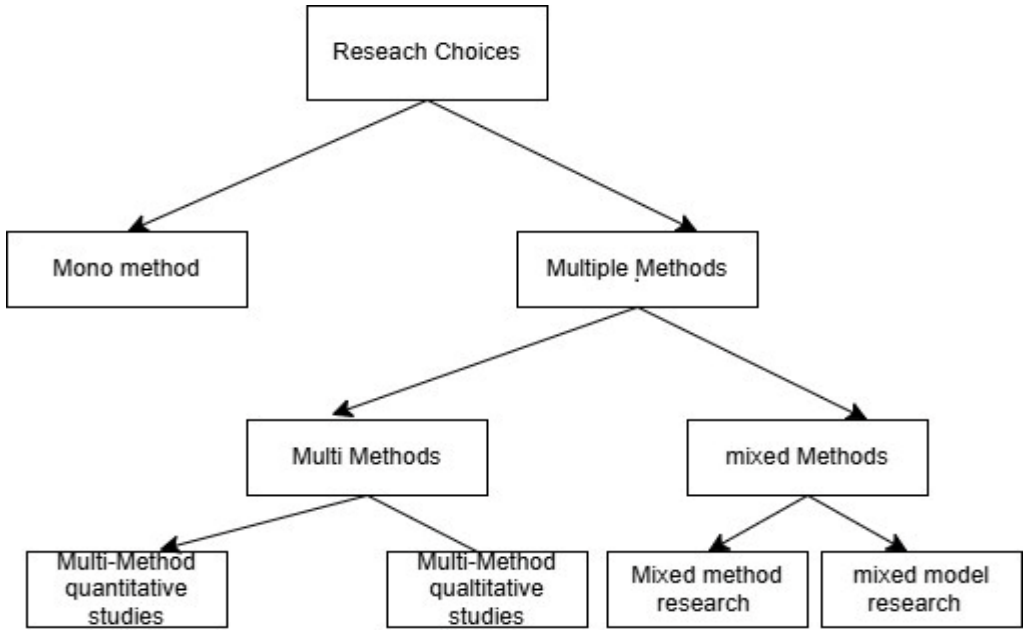


Figure 2 Research choices

Based on the above discussion, this thesis has adopted mixed research approach, where both qualitative and quantitative methods used simultaneously (in parallel).implementing a mixed methods approach presents challenges such as data integration difficulties and resource constraints. To mitigate these, a convergent parallel design is used, allowing for simultaneous collection and integration of qualitative and quantitative data. Additionally, data management tool i.e SPSS for quantitative analysis were streamline processing.

3.4 Sampling Design

3.4.1. Target the Population

Research population selection is crucial for ensuring generalizability, meaning findings should accurately reflect the broader group being studied. The choice of population must logically align with the research objectives (Saunders et al., 2007).

In relation, this study has targeted the under listed groups

Project implementation staff: the project management and technical staff (i.e all parties Contractor and Consultant), directly involved from design phase to construction phase of the project.

Community members in the corridor area: residents living along o near the corridor project, local business owners (merchants and market traders affected by the road works).

Government representatives: officials from Addis Ababa city administration and relevant bureaus (such as the Addis Ababa City Roads Authority, urban planning office, transport Bureau, etc.) who were involved in overseeing or making decisions for the project.

Other stakeholders: any other relevant parties such as public utility companies.

The targeted group are 65 in number.

3.4.2 Sample Size

The sample size and the method used to determine it must be stated (Creswell & Creswell, 2018). In quantitative study, when the population is too tiny to manage, the complete target population can be examined. The survey is referred to as a census in this situation. There is no sampling method. Due to the fact that their quantity is reasonable and their inclusion guarantees a through industry –wide assessment, a census approach was employed in this thesis to survey all 65 targeted respondents.

In qualitative studies, sample sizes range from 4 to 30 participants and are based on data saturation rather than statistical representation. The main objective is to make sure that further data collection does not yield any fresh insights. The research topic and purpose, methodological approach, participant homogeneity versus heterogeneity and resource limitations like time and money are all factors that affect sample size. While heterogeneous groups frequently require bigger samples to represent a variety of viewpoints, homogeneous groups may require fewer individuals. The methodology also matters: in order to achieve theoretical saturation, some approaches, such as grounded theory, frequently call 20- 30+ participants. While multiple –case

studies frequently use sampling inside a bounded case. According to general standards, depending on the goals of the study, a sample size of five to fifty individuals may be adequate. According to some research, if the recruitment method is strict, even ten individuals can provide insightful information, Data saturation is still the primary requirement, which means that researchers should keep gathering information until no new themes show up. For qualitative rigor, it is essential to justify the sample size based on study aims, methodology and saturation (Dworkin, 2012; Marshal et al, 2013; Sharma, 2024) .

In this study 10 community member who was affected by the road corridor project has been interviewed.

3.4.3. Sampling Design

According to Creswell (2018), a sampling design can be single stage or multistage (clustering), Single stage sampling is used when the researcher has direct access to the population list and can sample individuals directly. Multistage (cluster) sampling is applied when listing all elements is impractical: instead, the researcher selects groups (clusters) first and then samples individuals within them.

This thesis employed single stage (cluster) sampling due to the fact that from the whole Addis Ababa Corridor Projects, I have selected one particular corridor project (Sarbet-Karl RA-Bisrate Gebreal-Abo-German-Haile Garment-Furi).

3.4.4. Type of Sampling

The technique used to choose participants is referred to as the type of sampling. It might be convenience, systematic, or random sampling, according to Creswell & Creswell (2018).. Although it is frequently challenging to do, random sampling guarantees that every person has an equal chance of being chosen. By choosing every Xth person from a list, systematic sampling offers comparable accuracy. Non-probability sampling, often known as convenience sampling, is used when random selection is impractical. Participants are selected according to their accessibility and availability.

This thesis has employed a convenient sampling for qualitative study and no sampling has been used for the quantitative study, as it covered all the population (census).

3.5 Source of Data and Collection Method

The thesis has relayed on both primary and secondary data sources. The combination of the two data sources ensured a holistic analysis and allows validation of findings through triangulation.

3.5.1. Primary Data:

Has been collected by conducting

i. Semi Structured interview
ii. Structured surveys

i. Interview Guides

Data collection has involved semi structured interviews; interview has been scheduled to gather information on the study area. It will attempt to interview social groups (people who were lived and worked in the corridor project area) and directly affected by the project, using a semi structured interview guide. Open ended questions and prompts related to the variables of the study are included in the handbook. Deeper insights were obtained by optional field observations and documents analysis of regulatory regulations and company reports. In order to identify important patterns and trends, the data has been analyzed thematically.

ii. Structured survey design

Survey design is a quantitative method that can be used to analyze a sample to look at correlations between variables or to characterize trends, attitudes, and views within a population.it aids researchers in investigating correlations between variables and answering descriptive queries (Creswell & Creswell, 2018).

The survey's main goal is to collect quantitative data on stakeholders' perceptions and experiences of the engagement process and outcomes.

3.5.2. Data Collection Procedure

There were multiple steps in the data collection process. The researcher first submitted the research proposal and an introductory letter to the authority and companies in order to obtain official approval. Access to project materials and officials are possible by this approval. Following that participants has been chosen in accordance with the sampling strategy. Relevant officials were identified with assistance from government offices. Residents and business owners impacted by the project were reached by Kebele officials. Snowball referrals was used to get in touch with people who were affected by the project. the goal of the study, the anticipated

duration and nature of involvement and each potential participant's rights has been explained to them. Prior to conducting any interviews, the researcher sought informed consent, clarified confidentiality and underlined that participation is entirely optional.

The purpose of the questionnaire is to gather quantitative information about how stakeholders view and experience the engagement process and its results. Surveys was distributed, Likert-Scale rating statements and other closed ended questions make up the majority of the questions. The Survey has been given out in person or electronically through professional networks and emails.

After the fieldwork is completed, the researcher arranged and processed the data for analysis. The research also keeps a field journal during data collection to document observations including body language and meeting tone.

3.6 Data Analysis

After the data were gathered and coded, the statistical packages for Social Sciences (SPSS, Version 2020) used for analysis. Quantitative data from questionnaires were analyzed using descriptive statistics, including frequencies, percentages and means and correlation and regression analysis were applied to examine the relationship between stakeholder's engagement and project performance. Qualitative data from interviews, observations and document reviews were analyzed thematically to identify stakeholder's engagement. Findings from both quantitative and qualitative methods has been triangulated to ensure reliability and provide a comprehensive understanding of how stakeholder's engagement affects project performance.

3.7. Reliability and Validity

3.7.1. Reliability

It refers to the consistency of data collection techniques or analysis procedures in yielding stable results. It is assessed by determining whether the same measures produce similar results over time. if different observes reach comparable conclusion and whether data interpretation is transparent.

The reliability of the questions which is used in this study were tested with the Cronbach's alpha test using a statistical package for social sciences (SPSS) version 20, as this ensures reliability of research questions.

3.7.2. Validity

Validity analysis was conducted to assess the internal consistency of the measurement scales used in this study. Cronbach's Alpha was calculated for each variable, and the results and rule of Cronbach's Alpha ranges are presented in Table 3.1 and 3.2.

Table 1 rule of Thumb of Crochbach's Alpha

No.	Cronbach's Alpha	Description
1	≥ To 0.9	Excellent
2	≥0.8 but less than 0.9	Good
3	≥ 0.7 but less than 0.8	Acceptable
4	≥0.6 but less than 0.7	Questionable
5	≥0.5 but less than 0.6	Poor
6	≤0.5	Unacceptable

Source: (Zikmund, 2010)

Table 2 Reliability Test Results

Variables	**Cronbach's Alpha**	**No of items**
Stakeholder Identification	0.773	6
Stakeholder Communication	0.733	11
Stakeholder decision making	0.771	8
Project Performance	0.758	6
Overall		31

Source: Own survey data, 2026

Stakeholder identification (α= 0.773) the scale shows Acceptable reliability, indicating that the six items consistently measure the construct of Stakeholder identification. stakeholder communication (α= 0.773) with 11 items, the scale demonstrates acceptable reliability, meaning that the communication items are internally consistent. Stakeholder Decision -Making (α=0.771)

the eight item scale has Acceptable reliability, confirming consistency in measuring stakeholder involvement in decision -making process. Project performance (α=0.758) the six items measuring project performance show Acceptable internal consistency, indicating that the scale reliability captures variations in project success. The combined 31 items demonstrate that the questionnaire is sufficiently reliable for research purposes, as all Cronbach's Alpha values exceed the commonly accepted threshold of 0.7 (Nunnally, 1978).

3.8. Ethical Consideration

The study followed ethical research guidelines, guaranteeing voluntary participation, informed permission and confidentiality.

- Every participant was asked for their informed consent
- When processing and reporting data, participants privacy and anonymity were protected
- The appropriate institutional review boards have provided ethical clearance prior to data collection
- Data security measures are put in place to protect gathered data and guarantee adherence to moral standards

Ethical Difficulties and Solutions:

- Confidentiality agreements address access to sensitive industry data
- Potential conflicts of interest: participants have been guaranteed objectivity in reporting and analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

this chapter presents the findings and their interpretation based on the main objective of the study which was, to investigate the effect of Stakeholder Engagement on Project Performance: in case of selected corridor project in Addis Ababa. The findings are presented using frequency table descriptive and regression results.

4.2. Response Rate

This study targeted 65 respondents: questionnaires were distributed to all targeted respondents from the selected categories. However, out of the 65 questionnaires distributed 51 of the respondents fully filled and returned the questionnaires. This contributed to 78.4% response rate. The findings which are contained in this chapter are based on the 78.4% response rate. According to Rubin & Babbie (2010), a response rate of 78.4% is "good" for further assessment. Therefore, in this case, the response rate of 78.4% is good.

4.3.Demographic Information

In this section the personal and job-related profiles of the participants are presented. As it is presented in the following tables, gender, age, educational level, role in the project, years of experience in road or infrastructure projects, types of corridor projects and project phase involved of the participants presented using descriptive statistics of frequency and percentage.

Table 3 Demography Variables

		Frequency	**Percent**
Gender	Female	20	39.2
	Male	31	60.8
Age	25-34 years	24	47.1
	35-44 years	26	51
	45-55 years	1	2

Educational Level	Bachelor Degree	21	41.2
	MSc/MBA	30	58.8
Role in Projects	Client	7	13.7
	Consultant	31	60.8
	Contractor	13	25.5
Years of experience in road or infrastructure projects	Less than 5	1	2
	5-10 years	23	45.1
	11-15 years	26	51
	Above 15 years	1	2
	Planning	3	5.9
	Design	9	17.6
	Construction	39	76.5

Source: Own Survey 2026

A total of 51 respondents responded to the survey. The demographic and professional features of these respondents are discussed below.

The gender distribution of the respondents revealed that 31(60.8%) of them were male respondents, while 39.2% were female respondents. It implies that most of the people involved in the road and infrastructure development are male respondents, which is expected from an Engineering field of profession.

The age category of the respondents was found to be productive and related to the working ages of the population. Almost half of them belonged to the age range between 25 and 34 years (47.1%), while another 51% of them were 35-44 years old. Only 2% of the respondents were above the age of 45 but less than 55.

As far as the educational level of the respondents is concerned, it can be said that 41.2%bof the respondents possessed the Bachelor's degree, while 58.8% of them possessed MSC/MA Degree.

Parties involved in the study were selected from different stakeholders in road/infrastructure projects. Consultant emerged as the most common participant category, having the highest proportion of 60.8% of all respondents. Contractors accounts for 25.5% and client parties 13.7%.

The preponderance of consultant participants suggests that professional perspectives in terms of planning, designing and supervision were heavenly captured in the study's results.

The experience with such projects of most participants was considerable 45.1% has 5-10 years of experience in projects while 51% has 11-15 years' experience in projects. Only 2% of participants were those with less than five years or more than 15 years of experience. Thus. It may be argued that all the participants are professionals with considerable experience.

A vast majority (76.5%) of the respondents have been involved in the construction phase of the projects. Another 17.6% have been involved in the design phase whereas just 5.% have involvement in the planning phase. It can be said here the sample is highly tilted towards those who have worked in the construction phase.

4.4 Descriptive Statistics

This section provides a detailed presentation of the descriptive statistical results, including the mean and standard deviation, for each dimension of stakeholder identification in the project, stakeholder communication in the project, stakeholder decision making in the project as well as project performance.

Respondents were requested to express their level of agreement or disagreement with each statement using a five-point Likert scale where 5 indicates strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree. The scale range was calculated by subtracting the minimum value from the maximum (5 – 1 = 4) and then dividing by the number of scale points (4÷5 = 0.80) to determine the interval width. This interval was added progressively to the lowest scale value (1) to establish the boundaries for each category. Based on the classification suggested by Sulivan and Artino (2013), mean score are interpreted as follows: 1.00 to 1.79 indicates very weak practice, 1.80 to 2.59 weak practice, 2.60 to 3.39 moderate practice, 3.4 to 4.19 strong practice and 4.00 To 5.00 very strong practice. Accordingly, the category intervals are treated as evenly distributed.

4.4.1. Descriptive Statistics of Stakeholder Identification in the Project

Table 4 Descriptive statistics of Stakeholder Identification in the Project

	N	Mean	Std. Deviation
Key Stakeholders was identified	51	4.22	0.879

A formal Stakeholder register was prepared for the corridor road project	51	4	1.039
Affected roadside communities and property owners were adequately identified and engaged	51	3.18	1.381
Utility agencies were identified and engaged	51	4.04	1.076
Stakeholder influence on land acquisition and right of way issues was clearly analyzed	51	3.1	1.3
Failure to identify critical stakeholders caused delays, claims or conflicts in the corridor road project	51	2.61	1.313

Source: Own Survey 2026

In relation, The descriptive results for stakeholder identification in the corridor road project show generally positive perceptions in most areas, although some weaknesses are evident respondents strongly agreed that key stakeholders were identified (Mean=4.22, SD=0.879), and they also indicated that a formal stakeholder register was prepared fpr the project (Mean=4.00, SD=1.039). This suggests that the project team applied standard project management practices and followed structured processes for stakeholder mapping. Utility agencies were also considered well-identified and properly engaged (Mean =4.04, SD=1.076), indicating relatively good coordination with essential service providers such as water, power and telecommunications authorities.

However, the findings reveal notable concerns regarding the identification and engagement of affected roadside communities and property owners, which scored much lower (Mean=3.18, SD=1.381). This indicates inconsistency and possible gaps in community level stakeholder engagement. Similarly, Stakeholder influence on land acquisition and right-of –way issues was not clearly analyzed (Mean=3.1, SD=1.300), suggesting that the project may not have fully assessed the interests, power or concerns of groups affected by land –related decisions. Most importantly, respondents tended to disagree with the statement that failure to identify critical stakeholders caused delays or conflicts (mean =2.61. SD=1.313), which implies either that such failures were not perceived as major problems, or that participants may not be aware of the indirect consequences of poor stakeholder identification.

Overall. These results show that while the project performed well in identifying institutional stakeholders (internal stakeholders), significant gaps remain in community engagement and land related stakeholder analysis areas that commonly create dissatisfaction in corridor projects.

4.4.2. Descriptive Statistics of Stakeholder Communication in the Project

Table 5 Descriptive Statistics of stakeholder Communication in the project

	N	Mean	Std. Deviation
Communication mechanism among Stakeholders (groups) were clearly defined	51	3.98	1.049
Coordination meetings with utility agencies were conducted regularly	51	4	1.039
Information related to traffic diversion was communicated effectively	51	3.61	1.078
Information related to public safety was communicated effectively	51	3.49	1.223
Community consultations were conducted before Construction	51	2.86	1.386
Community consultations were conducted during construction	51	3.18	1.178
Stakeholder communication reduced disputes related to Land Management	51	3.45	1.006
Stakeholder communication reduced disputes related to utilities Management	51	3.96	0.958
Inadequate communication negatively affected project cost	51	3	1.281
Inadequate communication negatively affected project schedule	51	2.47	1.362
Inadequate communication negatively affected project quality		2.76	1.408

Source: Own Survey 2026

The mean score of 3.98 (SD=1.049) shows that respondents generally agree that communication mechanisms among stakeholder groups were clearly defined. The standard deviation of 1.049 shows moderate variation, indicating that although there are communication mechanisms, each project may have a different level of clarity.

With the mean score of 4(SD=1.039), there is a very strong indication that coordination meetings between utilities agencies were conducted regularly. The SD score of 1.039 shows some level of variation, yet the meetings seem to be a common practice among projects.

With the mean score of 3.61(SD=1.078), there is a moderate level of agreement that traffic diversion information was communicated effectively. The SD score of 1.078 shows that communication effectiveness varies depending on the capacity of the projects.

Respondents moderately agree that information on safety matters was effectively disseminated, since the mean score is 3.49 (SD=1.223). The standard deviation of 1.223 indicates high variation, implying that sometimes safety information was not adequately communicated in some projects.

The mean score is 2.86 (SD=1.386), indicating disagreement to weak agreement about pre-construction consultations within the community. The high SD of 1.386 suggests considerable variation across projects, pointing to a lack of standardized pre construction community engagement practices.

The mean score of 3.18 (SD=1.178) shows slight agreement that community consultations took place during construction. Although consultations are more common during construction than before, the SD of 1.178 indicates variability in how consistently this practice is implemented.

The mean of 3.45(SD=1.006) indicates moderate agreement that effective communication helped reduce land management disputes. The SD of 1.006 suggests moderate consistency among respondents.

Respondents showed strong agreement with a mean of 3.96(SD=0.958), indicating that communication effectively minimized disputes involving utility agencies. The relatively low SD of 0.958 demonstrates consistent agreement across respondents.

The mean score of 3.00 (SD=1.281) shows a neutral to moderate agreement that poor communication negatively impacted project cost. The SD of 1.281 indicates considerable variation –suggesting that while some projects experienced cost impacts due to communication issues, others did not.

This item had a mean of 2.47 (SD=1.362), showing disagreement to weak agreement. Respondents generally did not strongly associate communication failures with schedule delays. However, the high SD of 1.362 indicates inconsistent experiences among projects.

The mean of 2.76(SD=1.408) suggests that respondents were somewhat neutral but leaned toward disagreement regarding the impact of poor communication on project quality. The high SD of 1.408 again reflects substantial variation, indicating that communication issues affect quality differently across projects.

4.4.3 Descriptive Statistics of Stakeholder Decision Making in the Project

Table 6 Descriptive statistics of stakeholder Decision Making in the Project

	N	**Mean**	**Std. Deviation**
Key stakeholders were involved in decisions related to design changes and scope adjustments	**51**	**4.00**	**1.095**
Decisions regarding utility relocation were made in timely manner	**51**	**3.92**	**1.246**
Decision Making Authority among Client was clearly defined	**51**	**3.63**	**1.371**
Decision Making Authority among Consultant was clearly defined	**51**	**4.00**	**1.233**
Decision Making Authority among Contractor was clearly defined	**51**	**3.57**	**1.237**
Delayed decisions by external stakeholders affected construction progress	**51**	**2.41**	**1.268**
Conflicting interests between public authorities and local communities were effectively managed	**51**	**3.75**	**0.935**
Stakeholder participation improved the effectiveness of project decisions	**51**	**4.02**	**0.927**

Source: Own Survey 2026

This section presents respondents perceptions of decision –making processes and stakeholder involvement in corridor road projects. Each item is interpreted with explicit reference to its mean and standard deviation**.**

The mean score of 4.00 (SD=1.095) indicates strong agreement that key stakeholders were involved in decisions concerning design changes and scope adjustments. The standard deviation of 1.095 shows moderate variation, suggesting that although stakeholder involvement is generally practiced, the extent of involvement varies across projects**.**

With a mean of 3.92(SD=1.246), respondents moderately agree that decisions on utility relocation were made on time. The relativity high SD of 1.246 indicates substantial variation, meaning that some projects handled utility relocation efficiently while others experienced delays.

The mean score of 3.63 (SD=1.371) reflects moderate agreement that the client's decision-making authority was clearly defined. The high SD of 1.371 suggests wide differences in how clearly client roles are structures from one project to another.

Respondents strongly agreed with a mean of 4.00 (SD=1.233) that consultant decision -making roles were clearly defined. The SD of 1.237 again indicates variability, meaning the clarity of Contractor's decision roles is inconsistent across different projects.

This item recorded the lowest agreement, with a mean of 2.41(SD-1.268). respondents generally disagreed that delays by external stakeholders significantly affected construction progress. However, the SD of 1.268 shows considerable variation, indicating that in some projects external stakeholders do cause delays, while in others they do not.

The mean score of 3.75 (SD=0.935) indicates agreement that conflicts between public authorities and communities were managed effectively. The relatively low SD of 0.935 shows consistent responses among participants.

With the highest mean in the group, 4.02(SD= 0.927), respondents strongly agree that stakeholder participation enhanced the effectiveness of project decisions. The relatively low SD of 0.927 indicates consistent agreement across respondents.

4.4.4. Descriptive Statistics of Project Performance

Table 7 Descriptive Statistics of Project Performance

	N	Mean	Std. Deviation
The corridor road project was completed within the planned schedule.	51	3.80	1.357

The project was completed within the approved budget.	51	3.57	1.360
The completed road meets the required technical and quality standard.	51	3.55	1.254
Traffic flow, road safety, and aesthetic improved after project completion.	51	4.41	.779
Stakeholder satisfaction with the corridor road project was successful.	51	4.04	.937
Overall performance of the corridor road project was successful.	51	4.10	1.005

Source: Own survey 2026

This section presents respondents' perceptions of the performance of the corridor road project in terms of the schedule, budget, quality, outcomes, stakeholder satisfaction, and overall success. Each item is understood using the Mean and Standard Deviation values provided.

A mean rating of 3.80 (standard deviation = 1.357) shows that there is moderate agreement on whether the project was implemented according to schedule. However, a relatively large standard deviation of 1.357 shows a wide range of responses from the respondents, indicating that although certain aspects of the project were on schedule, other aspects might have lagged behind.

The mean rating of 3.57 (standard deviation = 1.360) means there is moderate agreement that the project was completed within the budget. There is a large standard deviation of 1.360, showing significant variations among the responses of the respondents.

A moderate level of satisfaction about meeting technical and quality requirements is demonstrated by a score of 3.55 (SD = 1.254). The standard deviation of 1.254 suggests some degree of dispersion in quality performance depending on different sections of the project.

One of the findings is provided by a high score of 4.41 (SD = 0.779). This means that respondents agree traffic performance, road safety, and aesthetics of the project have significantly improved. Consistency in satisfaction about these improvements is confirmed by a low standard deviation of 0.779.

The mean value of 4.04 (SD = 0.937) represents consensus regarding the general satisfaction level of the stakeholders regarding project results. The SD of 0.937 represents moderate variance, signifying that stakeholder satisfaction can vary slightly from group to group.

Overall project performance was evaluated as good, with mean value of 4.10 (SD = 1.005). It signifies a strong consensus among respondents about the success of the project. Moderately

high SD (1.005) implies that there can be some reservations about the project success among respondents.

4.5. Correlation Analysis

A correlation refers to a quantifiable relationship between two variables, and the statistic that provides an index of that relationship is called a correlation coefficient r, which is a measure of the relationship between two intervals or ratio variables. Any score from +0.5 to + 1 indicates a strong positive correlation. Any score from -0.5 to – 1 indicates a strong negative correlation, whereas a score of 0 indicates that there is no correlation or relationship between the two variables. Hence, in the correlation analysis was used to examine the relationship between stakeholder engagement and project performance as shown below.

Table 8 Correlation Matrix

Correlation					
		Stakeholder identification	**Stakeholder communication**	**Stakeholder decision making**	**Project performance**
Stakeholder identification	Pearson correlation	1			
	Sig. (2-tailed)				
	N	51			
Stakeholder communication	Pearson correlation	.138	1		
	Sig. (2-tailed)	.135			
	N	51	51		
Stakeholder decision making	Pearson correlation	.264**	.188**	1	
	Sig. (2-tailed)	.009	.005		
	N	51	51	51	
Project performance	Pearson correlation	.671**	.129	.452**	1
	Sig. (2-tailed)	.000	.367	.001	
	N	51	51	51	51

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

Survey: Own survey 2026

This section presents the Pearson correlation analysis to examine the relationship between stakeholder identification, stakeholder communication, stakeholder decision making, and project performance in corridor road projects.

Stakeholder identification and project performance $r = 0.671$, $p < 0.01$. There is a strong, positive, and statistically significant correlation between stakeholder identification and project performance. It shows that projects where stakeholders are identified adequately perform better overall. Studies by Flyvbjerg et al. (2003); Enshassi et al. (2009) have shown that the early and proper identification of stakeholders helps prevent conflicts, delays, and excessive costs. The theoretical basis for the result is the stakeholder theory developed by Freeman (1984). According to the stakeholder theory by Freeman (1984), it is important to identify all those who have some legitimate interest in the project. This makes sure that all interests are taken into consideration, there are no conflicts, resources are allocated effectively, and the objective of the project matches stakeholder needs.

Communication with stakeholders and Project Performance $r = 0.129$, $p = 0.367$. There is a week positive relationship between communication with stakeholders and project performance. The relationship is not statistically significant. This implies that communication alone is not the key determinant of project performance. Research findings show that communication supports decision making instead of having direct effect on project performance (Zwikael et al., 2005; Alzahrani & Emsley, 2013). From the theoretical perspective, communication acts as a supportive tool for engagement and decision-making among stakeholders. According to Bourne and Walker (2005), communication increases clarity, minimizes misunderstanding, and facilitates decision-making; however, it must be managed through structured interaction to influence project outcomes. This is consistent with the present finding that communication serves better as a supportive factor.

Stakeholder Decision Making and Project Performance $r = 0.452$, $p < 0.01$. Stakeholder-inclusive decision making has a moderate, positive, and significant correlation with project performance. This implies that projects where stakeholders are actively involved in decisions, such as utility

relocation, tend to perform better. An empirical study (Turner and Zolin, 2012; Ika et al., 2012) highlight those participatory decision-making increases alignment, reduces risks, and enhances outcomes. Theoretical frameworks on collaborative governance also emphasize the importance of decision-making inclusion for successful project delivery. Collaborative governance and participatory project management frameworks assert that involving stakeholders in decisions fosters ownership, reduces resistance, and improves alignment with project goals. The moderate correlation in this study confirms that decision making is a key driver of project performance, though less influential than initial stakeholder identification.

The correlations among the independent variables themselves are relatively low and non-significant, suggesting the absence of multicollinearity issues. Overall, the findings confirm that stakeholder identification, stakeholder communication, stakeholder decision making are important factors associated with project performance and are suitable for inclusion in subsequent regression analysis.

4.6. Regression Analysis

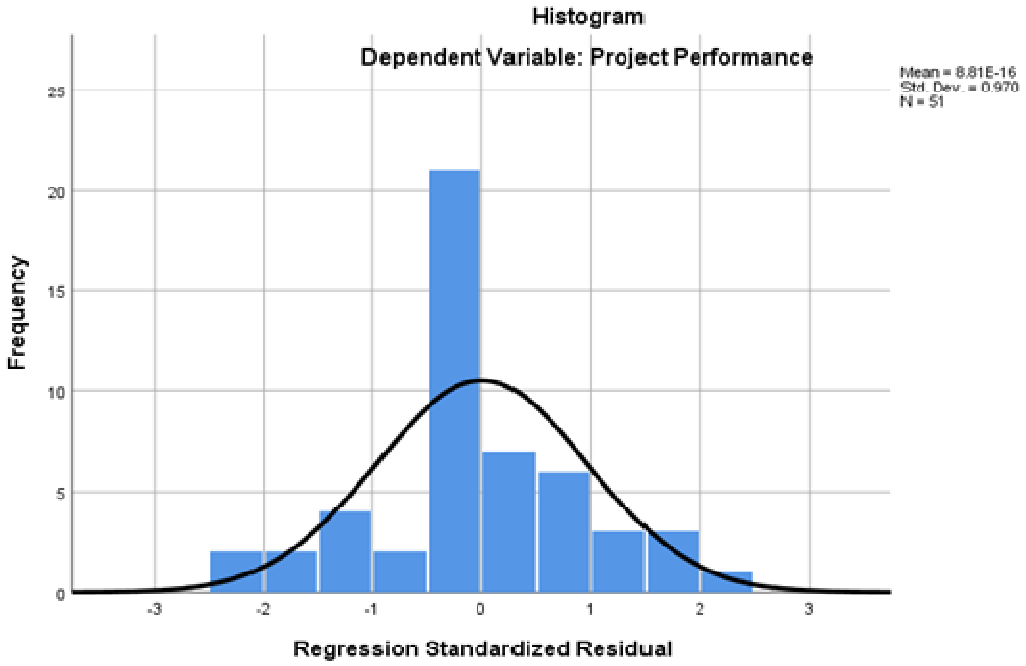
According to Gujirat (2001), in the classical linear regression model it is essential to test the classical linear regression model assumptions in order to maintain the data validity and robustness of the regressed result of the research. As the result, this study has tested the following classical linear regression model assumptions.

4.6.1. Normality and Linearity

When analyzing data using SPSS, it is important to check for normality of the distribution of the dependent variable and the residuals to ensure that the assumptions of the statistical tests are being met. A symmetric bell-shaped histogram indicates that the distribution is centered around its mean. Which is equal to zero in this case if the distribution is evenly distributed around zero, then this suggests that there is no evidence of systematic bias in the data.

If the residuals are normally distributed, the histogram should be bell-shaped (Bryman, 1988). Therefore, from the below figure, the histogram is bell-shaped; this implies that the residuals are normally distributed. Hence, the normality assumption is fulfilled.

Figure 3 Histogram Plot of Regression Standardized Residual

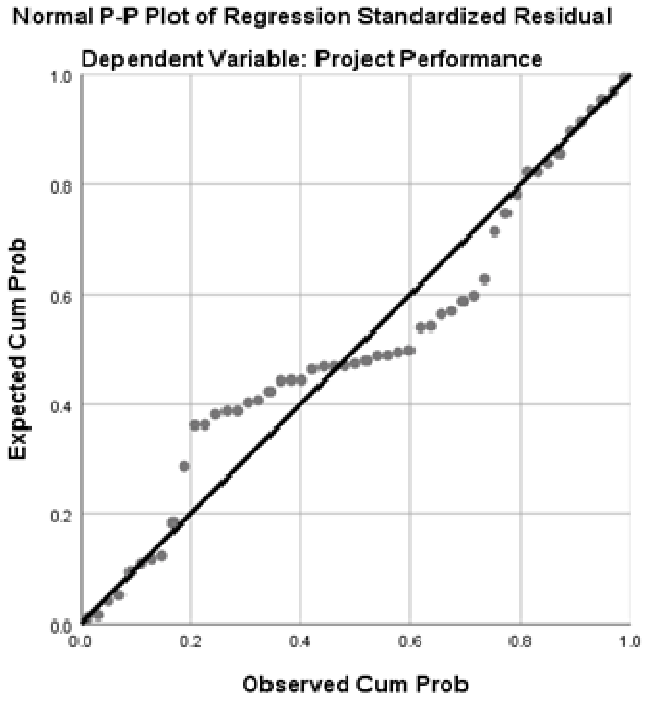


Source: Own survey 2026

The histogram shows the standardized residuals of the dependent variable with a superimposed normal curve. Most of the residuals are clustered around 0, and the histogram is roughly bell-shaped, although there is some slight skew to the left. The spread appears symmetric around the mean, and there are no extreme outliers beyond ± 3. The distribution is approximately normal. In regression analysis, this is generally considered acceptable for normality of residuals. Small deviations from perfect symmetry are typical in real data and usually do not violate the normality assumption significantly. Conclusion: the residuals are approximately normally distributed, so you can proceed with linear regression assumptions being reasonably satisfied.

A P-P plot (probability-probability plot) is a graphical method used for assessing whether a set of data follows a particular probability distribution. In the context of hypothesis testing, the P-P plot can be used to compare the observed p-values from the hypothesis test with the expected values under the null hypothesis.

Figure 4 Normal P-P Plot of regression Standardized residual



Source: Own Survey 2026

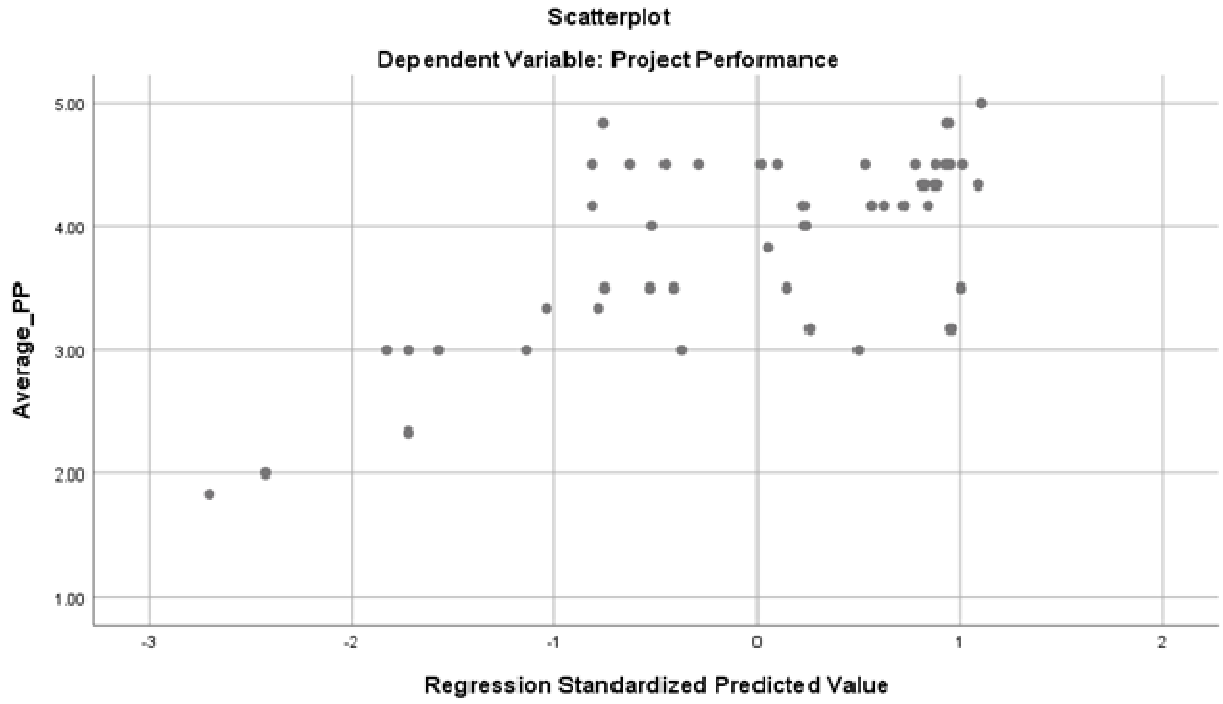
The Normal P-P plot compares the observed cumulative probability of the residuals against the expected cumulative probability if the residuals were perfectly normally distributed. Each dot represents a residual. The diagonal line represents perfect normality. Dots that fall close to the diagonal line indicate that the residuals are approximately normally distributed. Large deviations from the line indicate non-normality. Most of the dots fall close to the diagonal line, with minor deviations in the middle section. There are no visible extreme deviations or shapes (such as S-shape curves).

These residuals follow the normal distribution to a great extent; hence, the normality assumption is supported. Minor deviations in the middle are common for datasets in practical cases.

Homoscedasticity

The standardized residual plot is a diagnostic plot used to evaluate the Homoscedasticity assumption of the linear regression model. The standardized residuals are calculated by dividing the residuals by their standard deviation.

Figure 5 Scatter Plot



Source: Own survey 2026

The scatter plot represents the relationship between the Regression Standardized residual and the Regression Standardized /Predicted Value for the dependent variable, project performance. The scatter plot is a graphical representation that uses dots to represent the values obtained for two different variables in this case, the regression Standardized residual and the regression Standardized /Predicted Value. Data points are scattered across the plot with no clear pattern or trend visible. This suggests that there might be no correlation, or a very weak correlation, between the regression Standardized Residual and the Regression Standardized /Predicted Value. The dependent variable for this analysis is project performance, as indicated at the top of the plot.

4.6.2. Autocorrelation assumptions Test

The Durbin Watson statistic is a number that tests for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistician ways between 0 and 4. Values approaching 0 indicate positive autocorrelation and values toward 4 indicate negative

autocorrelation (Bryman, 1988). The table below indicates that the value of Durbin Watson statistic result is 2.133. Thus, the study has tested for assumption of Autocorrelation and there is no Autocorrelation from the indicated results. Hence, the Autocorrelation assumption is fulfilled.

4.6.3. Multicollinearity

Multicollinearity occurs when two or more of the independent variables are highly correlated that certain mathematical operations are impossible. The correlation between independent variables was such that multicollinearity is not a concern because multicollinearity will be created when results of the correlation coefficients are above 0.80 and to be considered very high (Hair et al., 2006). However, there are two general procedures for assessing collinearity, including tolerance and Variance Inflation Factor (VIF) (Pallant, 2007). The data will be absence of multicollinearity while VIF is less than 10, and tolerance value of greater than 0.10 but less than one (Robert Ho, 2006). Accordingly, as indicated in the table below, the collinearity statistics analysis of variance inflation factors (VIF) value ranges from 1.15 to 1.331 and the tolerance value ranging with 0.751 to 0.868. Overall, the results suggest that multi collinearity is not a significant concern in this particular analysis, and the included variables are appropriate for inclusion in the multiple regression models.

Table 9 Multicollinearity

		Tolerance	VIF
1	(Constant)		
	Stakeholder identification	.868	1.153
	Stakeholder communication	.850	1.177
	Stakeholder decision-making	.751	1.331

Source: Own survey 2026

4.6.4. Model Summary

Multiple regression analysis was employed to examine the effects of stakeholder engagements on projects performance. Multiple regression analysis was conducted to examine the influence of stakeholder identification, stakeholder communication, and stakeholder decision-making on project performance. The results of the model summary are presented in 10.

Table 10 Model Summary

Model Summary[b]					
Model	R	R Square	Adjusted R	Std. Error of the Estimate	Durbin-Watson
1	.708[a]	.502	.470	.54387	2.186
a. Predictors: (Constant), stakeholder identification, stakeholder communication, stakeholder decision-making					
b. Dependent Variable: Project performance					

Source: Own survey 2026

Based on the results presented in the model, the R value was found to be 0.708, showing a high positive correlation between the independent variables and the project performance. The R2 value is 0.502, which means that the amount of variability in the dependent variable, i.e., project performance, that can be attributed to the independent variables is 50.2%. Adjusting the R2 value according to the number of predictors gives an Adjusted R2 value of 0.470, showing the proportion of variability in the dependent variable due to the independent variables as 47%.

The standard error of the estimate (0.544) implies that the mean difference between the actual data and the one estimated using the model is fairly low, implying good predictive power. Furthermore, the value of the Durbin Watson test statistic (2.186) is fairly near to the optimal value of 2, which means that the errors in the regression analysis are independent of each other.

Theoretically speaking, the empirical results support the Stakeholder Theory of Freeman (1984). According to the theory, stakeholder management is an important component for attaining organizational objectives. In this context, stakeholder identification helps project managers identify the interested parties, so that their concerns are taken into consideration. Communication with stakeholders ensures effective flow of information among project team members and stakeholders, minimizing the chances of miscommunication. Decision making by stakeholders involves the participation of important stakeholders in decision-making processes in the project to encourage ownership of the project goals. The positive correlation between project performance and stakeholder management practices confirms these theoretical arguments.

These theoretical propositions have been supported by empirical research as well. For example, according to Bourne (2015), projects that employ a formal process of stakeholder identification

exhibit superior time and cost performance. Yang, Huang, and Wu (2011) proved that systematic stakeholder communication positively affects the quality of project outcomes and risk management. Stakeholder involvement in decision-making was stressed by Olander and Landin (2005) as an effective way of increasing acceptance and reducing resistance to change.

Consistent with these results, this research shows that stakeholder identification, communication, and decision-making are essential elements in project success, explaining almost fifty percent of variance in outcomes.

4.6.5. Analysis of Variance (ANOVA) or F-Test

The output from the ANOVA analysis on the regression analysis regarding the impact of stakeholder identification, stakeholder communication, and stakeholder decision-making on project performance is shown in table 11 below.

Table 11 ANOVA Table

ANOVA[a]						
Model		Sum of squares	df	Mean Square	F	Sig.
1	Regression	14.006	3	4.669	15.783	.000[b]
	Residual	13.902	47	.296		
	Total	27.908	50			
a. Dependent variable: project performance						
b. Predictors: (Constant), stakeholder identification, stakeholder communication, stakeholder decision-making						

Source: Own survey 2026

The analysis of variance (ANOVA) tests for significance of the entire regression model. In the current study, with an F-statistic value of 15.781, the corresponding probability of 0.000 shows the regression model to be statistically significant at the 0.01 level. This means that the interaction between stakeholder identification, communication, and decision-making significantly predicts project performance.

The ratio of the mean square for regression to the mean square for residuals, 4.669 versus 0.296, suggests that the regression variance is much higher than the error variance.

4.6.6. The Regression Coefficient

This study intends to identify the most contributing independent variable in the prediction of the dependent variable. Thus, the strength of each predictor (independent variable) influencing the criterion (dependent variable) can be investigated via a standardized Beta coefficient. The regression coefficient explains the average amount of change in the dependent variable that is caused by a unit change in the independent variable. The longer value of Bata coefficient an independent variable contains, being the more support to the independent variable as the more important determinant in predicting the dependent variable.

The regression coefficient of the model examining the effects of stakeholder identification, stakeholder communication, and stakeholder decision-making on project performance are presented in table 12.

Table 12 Coefficients of Regression Analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.003	.698		1.438	.000
	Stakeholder identification	.585	.111	.583	5.278	.000
	Stakeholder communication	-.093	.200	-.052	-.466	.643
	Stakeholder decision-making	.271	.124	.260	2.186	.034
a. Dependent Variable: project Performance						

Source: Own survey 2026

Stakeholder identification (B = 0.585, p = 0.000) Stakeholder identification has a positive and statistically significant effect on project performance. This indicates that for every unit increase in effective stakeholder identification, project performance increases by 0.585 units, holding other factors constant. The standardized coefficient (Beta = 0.583) suggests that stakeholder identification is the strongest predictor of project performance among the three variables.

Identification of Stakeholders Identification of stakeholders is important since through the identification of all stakeholders, their expectations are catered for and risks avoided. This makes projects more successful (Bourne, 2015). Projects that have the best identification of stakeholders always yield better results (Bourne and Walker, 2005).

Stake holder Communication (B=-0.093, P=0.643) While stakeholder communication should have helped in improving project performance, its coefficient is negative and statistically insignificant. This suggests that variations in stakeholder communication were ineffective or insignificant in affecting the project performance in this study. even though stakeholder communication can be deemed crucial from a theoretical standpoint, there would be no observable impact on the same should there be poor communication practices adopted or should there be an indirect benefit to such practice where the improved satisfaction levels of stakeholders are involved instead of performance improvements for the project (Yang, Huang & Wu, 2011).

Stakeholder decision making (B = 0.271, p = 0.034) Stakeholder decision-making shows a significant positive relationship with project performance. This means that incorporating stakeholders in decision-making processes has a positive impact on project outcomes. The Beta coefficient (0.260) denotes a moderate impact relative to stakeholder identification. Stakeholder decision-making supports participatory management approaches, whereby engagement of stakeholders in critical decisions enhances accountability (Olander and Landin, 2005). Engagement of stakeholders in decision-making processes enhances project performance (Yang, Huang and Wu, 2011).

The Constant (B = 1.003, p = 0.157): the constant is the base level of project performance when all independent variables equal zero. It is not statistically significant, a common feature in social science studies where independent variables determine performance variance.

4.7. Analysis of Interview

The majority of the interviewees reported that they had been living or working in the project site for several years before the corridor project was initiated, earning their living primarily from small enterprises or rented property. During the project implementation phase, many community members faced several direct effects, such as relocation, displacement from their land, hindrances to accessing their businesses, and excessive noise and dust pollution resulting from

construction activities. The interviewees also mentioned that they were initially informed about the corridor project by Woreda or Kebele representatives while at the initial planning phase of the project. However, there were several comments suggesting that the information provided was insufficient, vague, or given very late in the process. While there were explanations about the goals of the projects – to build a smart city for example – there wasn't clarity about land acquisitions, compensation and implementation of the project.

Participation-wise, although the majority of the interviewed had attended one or two consultation meetings, they felt that their views were not taken into consideration since important decisions seemed to have been predetermined. The contribution of the community in making relocation/compensation decisions was found wanting, especially with respect to the vulnerable groups, which include women, tenants, small traders, and the elderly. Complaints from the project officials or contractors had always received either delayed responses or had been poorly attended to. Nevertheless, they all agreed that the completed road corridor had facilitated transportation and improved business flow. However, most of the community members were unhappy with the manner in which the compensation was being handled and stressed on the need for increased transparency and fairness in the process. It was highly recommended that the future corridors would take into account all of these aspects.

The findings emerging from the results of interviews reveal that projects implemented through corridors in Addis Ababa are experiencing some repetitive difficulties associated with stakeholder coordination, land acquisition, institutional capacities, and project management. These findings are highly compatible with Stakeholder theory (Freeman, 1984) that suggests that any project can succeed only through proper identification and management of diverse interests. The interviewees emphasized numerous times that stakeholder engagement is crucial for corridor projects and can be successful only when all involved parties have an understanding of the objectives and the processes involved.

The findings further prove the applicability of Project Governance Theory, where it is argued that for major infrastructural projects to be successful, there has to be an adequate role definition, accountability, and coordination systems. The interviewees pointed out weaknesses in vertical and horizontal coordination, poor decision-making processes, and ineffective monitoring

systems. This is in line with studies conducted by Yenealem (2018) in Ethiopia on the causes of project delay in road and corridor development.

Moreover, the problems associated with compensation and land acquisition are associated with institutional theory, which implies that the efficiency of the project depends on the quality of the existing laws and administrative processes. The interviewees referred to bureaucratic problems, lack of uniformity in the process of land valuation, as well as conflicts within the local population. This is consistent with findings related to corridor projects from an international perspective (ADB, 2018).

In conclusion, the performance of the Addis Ababa corridors project depends on more than just technical capabilities; it also depends on institutional harmony, stakeholders' trust, and effective governance mechanisms.

4.8. Hypothesis Testing

Table 13 Hypothesis Testing

Hypothesis	Analysis Used		Finding	Result
H1: Stakeholder identification has positive and significant relationship with project performance.	Multiple linear regression	$\beta = 0.585$; $P<0.05$	Positive and significant	Accepted
H2: Stakeholder communication has positive and significant relationship with project performance.	Multiple linear regression	$\beta = -0.093$; $P<0.05$	Negative and insignificant	Rejected
H3: Stakeholder decision-making has positive and significant relationship with project performance.	Multiple linear regression	$\beta = 0.271$; $P<0.05$	Positive and significant	Accepted

Source: Own Survey 2026

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This Chapter include the summery of the findings from the analysis and conclusions drawn from the findings of the study and also makes suggestions for future practices.

5.1. Summary

In this study, the impact of stakeholder's identification, communication, and decision making on project performance was studied. Data were gathered from 51 respondents and statistically analyzed using descriptive statistics, correlation, and multiple regression. The important findings are presented below.

Descriptive Statistics

Respondents indicated moderate to high levels of stakeholder identification , communication and decision making. Performance measures for the projects showed moderate to high results, indicating that there were good performances in the projects undertaken.

Correlation Analysis

Project performance had a positive and significant correlation with the identification of stakeholders, proving that the identification of stakeholders is directly related to success in projects.

The correlation between project performance and stakeholder communication was found to be insignificant. It can thus be said that communication alone may not impact performance.

Decision-making by stakeholders also correlated positively with the performance of a project

Regression Analysis

The regression model accounted for 50.2% of the variation in project success (Adj.R2=0.470), signifying a considerable degree of predictability.

Identification of stakeholders was revealed to be the best predictor (B=0.585, p=0.000) followed by decision-making among stakeholders (B=0.271, p=0.034).

Stakeholder communication did not prove to be a significant predictor (B=-0.093, p=0.643).

rom the above results, it is evident that effective stakeholder identification and participation in decision-making are important predictors of project success, whereas communication alone may not be a significant predictor unless coupled.

5.2. Conclusions

Based on the above findings, the following conclusion can be stated :

1. Identification of stakeholders is essential- projects that identify and understand their stakeholders have a greater likelihood of achieving success. These results support the principles of stakeholder theory (Freeman, 1984), which emphasize the need to consider all stakeholders.

2. Stakeholder Decision -making increases project performance -the involvement of stakeholders in the decision process enhances ownership, commitment and performance of a project. This results is consistent with previous studies highlighting the significance of stakeholder participation.

3. Stakeholder communication alone is not sufficient- while theoretically sound stakeholder communication was not significant in predicting project performance. This could imply that for positive impact on projects, communication needs to organized along with engagement and decision -making.

4. Integrated approach to stakeholder management matters-The results from the regression analysis reveal that stakeholder management involves more than one aspect and their integrated effect is significant in explaining project performance.

5. Results of the interview study indicate that there are multiple constraints facing the corridor projects in Addis Ababa, which have a bearing on their effectiveness. Constraints are mainly linked to stakeholder participation, institutional barriers , land acquisition problem and insufficient resources. Despite the huge investments that Ethiopia is making towards the development of transport corridors in order to foster

integration and growth, the governance mechanisms for managing such projects face several shortcomings.

However, despite all these hurdles, there were many areas that required improvement, such as increased commitment from the government and improved technical knowledge in various government departments. The corridor program can boost trade competitiveness and foster regional development- if they are backed by good governance structures stakeholder participation and efficient monitoring procedures.

Overall, the corridor initiatives in Addis Ababa qualify as high-value investments by the nation. However, to ensure their success, the institutional and stakeholder issues that have been brought out during interviews need to be rectified.

5.3. Recommendations

From the results of this research, which have indicated that stakeholder identification and decision-making are key determinants of project success, the following recommendations are suggested for governmental organizations, policymakers, and managers.

Stakeholder identification should be prioritized:

- The process of stakeholder identification should follow specific systematic steps.
- Stakeholder maps can be used to classify stakeholders by levels of influence, interest, and impact.
- **Participatory decision-making should be improved.**
- The stakeholders in an organization must be included in significant organizational decisions.
- The organization can create structures to include stakeholders in decision-making**.**.

Improve Stakeholder Communication strategically:

- Move beyond simple information sharing to strategic engagement, ensuring that communication channels promote interaction, feedback, and collaborative problem-solving.

- Integrate communication with decision-making processes to maximize its impact on performance.

Develop Integrated Stakeholder Management Policies:

- Take the task of managing stakeholders seriously as a key element of any project strategy by incorporating the process of identifying, communicating, and decision-making into one cohesive process.
- Education for project managers on stakeholder management

Strengthen Stakeholder Identification and Coordination:

- Constitute official multi-stakeholder coordinating bodies at the national, regional, and Woreda levels.
- Use standard mapping instruments to identify and evaluate all stakeholders at an early stage of the project life cycle.
- Adopt effective communication mechanisms to minimize duplication of approvals and contradictory directives.

Improve Communication and Transparency:

- Establish one central system for digital communication regarding the project.
- Conduct community consultations throughout planning, implementation, and monitoring processes

Enhance Land Acquisition and Compensation System

- Standardize land valuation methods across regions.
- Speed up compensation payments using digital payment systems.
- Provide conflict-resolution mechanisms to handle community grievances fairly.

Strengthen institutional Capacity:

- Train the members in project management, procurement process, monitoring & evaluation, and contract administration.
- Allocate sufficient budget for supervision and quality control.
- Ensure qualified experts remain assigned throughout the project life cycle.

Improve Decision-making Efficiency:

- Reduce bureaucracy through simplified approval procedures.
- Empower regional and Woreda institutions with delegated authority for routine decisions.
- Use real-time monitoring dashboards to accelerate corrective actions.

5.4. Suggestions for Future Research

Future research could focus on exploring mediating or moderating variables, including organizational culture, nature of projects, or communication quality, political pressure which may explain why only communication does not affect performance.

Future research should consider using larger samples or adopting longitudinal studies to obtain more information about stakeholder engagement and project performance.

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Annex

Appendix I-Questionnaire

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE GRADUATE STUDIES PROGRAM

Dear sir/Madam,

In order to partially fulfill the requirements for the Master of Arts in project management degree I, Tigist Tamirat, a MA candidate in Project Management at school of commerce, Addis Ababa University, am conducting this study as part of my thesis research on Effect of Stakeholder Engagement on Project Performance: in case of selected corridor project in Addis Ababa.

Your responses will be kept strictly confidential and used solely for research purpose. Participation is voluntary and you may choose to withdraw at any time. Your insights are highly valuable and we appreciate your willingness to share your experiences.

In case of any question please contact me via tigistmiracle@gmail.com or +251994305919

Thank you for your time,

With regards,

Section A: Background Information (For classification purposes only**)**

Instruction: in all cases where answer options are available please make tick mark (√) in the appropriate box here the choice is appropriate for you.

1. Gender: ☐ male ☐ Female
2. Age Group ☐<25 ☐25-34 ☐35-44 ☐45-55 ☐>55
3. Highest educational level: ☐Diploma ☐Bachelor's ☐ Master's☐ PhD
4. Roles in the project: ☐Client ☐Consultant ☐Contractor ☐ Utility Agency☐ Local Authority ☐ other(specify)
5. Years of experience in road or infrastructure projects
   ☐<5 ☐5-10 ☐11-15 ☐>15
6. Project phase involved
   ☐ planning ☐Design ☐Construction ☐operation

Section B: stakeholder identification in the project

Instructions: please indicate your level of agreement by putting tick mark (√) in the space provided under.

(1=Strongly Disagree, 2=Disagree, 3Neutral, 4=Agree, 5= Strongly Agree**)**

	1	**2**	**3**	**4**	**5**
Key stakeholders were identified					
A formal stakeholder register was prepared for the corridor road project					
Affected roadside communities and property owners were adequately identified and engaged					
Utility agencies were identified and engaged					
Stakeholder influence on land acquisition and right of way issues was clearly analyzed					
Failure to identify critical stakeholders caused delays, claims or conflicts in the corridor road project					

Section C: stakeholder Communication the project

Instructions: please indicate your level of agreement by putting tick mark (√) in the space provided under.

(1=Strongly Disagree, 2=Disagree, 3Neutral, 4=Agree, 5= Strongly Agree**)**

Item	**1**	**2**	**3**	**4**	**5**
Communication mechanism among Stakeholders (groups) were clearly defined					
Coordination meetings with utility agencies were conducted regularly					
Information related to traffic diversion was communicated effectively					

Information related to public safety was communicated effectively					
Community consultations were conducted before Construction					
Community consultations were conducted during construction					
Stakeholder communication reduced disputes related to Land Management					
Stakeholder communication reduced disputes related to utilities Management					
Inadequate communication negatively affected project cost					
Inadequate communication negatively affected project schedule					
Inadequate communication negatively affected project quality					

Section D: stakeholder Decision Making in the project

Instructions: please indicate your level of agreement by putting tick mark (√) in the space provided under.

(1=Strongly Disagree, 2=Disagree, 3Neutral, 4=Agree, 5= Strongly Agree**)**

	1	**2**	**3**	**4**	**5**
Key stakeholders were involved in decisions related to design changes and scope adjustments					
Decisions regarding utility relocation were made in timely manner					
Decision Making Authority among Client was clearly defined					
Decision Making Authority among Consultant was clearly defined					
Decision Making Authority among Contractor was clearly defined					
Delayed decisions by external stakeholders affected construction progress					

Conflicting interests between public authorities and local communities were effectively managed					
Stakeholder participation improved the effectiveness of project decisions					

Section E: Project Performance of Corridor Road project

Instructions: please indicate your level of agreement by putting tick mark (√) in the space provided under.

(1=Strongly Disagree, 2=Disagree, 3Neutral, 4=Agree, 5= Strongly Agree**)**

	1	**2**	**3**	**4**	**5**
The corridor road project was completed within the planned schedule					
The project was completed within the approved budget					
The completed road meets the required technical and quality standard					
Traffic flow, road safety and aesthetic improved after project completion					
Stakeholder Satisfaction with the Corridor road project was successful					
Overall performance of the corridor road project was successful					

Section F: Open-Ended Questions (Optional)

1. What stakeholder related challenges most affected the corridor road project?
2. What improvements are needed in stakeholder decision –making for future corridor road projects?

Appendix II-Interview Guide

ክፍል ሀ ፡ ዳራ መረጃ

1. የኮሪደሩ ፕሮጀክት ከመጀመሩ በፊት በዚህ አካባቢ ምን ያህል ጊዜ ኖረዋል ወይም ሠርተዋል?
2. ከፕሮጀክቱ በፊት ዋና መተዳደሪያዎ ምን ነበር (ለምሳሌ፡ ንግድ፡ ስራ፡ የኪራይ ንብረት)?
3. እርስዎ በፕሮጀክቱ በቀጥታ ተጎድተው ነበር (ለምሳሌ፣ ወደ ሌላ ቦታ መቀየር፣ መሬት መጥፋት፣ የንግድ መዳረሻ ማጣት፣ ጫጫታ፣ አቧራ)?

ክፍል ለ፡ ግንዛቤ እና መረጃ መጋራት (ግንኙነት)

1. ስለ ኮሪደሩ ፕሮጀክት ለመጀመሪያ ጊዜ የሰሙት መቼ ነበር?
2. ስለ ፕሮጀክቱ (ስብሰባዎች, ማስታወቂያዎች) መረጃ እንዴት ተቀበሉ?
3. የፕሮጀክቱ ዓላማዎች እና ተግባራት በግልፅ ተብራርተውልዎታል? እባክዎን ያብራሩ።
4. ስለፕሮጀክት ሂደት ወይም ስለመጪ እንቅስቃሴዎች ምን ያህል ጊዜ ተነግሮዎታል?
5. ጥያቄዎች ወይም ቅሬታዎች ካሉዎት ማንን እንደሚያነጋግሩ ያውቃሉ?

ክፍል ሐ፡ ተሳትፎ እና ምክክር (የባለድርሻ አካላት ተሳትፎ)

1. ከፕሮጀክቱ በፊት ወይም በስራ ወቅት ወደ ማናቸውም ስብሰባዎች ወይም ምክክር ተጋብዘው ነበር?

   አዎ ከሆነ፣ አስተያየትዎ ወይም ሀሳቦት እንደተሰሙ ተሰምቷችኋል? ለምን ?
2. የማህበረሰቡ አባላት ወደ ሌላ ቦታ ከመዛወር፣ ከካሳ ክፍያ ጋር በተያያዙ ውሳኔዎች ውስጥ ተሳትፈዋል?
3. በእርስዎ አስተያየት ፕሮጀክቱ የተጋላጭ ቡድኖችን (አረጋውያን፣ ሴቶች፣ ትናንሽ ነጋዴዎች፣ ተከራዮች) ፍላጎት ግምት ውስጥ አስገብቷል?
4. ቅሬታዎች በፕሮጀክት ባለስልጣናት ወይም በኮንትራክተሮች እንዴት ተስተናገዱ?
5. በአጠቃላይ፣ በፕሮጀክቱ ውጤት ምን ያህል ረክተዋል?