



**IMPACT OF PROJECT STAKEHOLDERS PARTICIPATION
FOR PROJECT SUCCESS:
IN THE CASE OF MEKDELA AMBA UNIVERSITY FIRST PHASE
CONSTRUCTION PROJECTS**

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June, 2023

Addis Ababa, Ethiopia

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**A Research Project Submitted to Addis Ababa University
School of Commerce in Partial Fulfillment of the Requirements for the Award of
Masters of Arts Degree in
Project Management**

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Declaration

I **Biruk Getachew Tibebu** declare that this thesis is my original work and it is the result of my effort prepared under the advice of Abraraw C. (Ph.D.). The entire sources of material used for the study were duly acknowledged. This research has not been submitted for any degree in part or full in this university or any other higher institutions, rather it is presented for the partial fulfillment of Master's degree in Project Management.

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Date: _____

Certification

This is to certify that the project work entitled “IMPACT OF PROJECT STAKEHOLDERS PARTICPATION FOR PROJECT SUCCESS: IN THE CASE OF MEKDELA AMBA UNIVERSITY FIRST PHASE CONSTRUCTION PROJECT” and submitted to Addis Ababa University School of Commerce in partial fulfillment of the requirements for the award of Masters of Arts Degree in Project Management compiles with the regulations of the university and meets the accepted standards with respect to originality and quality.

Biruk Getachew

APPROVED BY BOARD OF EXAMINERS

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_____	_____	_____
Advisor	Signature	Date

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Acronyms and List of Abbreviations

SM=Stakeholder Management

PSS=Project Success

PS= Project Sponsors/ Client

PC= Project Consultant

PCo= Project Contractors

LC= Local Community

Ei= error items

HR= Human Resource

PMBOK= Project Management Body of Knowledge

AAU= Addis Ababa University

ANOVA= Analysis of Variance

VIF= Variance Inflation Factor

Std. D. = Standard Deviation

Sig. = Significance

Abstract

In this study, project success was measured by the traditional iron triangle of project success criteria's: quality, time, cost, and customer satisfaction. The main objectives of this study was to identify the impact of project stakeholder's participation on project success in the case of Mekdela Amba university first phase construction projects. The study design used for paper was explorative research design with quantitative research approach. The target population in this study were professional from client, consultant, contractors and local community representatives whom took part on the implementation of the different construction projects. Because the study population number was manageable, every stakeholder's group representatives were participated in this study. The liker scale questionnaires were administrated in hard copy to reach the study population to collect the required data. From the collected data, Descriptive statistics, correlation and regression analysis were conducted by using SPSS version 26 to analyze data and to present the findings of the study.

The findings of this study reveals that every project stakeholder's participation had significant impact on the success of the first phase construction projects on the Mekdela Amba University. Furthermore, the regression model implies that each project stakeholder group has positive and significant relationship with the dependent variable of project success. Meanwhile, the findings reveal that a strong correlation exists between active stakeholder participation and project success, wherein higher levels of engagement lead to improved project outcomes. The research identified several key drivers of effective stakeholder participation, including clear communication, shared decision-making, and consistent alignment of interests amongst all parties.

In conclusion, the research highlights the critical role that stakeholder participation plays in driving project success. The proposed framework provides a practical guide for project managers and organizations to enhance stakeholder engagement, ultimately leading to more successful project outcomes.

Key words: - project stakeholders, project success, project success criteria, iron-triangle

Chapter One

Introduction

This chapter discuss main issues related to the research topic which is project stakeholder participation for project success.in this chapter, the following issues presented in form of background of the study, statement of the problem, objective of the study, the research question, scope of the study, significance and limitation of the study,

1.1. Background of the study

Ethiopia now has a rather significant infrastructure development program, and it is increasing quicker. Among the significant construction works to be mentioned are the third generation universities construction projects, highways, suspension bridges, hydroelectric power generation dams, medium to large irrigation projects and so on. The quality and standards of design, construction and the participation of project stakeholders are critical to the effective completion of any given projects (Abebe, 2000).

The discipline of civil engineering construction projects has focused on the process of planning and managing the numerous intricate tasks required to complete a project. In projects in which they are involved, various stakeholders have varying degrees and types of investments and interests (Atkin and Skitmore, 2008). Stakeholders play a significant role in the completion of the tasks in almost every project today. The stakeholder's actions and decisions frequently have a critical impact on the project (Karlsen, 2002).

In order to better understand the possible impact of stakeholders on the construction projects, it is crucial to identify them and map out their interests, level of power and influence. Suitable measures can then be developed and implemented in order to use their influence in order to bring maximum positive output while reducing the downside influence. This turns into a significant risk-management concern for project managers. Because construction stakeholders have the means and ability to halt projects, failure to recognize this has resulted in countless project failures. Boston and Walker (2005).

Construction project stakeholders' complex interactions and connections with one another may have an impact on how successfully the project is completed overall. Additionally, the efficient management of all stakeholders throughout the project's life cycle has been linked to the success of a project (Bourne and Walker, 2005).

The traditional standards by which project success is measured, namely cost, quality, and time, have evolved over time to encompass a broader scope that includes macro and micro perspectives, reduced conflicts and disputes, a positive working environment and ensuring stakeholder satisfaction. This evolution has been noted by several researchers including Cookie-Davies in 2002 and Low and Chuan in 2006.

(Olander and Landin, 2008; Bourne, 2005) have conducted research that indicates that project failures are often a result of poor stakeholder management, either due to the absence of stakeholder engagement or inadequate stakeholder management throughout the project lifecycle. Therefore, effective engagement and management of stakeholders is crucial for achieving project success.

In general, poor or no work and scope specification, insufficient resource allocation, harsh regulatory protocols, and unfavorable community response and other Numerous factors are identified as causes of project failure, and many of them are attributed to inadequate stakeholder management, such as the failure to involve stakeholders from an early stage and consider their interests, which are essential for accurately defining the project's scope and objectives. This might also assist to prevent unfavorable community reactions to the project. Unless properly executed, it is impossible to successfully complete a project with fewer stakeholders involved.

Even if, there are many construction projects being undertaken by the government or private sector. This paper only focuses on Mekdela Amba University's first-phase construction projects. The university has been implementing many projects for the last seven years, starting in 2008. In 2008, the university completed three phases of construction that were necessary to accept the first fresh graduates, and many more are still under construction to make the institution fully functional. This ideal condition of the university project created an opportunity for the researcher to assess the impact of stakeholder participation on the project's success.

1.2. Background of the Organization

There are different stakeholder's takes part on the construction of Mekdela Amba University. For the case of this study, the researcher mainly focus on primary stakeholder those directly involves on the project.

Contractors

During, the first phase of Mekdela Amba university construction period there were ten contractors involved in the construction. The contractors awarded the projects by the invitation of Ministry of Education based on unit rate contract type.

This contractors which took part at Tulu Awliya campus are Mulugeta Abebe B.C, Niguse Werke B.C, Equator Engineering PLC, Yesuf Abera B.C, Mohammed Abbas G.C, Solomon Ali B.C, Getachew Atsebeha B.C, Asnakew Tsehay B.C, Yosef Berhe B.C and Sinai construction. This contractor was picked based on their prior work on other government-owned projects, with the customer expecting superior performance on the particular project's execution.

The contractor built different type of blocks as per there contract, which summarized on the table below.

Table 1: List of Contractors worked on the first-phase

No	Name of the Contractors	Type of building	Estimated Contract amount (Birr)	Contract Period (Days)
1	Mulugeta Abebe B.C	Student Dormitory	21,250,564.34	300 days
2	Niguse Werke B.C	Main Laboratory	23,000,000	300 days
3	Equator Engineering PLC	Student Dormitory	27,128,553.08	300 days
4	Yesuf Abera B.C	Kitchen and Store	7,172,125.78 & 3,311,182.98	300 days
5	Mohammed Abbas G.C	Student Dormitory	21,345,130.57	300 days
6	Solomon Ali B.C	Commercial center & Student Dining	6,548,963.23 & 6,866,963.23	300 days
7	Getachew Atsebeha B.C	Main Library	32,560,456.21	300 days

8	Asnakew Tsehay B.C	Two Admiration Blocks & Teachers Cafe	8,228,426.07 & 4,896,789.54	300 days
9	Yosef Berhe B.C	Class Room & Student Cafe	16,221,849.32 & 3,826,044.66	300 days
10	Sinai construction	Mini Laboratory & Seminal Block	11,560,458 & 15,306,857.17	300 days
11	Equator Engineering PLC	Tulu Awliya Campus infrastructure work	182,526,560.23	760 days

Consultant

At the beginning, the consultant of the project was Misganaw Alem Engineering Consultancy. Due to underperformances on the execution of the project. The contract terminated by the client and handed over to Amhara Road & Building Design & Construction Supervision Works Enterprise by competitive bidding.

Client

Mekdela Amba University is situated in a town called Tulu Awulia, 58 km south of the historical place called Mekdela Amba, South Wollo Zone, Amhara Region. It is 80 km west of the zonal town Dessie. The university has 2 campuses, one in Tulu Awulia and the other in Mekane Selam, about 100 km's from the main campus.

It was established because of the government's commitment towards the expansion of quality higher education with a reasonable distribution of higher education in the country. Based on these organizing principles, the foundation stone of the university was laid on 23 Feb, 2015 G.C by his Excellency Mr. Demeke Mekonen, the Deputy Prime Minister of the F.D.R.E., and his Excellency Mr. Shiferawu Shigutie, the former Minister of Ministry of Education of the F.D.R.E. The

university is one of the 11 4th generation universities which Ethiopia has planned to make operational in the 2nd GTP.

Thereafter, the construction of the university was started on a total land area of 340 hectares (200 hectares in Tulu Awulia and 140 hectares in Mekane Selam) which was given by the Legambo Woreda. Tenta and Mekane Selam City administration respectively. (Source: MAU webpage)

Local Community and Administrator

The local community mainly lives agrarian way of life. The community expected the university project gives job opportunity to generate more income to feed their family. Since, Tulu Awliya campus located deep in the northern Ethiopia mountain chain system with the altitude of more than 3100m a.s.l life is very hard for the majority of the residents in this area.

Due to over population and low soil fertility many young's fled to urban areas and Middle East for a better work opportunity. With this project the community expected to fulfill their demand in many ways. For example the community wants to get job opportunity, knowledge transfer, expansion of infrastructure in their zone city and many more.

Therefore, the community and local admiralties participating in the project as primary stakeholder. This attracts the researcher to investigate their active participation and concede impact on the project success.

1.3. Problem statement

Stakeholder's participation is fundamental element for any given project. In many project management books, stakeholders defined as any individual or group who have interest or would be affected by the outcomes of the project. Participating stakeholders throughout the projects life cycle means engaging them in decision-making, communicating with them, and keeping them informed of the project's progress. This involvement can take many forms, ranging from feedback to consultation and collaboration.

The active involvement of stakeholders enhances the quality of project requirements, reduces resistance to change, and increases stakeholder commitment to the project. Without stakeholder

participation, project teams may encounter difficulties in understanding stakeholder needs and requirements, which may lead to delays, cost overruns, and even project failure.

Researchers have extensively studied and documented the importance of stakeholder participation in project success. Effective stakeholder involvement can lead to better project outcomes, such as improved quality, timely completion, increased stakeholder satisfaction, and reduced risks. Involving stakeholders can also enhance project transparency, accountability, and governance.

Research conducted by (Olander, S. 2007) concludes Stakeholder participation fosters better relationships among stakeholders, project teams, and other stakeholders, resulting in more effective collaboration and communication. Countless studies suggest that engaging stakeholders leads to reduced project conflicts, increased satisfaction, and project success rates.

By including stakeholders at the outset and throughout the project, the risk of project failure due to stakeholders can be decreased. Therefore, because it is influenced by, among other things, ensuring a smooth administration of the project and meeting the stakeholders' expectations, the construction project team needs to have good stakeholder management skills in order to successfully complete projects (Cleland, 1995).

Despite the importance of stakeholder participation in project success, there is limited research to explore the relationship between the impact of stakeholder's participation and project success. There are needs by government and other fund organization to investigate how the stakeholder participation affect the outcomes of projects in terms of pre-stated success criteria such as achieving project objectives, delivering high-quality outputs, and fulfilling stakeholder expectations. The majority of the research done in Ethiopia also concentrated on evaluating stakeholder management techniques rather than examining the link between stakeholders' participation and project success.

In addition, previous studies have not examined the impact of different types of stakeholders, such as project sponsors, end-users, and team members, on project success. There is also a lack of understanding of the factors that enable or hinder stakeholder participation in project activities

Therefore, this research aims to explore the significance and tangible impacts of stakeholder participation in project success. It will focus on examining the impact of stakeholder's participation by categorizing stakeholders into four main groups to assess their impact on the outs

of the project. Also the research investigate the perception of stakeholders on the project accomplishments by using PSC model.

The paper's overall goal is to add to the body of knowledge on stakeholder participation while also offering project managers, organizations, and policymaker's helpful insights to enhance project outcomes. This study will deepen our understanding of stakeholder involvement and its bearing on project success by bridging the theoretical and practical divides.

1.4. Research question

This section is the most crucial part of any research, the question formulated by the research would decide mainly how the conceptual frame work establish, research methodology designed and research model formulated.

Generally, Saunders et al.(2009) argue that the clarity of the study questions affects how easily a coherent set of conclusions may be made from the data gathered. In order to fully concentrate on the study, it is also critical to design a research question that the researcher is interested in.

The research focus on stakeholder's participation for project success in the case of Mekdela Amba university construction projects which are completed and under-construction during the first phase of construction period.

The main question that inspired the researcher to start working on this study is:

- *What is the impact of stakeholder participation on the success of university first phase construction projects?*

The sub research questions are as follows:

- *What is the impact of the project sponsor participation on the project success?*
- *What is the impact of the project consultant participation on the project success?*
- *What is the impact of the project contactors participation on the project success?*
- *What is the impact of the local community participation on the project success?*

1.5. Objective of Study

1.5.1. General objective

The general objective of this research is to assess the impact of project stakeholder's participation on the success of first phase construction projects in the case of Mekdela Amba university construction project.

The goal of this study is to Understanding the function of stakeholder involvement and how their contributions impact the accomplishment of the construction project. Additionally, the study will look into how different group of construction project stakeholder's participation influenced the project's success.

1.5.2. Specific objectives

- ✓ To assess how stakeholder's participation affects the success of the project.
- ✓ To assess the perception of project stakeholder about the outcomes of the project in terms of success.
- ✓ To determine types of participation by each group of stakeholders, in the life cycle of the project and their significance on the project success.
- ✓ To compare the importance of stakeholder participation in construction projects from stakeholders' theory.

1.6. Significant of the study

The findings of this paper will have the following inputs for the next phases of the university: it will help to gain deep insight on the impact of project stakeholder participation in project success and their contribution.

From the project management body of knowledge, stakeholder management is one of the critical element for the successful management practice to accomplish any given project successfully under its success criteria and performance indicators by engaging stakeholders throughout the project lifecycle.

The findings will be pertinent in that they will expand on the body of knowledge already known about stakeholder management theories and models and their applicability to day-to-day project implementation, particularly by project managers for a better understanding of the effect and significant of stakeholder participation for the successful completion of projects.

In particular, the study findings benefit the project management team and other stakeholders at Mekdela Amba university construction project by referencing their current project management practice regarding stakeholder management in the construction process and correcting their course of action according to the study assessment results.

1.7. Scope of the study

As we all know, project management has ten major body of knowledge. However, this study particularly focus on one of the critical element in construction sector which is stakeholder management.

This research is demarcated project stakeholders into four main group (contractors, consultants, local community and clients) involved in the development of the Mekdela Amba university project. This research primary focus on the impact of the university project stakeholders participation that includes contractor project engineers/project managers, consultant resident engineers/assistance engineers, client project coordinators, and other stakeholders such as local community and regional administrators to the project success.

1.8. Limitation of the study

It is accepted that the study has the following limitations, even if the university is still under construction with different divisions of construction phases, as the study title suggested the research conducted only in one phase of university construction. This limited the research to examine the related factors that have a potential to affect the success of individual separated projects.

In addition, the research limited the participations of project stakeholders to major four groups of stakeholders. This limited to assess the contribution of other project stakeholders impact on the project success.

1.9. Organization of the study

This study will be organized into five chapters:

Chapter one composed introduction, background of the problem, problem statement, research questions, objectives of the study, significant of the study, scope of the study, limitation of the study and definition of terms.

Chapter two consists literature review relevant to the study's topic of interest. This section contain two sub section, the first section review on theoretical literatures on stakeholder definition, identification, participation and challenges of stakeholder participation. In addition this section review literatures on the definition project success factors and criteria, performance indicators and empirical review on the literature findings. The second section, the researcher develop conceptual framework for the variables of the research regard to the area of the study intention.

Chapter three is about the methodology of the research. In this section the research design, approach, sample design and selection, research model and ethical consideration would define clearly.

Chapter four will take the data analysis and results. This chapter shows the data analysis process, data interpretation and presentation of findings and research model relationship using the outputs of SPSS.

Chapter five contains conclusion recommendation based on the finding of the study on chapter four. This section will demonstrate the conclusion, which will relate to the general sum's findings and recommendations to the institution's project office and other researchers interested on the study's topic.

Chapter Two

Review of Related Literature

The first part of this chapter discussed about the definition of stakeholder, stakeholder participation, and stakeholders in construction, stakeholder identification and challenges of stakeholder participation.

The second part define and discusses Project success (PS), project success criteria (PSC), success factors (SFs), the conceptual frame and empirical review.

2.1. Theoretical Review

2.1.1. Stakeholder Participation

2.1.1.1. Definition of Stakeholders

In order to understand stakeholders and their participation successfully in any construction projects, the critical question's has to be made clear. Who are the stakeholders? Even though the stakeholder notion has been the subject of several research, there is no single definition of stakeholder that is widely acknowledged.

In order for a project to be successful, it is essential to have the involvement of stakeholders. Stakeholders are defined as individuals, groups, or organizations who have an interest in the project and have the ability to impact its outcome by mobilizing resources. According to Project Management Body of Knowledge (PMBOK, 2015), Stakeholders refer to people and organizations that have an active role in the project or whose interests may be impacted by the project's execution or completion.

According to Chinyio and Olomolaiye (2010), there are numerous stakeholders involved in construction projects, and it is important to effectively manage all of them. These stakeholders include owners, project managers, users, facility managers, designers, contractors, subcontractors, employees, process and service providers, banks, insurance companies, media, general public, community representatives, customers, and pressure groups.

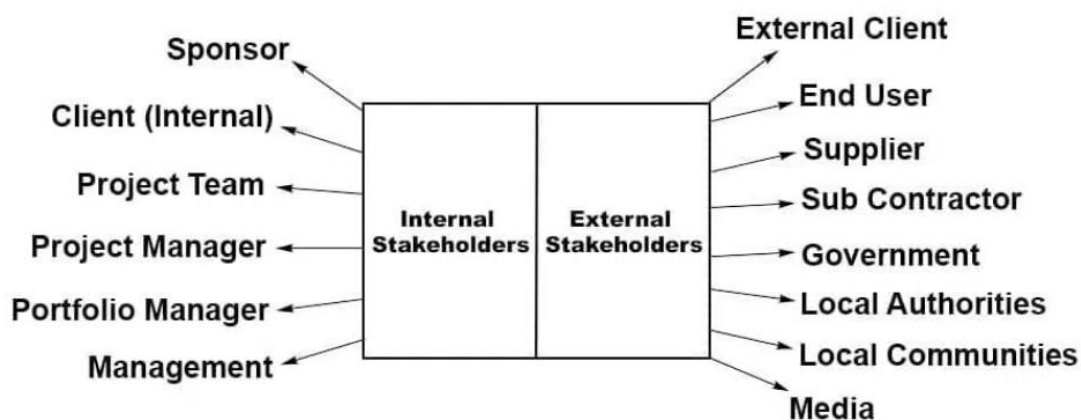
Stakeholders' interest in the project could have an impact on its objectives and outcomes. All stakeholders must be identified and included in the project team, and their needs and expectations

must be determined as well as how much influence they can have over those needs. Common project stakeholders include the project manager, the client, team members from the performing company, and the project sponsor (Smith, L. W. 2000).

Bryson (2004) cites the following variations as typical stakeholder definitions taken from academic works in the public and nonprofit sectors: anybody who will be impacted by or have an impact on the organization's strategy. "Any individual, group, or organization that can demand the attention, resources, or output of the organization or is affected by that output" (Bryson 2004). 'Individuals or small groups have the ability to influence the organization's strategic direction through negotiation and response' (Eden and Ackermann 1998).

On other hand, the word "stakeholder" can also be interpreted broadly to cover those who merely have an interest in one particular topic, as well as those who have a special stake in a project's success and the environment in which it works (Olander, 2007). Those who essentially affect or are affected by the achievement of organizational objectives (Freeman, 1979). However, such definitions are open to the criticism that there is little value in the stakeholder concept if everyone is a stakeholder.

Figure 1: External and internal stakeholders in construction projects



(Freeman, 1979)

2.1.1.2. Stakeholder participation

Literature suggests that stakeholder participation involves stakeholders in project decisions, actions or activities. The level, the form, and the extent of participation vary among different projects, organizational cultures, and stakeholder characteristics (Osinulu et al., 2021). Pascale et al. (2015) categorized stakeholder engagements into three levels: informing, consultation, and collaboration.

There are three different types of engagement when communicating with stakeholders:

Consultation: - A two-way process where you involve the stakeholders in the decision-making and planning process. The information, views, and suggestions provided by stakeholders will directly influence the project's direction and success.

Informing: - The act of updating stakeholders on project decisions, advancements, and status involves a predominantly unidirectional form of communication where you are providing them with information on the project's progress and status.

Participation: - Direct engagement and contribution to the project.

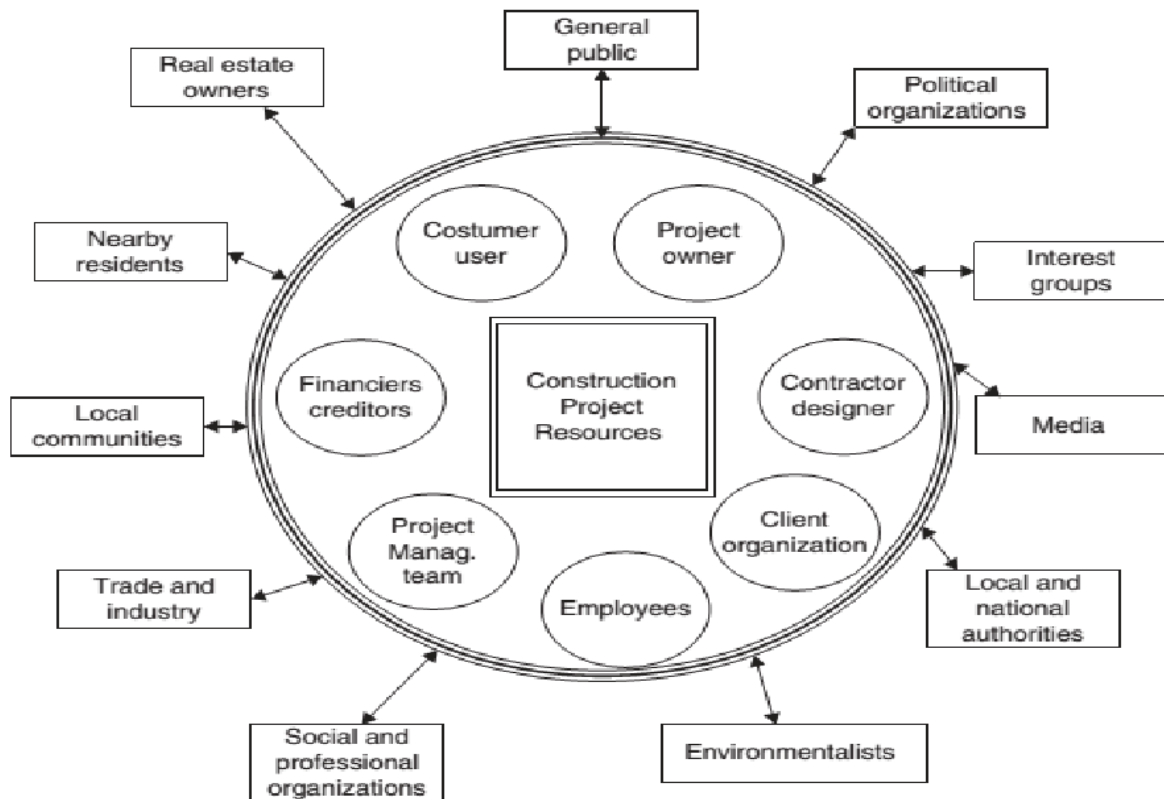
Since the aim of stakeholder management is to increase the likelihood that a project will succeed, project stakeholders should be involved, and all deliberate actions taken in connection with these stakeholders should be included in the management process. The stakeholders in the project should be able to contribute as needed and should be encouraged to do so. (Eskerod, 2016).

2.1.1.3. Stakeholders in construction projects

Like with other projects, construction undertakings involve a significant number of individuals and groups who have an interest or concern in the project's outcome. Figure 2 illustrates that the list of stakeholders in a construction project can be quite extensive and includes various parties such as facility owners and users, project managers, designers, shareholders, legal authorities, employees, subcontractors, suppliers, service providers, competitors, banks, insurance companies, media, community representatives, neighbors, the general public, government establishments, visitors, customers, regional development agencies, and the natural environment. All of these stakeholders would exert some degree of influence on the progress of a project, although some may exercise their authority more frequently than others. Given the numerous stakeholders

involved in construction projects, it is crucial for the industry to be capable of analyzing and effectively managing these stakeholders, as noted by Chinyio and Olomolaiye (2010).

Figure 2: Construction project stakeholders



(Adapted from Chinyio et al. 2010).

2.1.1.3. Identification of stakeholder

According to various scholars such as Mallak et al. (1991), Jepsen and Eskerod (2008), and Bourne and Walker (2004a), project success is not solely determined by cost, time, and quality, but also by the satisfaction and effective management of the stakeholders involved. Pariff and Sanvido (1993) argue that the concept of 'success' is intangible and subjective, and can change depending on the project's management goals, personnel, and phases.

Chan and Chan (2004) argue, stakeholders in the construction sector have their own distinct project objectives and measures of success. Building projects involve a large number of individuals,

organizations, and companies, all of whom affect the project in diverse ways. This presents significant challenges for project managers to effectively manage the stakeholders involved.

In order to successfully complete projects, project managers must address these challenges by identifying stakeholders, comprehending their expectations and interests, and recognizing their potential impact on the project. This is necessary to maximize the positive contributions of stakeholders while minimizing their negative effects, as outlined by Bourne and Walker (2005b). Effective stakeholder management is therefore critical in preventing project failures due to inadequate attention to stakeholders, according to McElroy and Mills (2000).

Table 2: List of internal and external stakeholders

List of internal stakeholders:	List of external stakeholders:
• Your client(s) or project owner(s)	• The local residents
• Your sponsors	• The local shop- or business owners
• Your financiers/creditors	• Government bodies
• Your consultants	• Licensing organizations
• Your suppliers	• Labor unions
• Your end-users	• Social organizations
• Your subcontractors	• Public utilities
• Your contractors	• Inspecting organizations
• Your project manager and his team	

2.1.1.4. Challenges of Stakeholder Participation

Despite the benefits of effective stakeholder participation, the literature identifies challenges that project teams face. Conflicting interests or stakeholders' lack of involvement can increase the likelihood of resistance to change or decreased stakeholder participation (Atkin, B. & Skitmore, M. (2008)). Another challenge is stakeholders' insufficient knowledge or resources to adequately participate in the project, especially when the project is highly technical or specialized.

Moreover, one of the most significant challenges is inadequate communication or mistrust building between stakeholders and project teams (Dossick & Neff, 2015). Stakeholders must understand the project's objectives, timelines, and risks; when this information is unclear or unavailable,

stakeholders cannot effectively participate in project decision-making processes. Also, poor communication may lead to multiple stakeholders unintentionally or deliberately withholding critical information, further reducing the effectiveness of stakeholder participation.

2.1.2. Project success

A, projects defined

First lets revised what project is, according to Project Management Body of Knowledge (PMBOK, 2017), a project is defined as “a temporary endeavor undertaken to create a unique product, service, or result”.

From the extensive examination of literature for this paper, there are several approaches to describe project. Pinto and Slevin (1987) describe project as “A project is an organization of people dedicated to a specific purpose or objective. In general project involve large, expensive, unique or high risk undertaking which have to be completed by a certain date for a certain amount of money, within in some expected level of performance. At a minimum, all projects need to have well defined objective and sufficient resource to carry out all the required tasks”.

B, Project Success

The term "success" has numerous definitions, and its interpretation varies among stakeholders. Due to the diverse range of people with different perspectives, success can manifest in various forms within states, communities, and population subgroups. Additionally, the concept of success is so broad that its meaning varies across different branches of science. Consequently, defining or determining success is a complex and challenging task.

In the Oxford Advanced Learner's Dictionary, "success" is defined as “*having achieved something that you have wanted and tried to get*” (Hornby, 1995). Consequently, project success can be defined as achieving the objectives or goals established for the project.

As a result, there is no one definition of project success. There are numerous ways to assess a project's success, and doing so can be difficult and arbitrary (Chan, et al. Al. (2002), as well as Parfitt and Sanvido (1993). The overall commercial goals of the project are typically used to gauge

project success, while the traditional time, cost, and quality metrics are used to gauge project management success.

Kerzner (1995) proposed that the definition of project success should be revised to include several factors, such as completing the project within the allocated time frame and budget, meeting the customer's performance or specification requirements, minimizing scope changes, not disrupting the organization's main workflow, and avoiding changes to the corporate culture. Meanwhile, Pinto and Slevin (1987) identified ten factors that influence project success, including project mission and goals, top management support, project planning, client consultation, personnel issues, technical issues, client acceptance, project control, communication, and troubleshooting.

In the construction industry, scholars studying project success generally concentrate on two interconnected areas. Turner (2008) aims to identify the factors that enhance the likelihood of achieving project objectives. Project success has two components:

1. Project Success Criteria: These are the dependent variables used to evaluate whether the project is successful or not.
2. Project Success Factors: These are the independent variables that influence the successful achievement of the project success criteria.

2.1.2.1. Project Success criteria

A project's success indicates that each participant's expectations, whether owner, planner, engineer, contractor, or operator, were met. These expectations, however, may change for each individual (Sanvido, V. et al. 1990).

From Wit (1988) and Cooke-Davies (2002), success criteria are the standards used to evaluate whether a project is successful or not, while success factors are the inputs to the management system that may directly or indirectly contribute to the project's success.

According to Nguyen et al. (2004), success criteria is defined by “the measures by which success or failure of a project or business will be judged whereas success factors are those inputs to the management system that contributes directly or indirectly to the success of a project or business”. Alzahrani and Emsley (2013) the traditional success metrics, or the so-called iron triangle of time, money, and quality, were stressed as the key performance indicator in building projects.

Yet, Project success criteria, on the other hand, vary from project to project. Moreover, before beginning the project, the success criteria should be agreed upon with the stakeholders, and control parameters that assess progress towards meeting the success criteria must be tracked. Turner (2008).

On the other hand, the delivery stage and the post-delivery stage are the two phases that Atkinson (1999) used to define project success. The delivery stage is concerned with the building process and the standards that must be met, whereas the post-delivery stage is concerned with meeting the "iron triangle" standards as well as those related to product function and stakeholder benefits.

2.1.2.2. Project Success factor

Critical success factors (CSFs) are traits, situations, or factors that, when appropriately sustained, maintained, or controlled, can have a substantial influence on the project's success. (Milosevic and Patanakul, 2005). Yet, the bulk of studies focus on the traditional "iron triangle" of conventional construction process cost, quality, and schedule (criteria for determining project performance) rather than sustainable structures. (Walker & Shen, 2002).

Table 3: CSFs from previous literature (Walker & Shen, 2002).

Critical success factors	Reference
Support from senior management	White and Fortune (2002, 2006), Jha and Iyer
Skilled designers	Chua et al. (1999)
Skilled project managers	Chan et al. (2001)
Troubleshooting	Belout and Gavreau (2004)
Project team motivation	Chua et al. (1999)
Commitment of all project participants	Chua et al. (1999), Chan et al. (2001)
Strong/detailed plan effort in design and construction	Chan et al. (2001), Munns and Bjeirmi
Effective control, such as monitoring and updating plans	Chan et al. (2001), White and Fortune
Adequate financial budget	Chan et al. (2001), White and Fortune

Success factors can be divided into two main groups, one of which is hard, objective, tangible, and measurable, and the other is soft, subjective, intangible, and less measurable (Andersen and Jessen, 2000; Chan, 2004; Andersen et al. , 2006).

2.1.2.3. Project Performance indicators

Projects can be thought of as a collection of tasks that must be carried out in accordance with predetermined goals and involve the use of a company's resources (Bakar, A. H. A. Et al. 2011). Project success, according to Pinto and Slevin (1989), can be characterized as a difficult and frequently illusory construct; however, it is essential to the successful execution of projects. The project performance indicators in Table 4 can be seen as being important to the success of the project.

Table 4: Performance indicators for construction projects

Project performance indicators	Description
Cost	• cost is successful if it satisfying the budge
Quality	• Can be defined by how match a set of inherent characteristics achieves requirements
Time	• We can say that the time is success if it satisfies the schedule
Scope	• Refers to all the activity required in building the products of the project and the method used to create them
The performance of the project	• Measuring project performance grants the organization with a clear picture of the health of its projects and can grant trust in the project teams.
Satisfaction of stakeholder	• We can say that the stakeholders are satisfied if they meet their requirements and expectations
Project efficiency	• Can be measured by the volume of Outputs obtained per the inputs utilized.
the effectiveness of the product	• the effectiveness of the product can be measured by test the result of the project if it desired result or no

Project goal	• Can be measured by meeting the objective of build the project.
Risk management success	• Risk management can be helpful in decreasing and reduce negative risks so the project can satisfy the time and cost and the goal of the project.
Project management success	• It mean meeting quality, time, and satisfaction of stakeholder.

Source: Al-Shaaby A. & Ahmed A. (2018)

In the earlier study, a number of factors that affect how successfully a project is executed were identified. A Chan et al. (2004) proposed five major categories into which CSFs can be divided. The external environment, project-related factors, project processes, and project management activities are among them.

2.3. Empirical review

This empirical review focuses on various research literature. That investigate the impact of stakeholder participation on project success.

- **Impact of Stakeholder Participation on Project Success**

Studies have shown that stakeholder participation positively affects project success. For instance, a study by Busch and Hoffmann (2018) explored the relationship between stakeholder participation and project success in public infrastructure projects. The authors found that higher levels of stakeholder participation positively impacted project outcomes, such as cost savings, improved schedule adherence, and fewer change requests. The study also noted that stakeholder participation helped to identify project risks early, leading to better risk management and mitigation.

Similarly, a study by Walker & Shen (2002) used case studies to explore the relationship between stakeholder participation and project success in construction projects in Qatar. The authors found that effective stakeholder participation contributed to better project outcomes by reducing conflicts, increasing stakeholder satisfaction, and better meeting stakeholder expectations.

Moreover, a study by Al-Shaaby A. & Ahmed A. (2018) explored the relationship between stakeholder participation and project success in the mining industry. The study used a survey to collect data from mining professionals in Ghana. The authors found that stakeholder participation positively influenced project success by improving communication, enhancing understanding of stakeholder needs, providing stakeholders with a sense of ownership in the project, and ensuring transparent decision-making.

- **Challenges to Stakeholder Participation**

Despite the benefits of stakeholder participation, the reviewed studies also highlight challenges that project teams face. For instance, Busch and Hoffmann (2018) found that stakeholder participation can sometimes lead to decision-making delays, which negatively affect project outcomes, especially in projects with tight schedules. This finding suggests that project teams need to balance stakeholder participation with the project's timeline and critical path.

Al-Shaaby A. & Ahmed A. (2018) also identified challenges such as the lack of commitment from stakeholders, ineffective communication, and power plays among stakeholders. These findings suggest that stakeholder participation requires careful management to ensure that all stakeholders have a voice and can contribute to decision-making without competing for power.

The empirical evidence suggests that stakeholder participation positively impacts project success. It leads to better decision-making, increased communication and collaboration, reduced conflicts, and improved project outcomes. However, effective stakeholder participation requires careful management to ensure that project teams balance stakeholder participation with the project's timeline and critical path while also managing power struggles and ineffective communication.

2.4. Conceptual framework

The conceptual framework illustrates the relationship between stakeholder participation, project success, and the factors that enable or hinder stakeholder participation. The framework is based on the assumption that stakeholder participation is a vital factor that influences project success.

The dependent variable in this study is project success, which is measured by three indicators: achieving project in planned schedule, delivering high-quality outputs, adherence for project budget and meeting stakeholder expectations.

For the case of this study, the independent variable is stakeholder participation, which refers in this study by stakeholder impact on project success, managing participation, challenges and mitigation actions on the participation and stakeholder perception on project success.

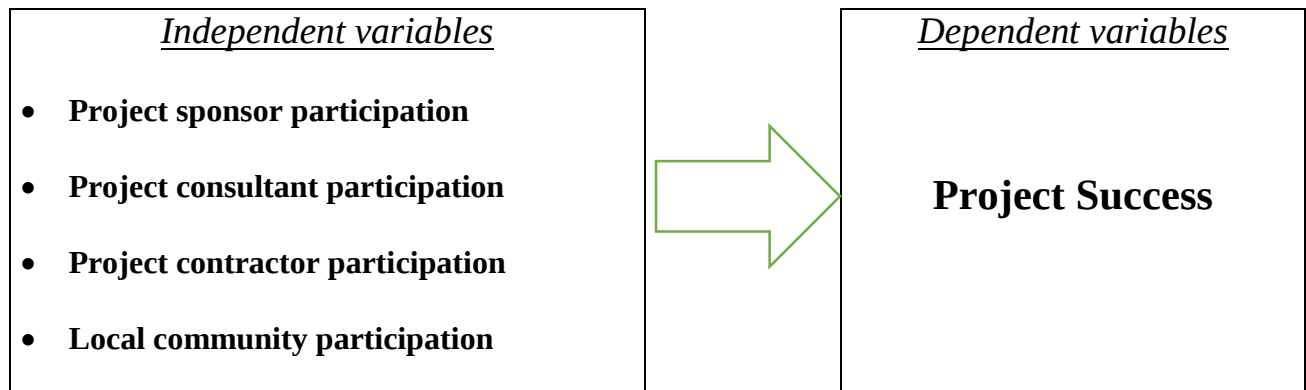
Generally, Stakeholder participation is influenced by several factors, including stakeholder engagement strategies, stakeholder motivation, stakeholder power, stakeholder communication, and stakeholder involvement. These factors are considered as potential moderators in the relationship between stakeholder participation and project success.

The study also considers the role of different types of stakeholders in project activities, including project sponsors, end-users, and project team members. These stakeholders are chosen based on their potential influence on project success and their level of involvement in project activities.

The conceptual framework suggests that stakeholder participation will have a positive impact on project success, and the study will explore how the level of stakeholder participation is related to achieving project objectives in the iron triangle of project success criteria and meeting stakeholder expectations. The study will also examine the challenges in terms of that enable or hinder stakeholder participation, including stakeholder engagement strategies, stakeholder motivation, stakeholder power, stakeholder communication, and stakeholder involvement.

In summary, the conceptual framework illustrates the potential relationships between stakeholder participation, project success, and the factors that enable or hinder stakeholder participation. The study aims to provide insights into the impact of stakeholder participation on project success and offer practical guidance for project managers to effectively engage stakeholders in project activities and enhance project success.

Table 5: Dependent and independent variables



Chapter Three

Research Methods

The sole objective of this chapter is to give explanations how the research planned to conduct. This include data collection, research design and approach that used to obtain the results of the study.

According to Kerlinger (1987), a research design is the a plan you choose to follow during your research trip in order to uncover the most valid, objective, accurate, and cost-effective answers to your research questions. It is a procedural-cu operational strategy that specifies which techniques and procedures will be used during the research process and how they will be used.

3.1. Research Approach

The main purpose of this study is to examine the impact of stakeholder participation on the project success for the case of Mekdela Amba university first phase construction projects. The researcher used *explanatory* research method to investigate the case and effect relationship between the independent variable such as project sponsor, consultant, contractor and local community participation with that of the dependent variable project success.

This research approach used to explore why something occurs when limited information is available. This approach can helps to improve understanding on the research topic.

3.2. Research design

In analyzing stakeholder engagement on project performance in the context of Mekdela Amba University's first phase building project, the researcher employed a quantitative research methodology using a structured questionnaire method.

As quantitative research design, “comprises the collecting of data in order for information to be quantified and statistically treated in order to support or disprove "alternate knowledge claims” (Creswell, 2003, p. 153).

The method entails gathering and analyzing numerical data. It may be used to discover patterns and averages, to make forecasts, to evaluate causal linkages, and to generalize results to larger groups to determine the casual link between the research variables.

3.3. Target population and sample size

According to Eisenhardt (1989), the idea of a population is crucial because it specifies the group of entities from which the sample for the study is taken. Additionally, it limits unnecessary variation and helps to specify the parameters for extrapolating the results.

The research objective and scope of the study are critical in defining the target population. From the previous chapter the research objective is to assess stakeholder participation impact and contribution in the success of the construction project in the case of Mekdela Amba university first phase construction period and stakeholder perception on project success. Hence, the criteria used to select participants on this study are:

- Individuals involved in the construction project for that particular phase and construction period. This target population divide among four group regarding to which project stakeholder they represent.

The target population mainly includes contractor project managers, contractor engineers, sub-contractors, client representatives, consultant resident engineers and other stakeholders whom took part in that particular phase. Referring to the data obtained from the university project office, there are 32 contractor project managers and engineers, 7 consultant resident and assistance engineers, 4 client project coordinators and unspecified number of sub contactors with various specialty involved in the first phase construction project.in addition, local community and government stakeholder involved in the project in many ways also considered. Therefore the target population will be more that 55 including the representatives of the local community.

3.4. Data source and collection

For the purpose of this study primary data used as a main source. The primary data shall be collect by using structured liker scale questionnaire method. Which will be design with the intention to address each research questions. Secondary data source may use to enrich the analysis fill data gap where the primary source of data fall short to cover. Although, this types of data may less relevant

compared to primary data appropriate caution will be taken not to affect the analysis and findings of the study.

During the collection of the data, the researcher distribute Self-administered questionnaire to the targeted population to collect the required information. These questionnaires were distributed to study participants after their consent was ensured. Since the target population size is manageable the questionnaire will be distribute mainly on the project site where the construction project located and other available places where respondent may be found.

3.5. Data analysis method

The research conduct based on the qualitative research approach. Before the information obtained set to different statistical analysis, the completeness, validity and reliability going to be checked and the collected data will analyses by IBM SPSS Statistic 26 software. While doing quantitative analysis, the researcher used descriptive data analysis for the Liker scale questionnaire, such as mean score, frequency, percentage, standard deviation and variance used to interpret the results of the finding. As well as charts and tables to show the results from measuring stakeholder participation for project success.

3.6. Time horizon of the study

The study shall be restrict itself for single period of in the interval of time. The gathering of the relevant data will be gathered cross-sectional within the study's time range. Therefore the distribution and collection of questionnaire take part in a single period of time.

3.7. Ethical Considerations

This paper adhered to the basic set of ethical principles such as voluntary participation, informed consent, anonymity, confidentiality, potential for harm and result communication. In addition, the respondents will be assured that the information they provide only used for academic purpose only.

3.8. Research model

In this study, the project success is the dependent variable, which is measured by the project sponsor participation, project consultant participation, project contractor participation and local community.

For the study the below regression model was used.

PSS = Project Success Participation

PS = Project Sponsor Participation

PC = Project Consultant Participation

PCo = Project Contractors Participation

LC = Local Community Participation

ei = error items

$$\text{PSS} = \beta_0 + \beta_1\text{PS} + \beta_2\text{PC} + \beta_3\text{PCo} + \beta_4\text{LC} + \text{ei}$$

Chapter Four

Data analysis, Interpretation and Discussion of the result

4.1. Introduction

This chapter organized in such ways as to interpret the findings of the major research questions. Table and figure are used for each research questions and summary of findings to elaborate the findings related to the topic of the study.

The data collected through questionnaire from the participant were carefully fed to SPSS (Version 26) software, from analysis option of the software descriptive statistics used to determine the significance impact of each stakeholder's participation for the project success and correlation and regression used to identifies the relationship of independent variable to project success (dependent variable).

In addition, the demographic distribution of the participated, interpretation of the statistical analysis results and relationship between research variables from conceptual framework model summarized and discussed through table and figures fetched from the SPSS-26 software.

4.2. Response Rate

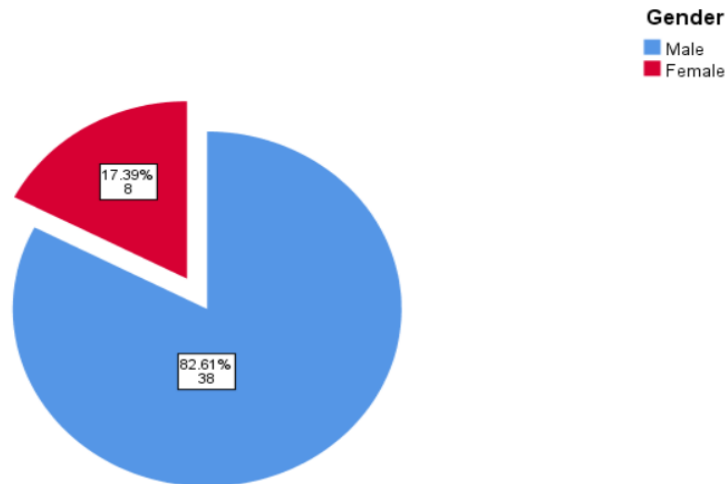
A questionnaire booklet consists of 30 questions was distributed for 51 respondent whom takes place on the construction of Mekdela Amba university first phase construction projects. Out of the total distributed questionnaire 46 questionnaires were properly filled and returned. Only 9.8% questionnaire were unreturned and the analysis was conducted based on returned 46 questionnaire. Which is 90.16% of the distributed questionnaire. Therefore, the respondent rate is enough to accommodate analysis for the research topic.

4.3. Section A, Demographic information of respondents

In this section, the research intentionally formulated questions in section A of the questionnaire booklet to assess the background of respondents such as age, gender, level of education, work experience and their current work position in the project. The aim of this analysis is to understand the demographical distribution of participant and to get better insight of participant status.

1. Respondent's Gender

Figure 3: Respondents gender

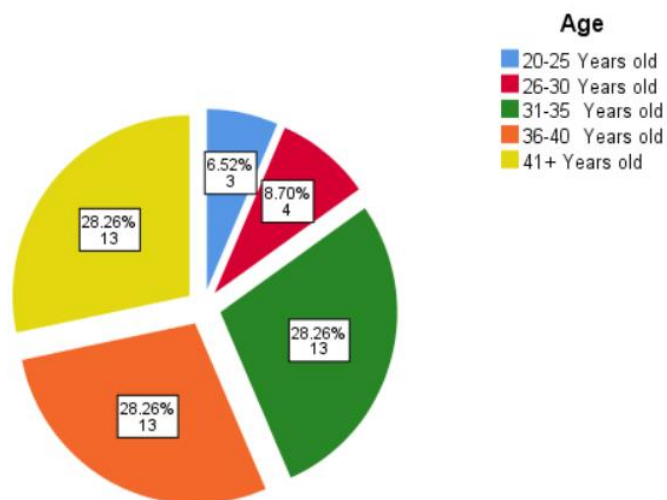


(Source: own survey data, 2023)

The gender of respondent was 38 (82.61%) male and 8 (17.39%) female. The distribution of gender shows that majority of the respondent are male.

2. Respondent's Age group

Figure 4: Respondents age group

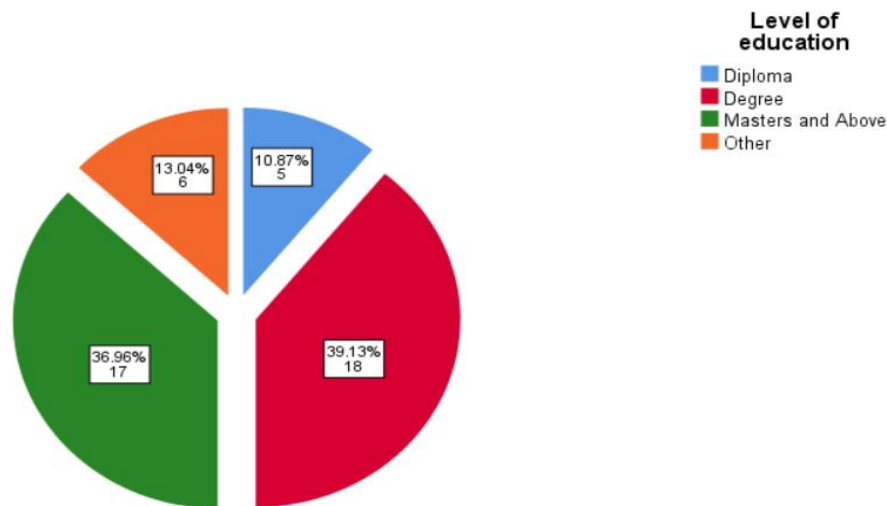


(Source: own survey data, 2023)

The questionnaire classified participant's age to five categories. 6.52% of the respondents are between 20-25 years, 8.70% of respondents are between 26-30 years old, 28.26% of the respondents are between 31-35 years old, 28.26% of the respondents are between 36-40 years old and the remain 28.26% of the respondents are above 41 years old.

3. Respondent's level of education

Figure 5: Respondents level of education

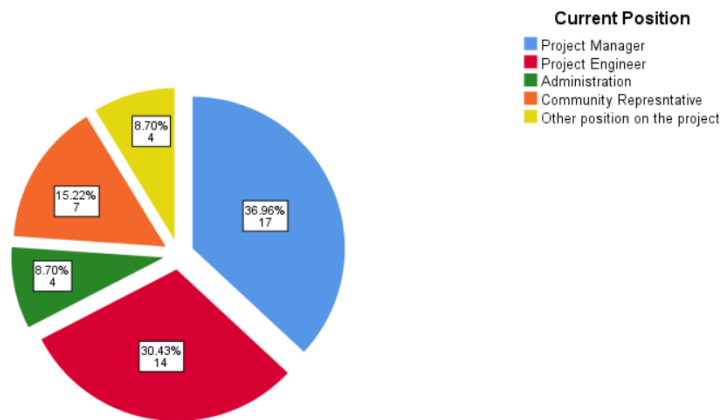


(Source: own survey data, 2023)

From the survey of 46 respondent 10.87% of the participant are diploma holder, 39.13% of the participant are degree holders, 36.96% of the participants have masters and above level of education and remain 13.04% of the participant lay in others level of education. In general, more than 85% of the participant exposed to higher education and they have capacity to understand the language medium of the questionnaire and easier to fill the answer as per the instruction.

4. Respondent's current work position

Figure 6: Respondents work position

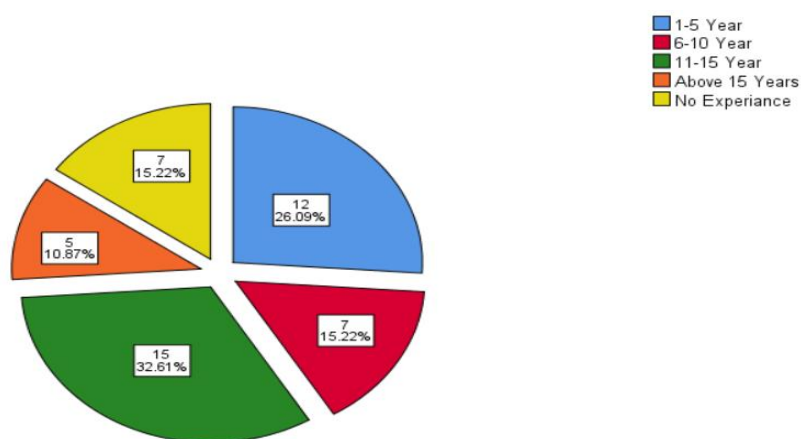


(Source: own survey data, 2023)

From the total number of 46 respondents 36.96% are project managers, 30.43% of the respondents are project engineers from the client, consultant and building contractor organizations, 15.22% of the participant are from communality representative, 8.70% of the respondents are form admiration positions such as finance, business admiration and other similar offices and the remain 8.70% of the participant are from other positions such as logistic and program coordination office. Therefore majority of the respondent actively working on major position on the project and they have awareness on the question they asked to respond.

5. Respondent work experience

Figure 7: Respondents work experience



(Source: own survey data, 2023)

According to the survey, 32.61% of the participant have 11-15 years' experience, 26.09% of the participant have 1-5 years' experience, 15.22% of the participant have 6-10 years' experience, 10.87% of the participant have more than 15 years of work experience and the remain 15.22% have no construction related work experience. Therefore, majority of the respondent have construction work experience and they have knowledge on the areas of the research focus.

4.4. Section B. Descriptive analysis of measurement items

For the case of this research, every decisions on the values of means in the following descriptive statistical analysis is made on the mean score range remarked by (Moidunny, 2009). Measure scores between 1.00 – 1.80 considered very low score range, for the mean values of 1.81 – 2.60 the mean score identified as low mean value, mean score interval 2.61 – 3.20 the value interpret as medium, for 3.21 -4.20 mean score values the interpretation laid under high value and the last interval of 4.21 – 5.00 mean interval interprets as very high.

Table 6: Mean score interval and interpretation

Mean Score	Interpretation
1.00 – 1.80	Very Low
1.81 -2.60	Low
2.61 – 3.20	Medium
3.21 – 4.20	High
4.21 – 5.00	Very High

Source: Moidunny (2009)

To make decision on the standard deviation values, coefficient of variance greater than or equal to one are considered as high value and coefficient of variance less than one as low value.

The statistical analysis made under the provision of conceptual frame work established in chapter two. The descriptive analysis grouped into five variable which includes four independent variables and one dependent variable. The following section elaborate and discussed the findings from the analysis in detail.

4.4.1. Project sponsor/ client participation

From four of the independent variables to measure the participation of project stakeholders, the research assess different participation model to measure the participation of project stakeholders. From various point of view, seven parameters where selected to examine the level of participation and their contribution for the project success.

The following table 7, summarized the questions asked by the researcher to participants of the study with their question identification code.

Table 7: Description for project sponsor participation

Item Code	Description of items
PSQ1	The client representatives actively participated in each stage of the project life cycle.
PSQ2	The client provide the Needed resources to complete the project were provided timely, with expected quality and right quantity. E.g. (payments, cement, reinforced bars etc.)
PSQ3	The client remains engaged with project team in the whole life of the project and there was no drift over time.
PSQ4	The client exhibited professionalism in decision making, leadership skill, people influence and strong inter-personal skills.
PSQ5	The client participation was effective in conflict resolution, unblocked -blockers and other factors unless the project would be off the truck.
PSQ6	The client request a timely report on the project progress and gave comments and client comments were helpful to complete the project successfully.
PSQ7	The client participation in overall helps to meet project goal.

This section of the analysis manly focus on the major parameters that beliefs by the researcher that would bring significant impact if the project sponsored participate accordingly. Therefore this study focus mainly on PLC participation, resource based participation, project team management, leadership quality and professionalism, conflict resolution, communication and reporting.

Table 8: Description statistics, Project sponsor participation

		Project Sponsor Participation (PS)	PSQ1	PSQ2	PSQ3	PSQ4	PSQ5	PSQ6	PSQ7
N	Valid	46	46	46	46	46	46	46	46
	Missing	0	0	0	0	0	0	0	0
Mean		3.5000	3.50	3.57	3.46	3.54	3.50	3.52	3.41
Std. Deviation		.39123	1.150	1.328	1.486	1.410	1.441	1.278	1.408
Variance		.153	1.322	1.762	2.209	1.987	2.078	1.633	1.981
Minimum		2.43	1	1	1	1	1	1	1
Maximum		4.14	5	5	5	5	5	5	5

Source: (Own survey data, 2023)

From the total of 46 respondents the descriptive analysis results shows, all questions have relatively similar mean score within the interval of 3.41 – 3.57. The total mean value of the project sponsor participation is 3.50. This implies the project sponsor participation has high impact on the successful completion of the project which fulfills the parametric criteria of participation mentioned in the questionnaire.

4.4.2. Project consultant participation

From the distributed questionnaire to assess the participation of project consultant, the following seven question expected to be best-fit to examine their level of participation and significant impact on the project success.

The consultant participation measured by bringing the qualified professional capability to the project, conduction feasibility study to assess the needs of various stakeholders before planning phase of the project, providing completed document to commence the project, selecting and implementing effective supervision methodology,

Table 9: Description for project consultant participation

Item Code	Description of items
PCQ1	The consultant office and its representatives had adequate knowledge and technical capability to consult the project
PCQ2	The consultant studied every project stakeholder's interest, expectations prior to the project launch and included in the project execution to meet their demand.
PCQ3	The necessary document and technical drawings were provided by the consultant before the beginning of the construction work.
PCQ4	The consultant laid effective methodology, tools and techniques to monitor and control the project in each life cycle.
PCQ5	The consultant created appropriate communication structure and provide timely report for the project stakeholders about the progress and communicated information's for the right parties on the right time.
PCQ6	The consultant effectively resolves conflicts among stakeholders and established suitable working environment to achieve project objectives.
PCQ7	The consultant meets the expectations of project stakeholders by guiding contractors to complete the project under the given constraints.

Table 10: Description statistics, Project consultant participation

		Project Consultant	PCQ1	PCQ2	PCQ3	PCQ4	PCQ5	PCQ6	PCQ7
N	Valid	46	46	46	46	46	46	46	46
	Missing	0	0	0	0	0	0	0	0
Mean		3.5870	3.39	3.78	3.59	3.67	3.72	3.48	3.48
Std. Deviation		.41647	1.256	1.052	1.127	1.097	1.148	1.394	1.394
Variance		.173	1.577	1.107	1.270	1.202	1.318	1.944	1.944
Minimum		2.57	1	1	1	1	1	1	1
Maximum		4.57	5	5	5	5	5	5	5

Source: (Own survey data, 2023)

Concerning project consultant participation, the mean scores for all of the question fall in the interval of 3.39 – 3.78 which interpret as the project stakeholder participation had high impact on the project success. Avery aspects in the seven question have high implication and input to

complete the project under accepted constraints boundaries. Also the cumulative mean score of 3.58 support the values of individual mean scores of the questionnaire.

4.4.3. Project contractors participation

In this section of analysis, project contractors where assessed in terms of seven general category of questions. The researcher beliefs contractors participation is one of the major critical factor for any given project success. Here there are seven criteria's used to examine their contribution for the project success which includes technical capability, working under contract constrains, resource allocation, communicating project progress and other information, timely document preparation, working under pressure and alignment with schedules and quality management.

Table 11: Descriptions for project contractor participation

Item Code	Description of items
PCoQ1	The contractors brought the needed skill and knowledge to the project.
PCoQ2	The contractors deliberately worked to meet the project success factors such as cost, quality, time and client satisfaction
PCoQ3	The needed equipment, machinery and man power put on the project as per the contract agreement
PCoQ4	Contractors communicate any issues in the process with stakeholders whenever necessary and without any barrier.
PCoQ5	The contactors provided technical project documents and bank bonds every time requested. E.g. (master, material, manpower, machine and payment schedules and guarantee & performance bond)
PCoQ6	Contractors prepared crash schedules and worked overtime to accommodate delays and cost overrun.
PCoQ7	In every stage of the project implementation, the contactors did material quality inspection & test before ant installation or casting takes place.

Table 12: Description statistics, Project contractor participation

		Project Contractor Participation (PCo)	PCoQ 1	PCoQ 2	PCoQ 3	PCoQ 4	PCoQ 5	PCoQ 6	PCoQ 7
N	Valid	46	46	46	46	46	46	46	46
	Missing	0	0	0	0	0	0	0	0
Mean		3.3727	3.17	3.33	3.67	3.46	3.20	3.41	3.37
Std. Deviation		.45123	1.253	1.351	1.097	1.394	1.439	1.240	1.339
Variance		.204	1.569	1.825	1.202	1.943	2.072	1.537	1.794
Minimum		2.29	1	1	1	1	1	1	1
Maximum		4.29	5	5	5	5	5	5	5

Source: (Own survey data, 2023)

The statistical analysis finding results indicate contractors participation were very significant to the project success. The six of the criteria's in the assessment fall in the interval of 3.21 – 4.20 mean score, which interpreted as high level of contribution for the project success. Question PCoQ1 which measure the technical capability of the contractors has mean score value of 3.17 interpreted as medium level of contribution for the successful compilation of the project. The cumulative mean of this independent variable shows 3.37 mean score. The interpretation shows that project contractor participation has high contribution for the success of the project.

4.4.4. Local community participation

In this study, local community participation considered as one major variable to complete projects successfully. Their participation have significant impact on projects implementation and successful completion of projects. To measure the participation the research assess different parameters to design questionnaire that can address areas of their significant and effect. With this assumption local community participation measured in five criteria which are community contribution on the feasibility study, right of way and compensation procedures, PLC participation, feel of belongingness of the project and expectation/ satisfaction.

Table 13: Descriptions for local community participation

Item Code	Description of items
LCQ1	The local community participated during the feasibility study period of the project and their expectations were managed.
LCQ2	The surrounding Community along the project gave their land to the project with appropriate compensation.
LCQ3	They actively participated in every stage of the project life cycle and enhance the project outcome.
LCQ4	The local community perceived the project as their own property and has positive attitude on the project.
LCQ5	The community expectation was satisfied by the outcomes of the project.

Table 14: Description statistics, Local community participation

		Local Community Participation (LC)	LCQ1	LCQ2	LCQ3	LCQ4	LCQ5
N	Valid	46	46	46	46	46	46
	Missing	0	0	0	0	0	0
Mean		3.4913	3.48	3.54	3.41	3.59	3.43
Std. Deviation		.37406	1.110	1.187	1.292	1.292	1.186
Variance		.140	1.233	1.409	1.670	1.670	1.407
Minimum		2.60	1	1	1	1	1
Maximum		4.40	5	5	5	5	5

Source: (Own survey data, 2023)

The respondent agreed on all questions with mean scores of 3.49, 3.54, 3.41, 3.59 and 3.43. This implies high level of participation on the project. The responses shows their participation has significant impact on the project success. On question LCQ5 the research wants to examine their expectation before the commencement of the project and fulfillment of their expectation under the outputs of the project. The researcher assumed project success criteria's fail short to examine their

level of satisfaction from the project outputs because of their expectation not bounded under project traditional success triangle. Therefore the overall satisfaction measured separately.

Therefore, the cumulative mean score of 3.49 interpreted as local community participation was high and they contributed for the successful completion of the project. The variance result of 0.14 shows respondent answer dispersion is low and have relative the same understanding on the questions.

4.4.5. Project success

From literature review, the research stated the project success would be measured from the conventional iron triangle of project success. Under this section the success of the project measured from quality, cost, schedule and satisfaction of participant perspective. Since all respondent participated in this study have been actively participation on the project, the study assumed they can measure the success of the project from their point of view. This for measurement criteria's are very common for construction projects and easy can be examined.

Table 15: Descriptions for project success

Item Code	Description of items
PSSQ1	The project completed with the schedule without any delay
PSSQ2	The project completed under budget without any cost overrun
PSSQ3	The project meet the quality standards and specification
PSSQ4	The project stakeholders was satisfied with the project outputs.

Based on the 46 respondents, PSSQ1 has high mean score of 3.93 and followed by PSSQ3, this implies the project meets its schedule and the quality of the project satisfied the pre requirements. The total mean score for project success is 3.75 which means the project success has high agreement among respondent in terms of cost, quality, schedule and satisfaction. Cumulative standard deviation of 0.385 indicate the respondent uniform respond for the questions.

Table 16: Description statistics values, Project Success

		Project Success (PSS)	PSSQ1	PSSQ2	PSSQ3	PSSQ4
N	Valid	46	46	46	46	46
	Missing	0	0	0	0	0
Mean		3.7554	3.93	3.67	3.72	3.70
Std. Deviation		.38546	.827	1.194	1.259	1.072
Variance		.149	.685	1.425	1.585	1.150
Minimum		3.00	2	1	1	1
Maximum		4.75	5	5	5	5

Source: (Own survey data, 2023)

4.4.6. Overall findings of the data analysis

Table 17: Overall findings of descriptive statistics

Statistics						
		Project Sponsor Participation	Project Consultant Participation	Project Contractor Participation	Local Community Participation	Project Success
N	Valid	46	46	46	46	46
	Missing	0	0	0	0	0
Mean		3.5000	3.3727	3.3727	3.4913	3.7554
Std. Deviation		.39123	.45123	.45123	.37406	.38546
Minimum		2.43	2.29	2.29	2.60	3.00
Maximum		4.14	4.29	4.29	4.40	4.75

Source: (Own survey data, 2023)

Based on the results of the descriptive analysis, the dependent variable which is project success has the highest value of 3.75 shows the project achieved its objectives and satisfied the expectation of the project stakeholders. Next, project sponsor has mean score of 3.5. According to Moidunny (2009), the mean value considered high. Meanwhile, the remaining independent variables has relatively similar means score result under the same mean score interval.

Generally, the mean score interval of the variables was found between 3.37 and 3.75. This shows that the Mekdela Amba University project stakeholders' participation contributes to the successful completion of the first phase construction project.

Therefore, the project team has to continue on managing and participating stakeholders to score better project performance on the next phases of the construction projects.

4.5. Correlation analysis of the data

To examine the strength of the relationships between every independent variable to the dependent variable, the researcher used a conventional approach to interpreting correlation coefficients. The following table 19 summarizes the correlation coefficient interval to their interpretation.

Table 18: Conventional approach to interpreting a correlation coefficient

Value of Correlation Coefficient	Relationship interpretation
0.000 – 0.199	Very Weak
0.200 – 0.399	Weak
0.400 – 0.599	Moderated
0.600 – 0.799	Strong
0.800 – 1.000	Very Strong

Source: Schober, p. Boer & Schwarte, L.A (2018, p, 1765)

Table 19: Correlation analysis

Correlations						
		Project Sponsor Participation	Project Consultant Participation	Project Contractor Participation	Local Community Participation	Project Success
Project Sponsor Participation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	46				
Project Consultant Participation	Pearson Correlation	.049	1			
	Sig. (2-tailed)	.747				
	N	46	46			
Project Contractor Participation	Pearson Correlation	.049	1.000**	1		
	Sig. (2-tailed)	.747	.000			
	N	46	46	46		
Local Community Participation	Pearson Correlation	.093	-.357*	-.357*	1	
	Sig. (2-tailed)	.538	.015	.015		
	N	46	46	46	46	
Project Success	Pearson Correlation	.355*	.570	.570	.205	1
	Sig. (2-tailed)	.015	.709	.709	.173	
	N	46	46	46	46	46
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: (Own survey, 2023)

The above correlation analysis was made to determine what kind of relationship exist between dependent variable and independent variables. The relationship can be positive, negative or no relationship. In this analysis, the study examine the relationships between each independent variable with the dependent variable at the level of $P < 0.05$.

From the finding of the correlation analysis and referring the interpretation of Schober, p.Boer & Schwarte, L.A (2018), a person correlation between both project consultant participation and project contractor's participation to project success is strong and positive relation relative to all other variable. Project consultant participation has positive correlation with project success ($r=0.57$, $n=46$, $p<0.05$) and 2 tailed and project contractors participation has positive correlation

with project success ($r=0.57$, $n=46$, $p<0.05$) and 2 tailed. Therefore, the correlation interval lays between 0.400-0.599 and interpreted as moderate correlation and no significance.

Following project consultant participation and project contractor's participation, the other variables has the values of 0.355 and 0.205 respectively. Here, indicated there is positive weak correlation and no significant association with project success at p -value less than 0.05, $\text{sig}=0.000$, 2 tailed.

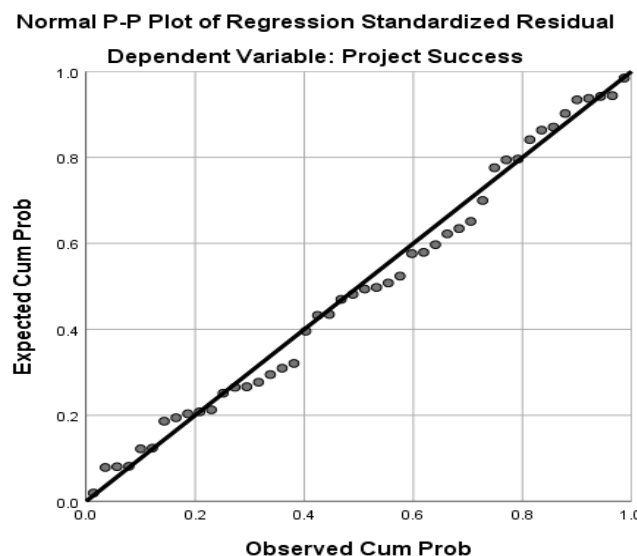
According to Schober, p.Boer & Schwarte, L.A (2018), a person correlation coefficient lays in the range of weak and moderate correlation between stakeholder's participation and project success. This also implies the basic preconditions is meat to check underlying assumption of regression.

4.6. Regression Analysis

Since, the aim of this study is to assess the impact of stakeholder's participation on the project success. The researcher has multiple regression analysis to examine the research questions have impact on the success or not.

4.6.1. Linearity

Figure 8: Linearity P-P Plot

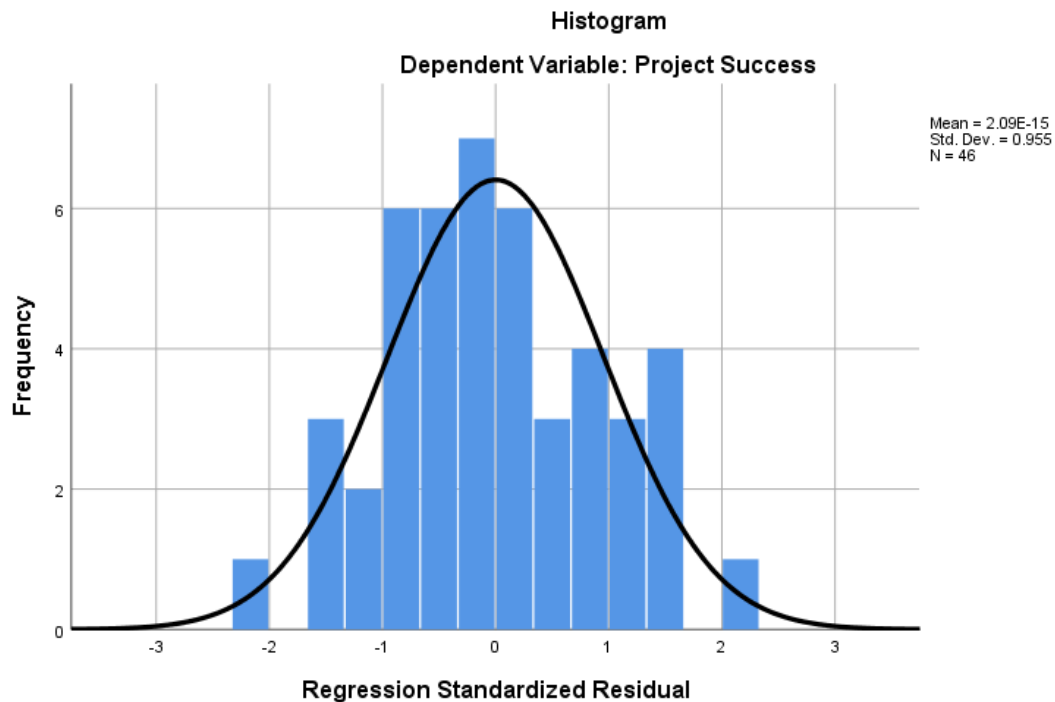


Source: (Own survey, 2023)

In addition to correlation test, the linearity P-P plot chart shows that there is a linear relation between the independent variable and the dependent variable. As it shown on the linearity graph standardized residual are laid on the straight line. Therefore, the linearity assumption is satisfied.

4.6.2. Normality

Figure 9: Normality test



Source: (Own survey, 2023)

From the above chart, the distribution of any values of the dependent variable in relation to the independent variable tasted trough the normality test. Here the concept is how the frequencies of the data fell under the bell shaped line of the normality graph. From the visual observation, the data distributed under the bell curve indicate the regression model satisfied the normality test more than 90%. In addition the distribution restricted between -3 and 2 interval which also indicate the normality assumption s are satisfied.

4.6.3. No perfect multi- collinearity

This test helps to diagnose the present of multi-collinearity in the regression model which indicates inter-association or inter-relation between two or more independent variable. Variable inflation factored (VIF) values identifiers the strength of correlation among the predictors.

Table 20: Multi-collinearity statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Project Sponsor Participation	.921	1.086
	Project Contractor Participation	.858	1.165
	Local Community Participation	.828	1.208
	Project Consultant	.882	1.133

a. Dependent variable: Project Success

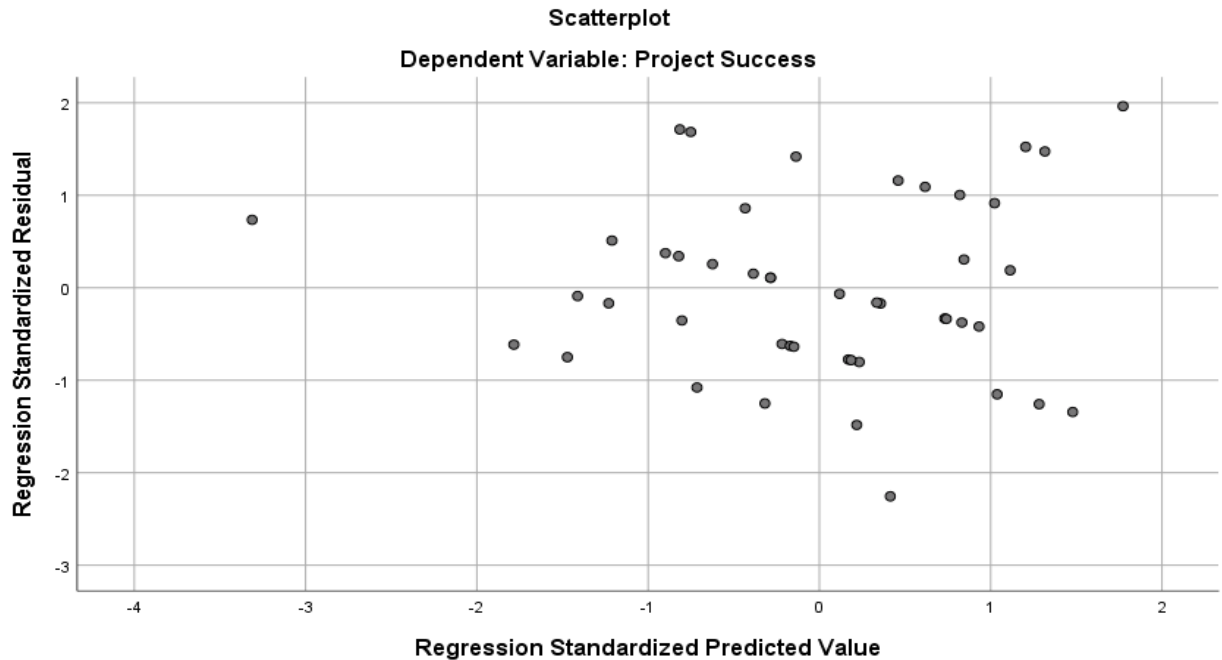
Source: (Own survey, 2023)

To satisfied the multi-collinearity assumption $VIF < 10$, Tolerance (t), $0 < t < 1$ from the finding the VIF values are between 1.086 and 1.208, and t value are between 0.828 and 0.921. Therefore, there is no multi-collinearity problem and research assumption of collinearity satisfied.

4.6.4. Homoscedasticity

The homoscedasticity test identifies dissimilarities in a population. On the scatter plot if the values are distributed between -3 & +3 and has no pattern the homoscedasticity assumption of the regression model is satisfied.

Figure 10: Homoscedasticity test



Source: (Own survey, 2023)

According to the above interpretation, the scatter plot shows that value distributed with no pattern within the allowable interval. Therefore the homoscedasticity assumption is satisfied for the regression model.

4.6.5. Model summary

The model summary indicates that the adjusted R square is 0.645 or 64.5%. Which means 64.5% variation in project success is explained through a change in all independent variables of project sponsor, project contractor and local community participation included in the model. Meanwhile, the remaining 35.5% variance in the project success can be explained by other or unobserved variance than the independent variables in the model. Also, if Durbin – Watson result is between 1.5 & 2.0 the assumptions of the regression model are satisfied.

Table 21: Model Summery

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	Df 1	Df 2	Sig. F Change	
1	.082 ^a	.675	.645	.27484	.675	22.308	4	41	.000	1.684
a. Predictors: (Constant), Local Community Participation, Project Sponsor Participation, Project Contractor Participation										
b. Dependent Variable: Project Success										

Source: (Own survey, 2023)

4.6.6. Summary of ANOVA

The purpose of ANOVA test helps us to determine the fitness of the regression model with the scale of $P < 0.05$. The significance explained the relationship between independent variables and dependent variable. Therefore, from the analysis we can conclude that the regression model just fit the assumptions.

Table 22: Summary of ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.232	4	1.685	22.308	.000 ^b
	Residual	5.454	41	.076		
	Total	6.686	45			
a. Dependent Variable: Project Success						
b. Predictors: (Constant), Project Consultant, Project Contractor Participation, Project Sponsor Participation, Local Community Participation						

Source: (Own survey, 2023)

4.6.7. Multi regression coefficients

This analysis used to identify the slope of the linear relationship between the dependent variable and the predictor variables. The beta value measure how strongly each predictor variables (project sponsor, project contractor, project consultant and local community) affects the dependent variable (project success). The independent variable with their beta values of 0.271, 0.227, 0.238 and 0.209 respectively.

Table 23: Multiple Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.928	.369		2.517	.016
	Project Sponsor Participation	.271	.084	.317	3.204	.003
	Project Contractor Participation	.227	.108	.249	2.112	.041
	Local Community Participation	.238	.082	.280	2.921	.006
	Project Consultant	.209	.083	.275	2.506	.016

b. Depended variable = project success

Source: (Own survey, 2023)

4.6.8. Testing the research question

A, Project sponsor participation

As indicated in the above coefficient table 23, project sponsor participation has a beta value of 0.271. This means 27.1% change in the project success due to a change in project sponsor participation holding the other independent variable constant. It shows that project sponsor participation is significant to achieve project success.

B, Project Consultant participation

The significant contribution of project consultant participation is 0.209. This shows the change in 20.9% in slop of project success due to the project consultant participation. Assuming the other variables are constant.

C, Project Contractor participation

The lowest change in the regression model is the participation of project contractors with the value of 0.227. Even if the variable has positive relationship to project success. This variable change project success only by 22.7%.

D, Local Community participation

As it shown on the table 23, Local community participation has beta value of 0.238. This variable has positive relationship and bring change on the project success by 23.8% considering the other variable constant.

Therefore, the overall regression model is write down as:

$$\underline{\text{PSS} = 0.928 + 0.27\text{PS} + 0.21\text{PC} + 0.23\text{PCo} + 0.24\text{LC} + e_i}$$

Chapter Five

Summary of findings, Conclusions and Recommendation

Introduction

The final chapter of this study aims to provide a critical reflection on the key findings established in the preceding chapters. This chapter is divided into three sections. The first section presents a summary of the findings collected from the statistical analysis. The second section draws conclusions based on these findings. In the final section, recommendations for the university project team and future researchers are formulated based on the conclusions.

5.1. Summary of findings

The main objective of this study is to examine the impact of major project stakeholder's participation on the project success on the case of Mekdela Amba university first phase construction project. The structured questionnaire has distributed to project team of the university who were participating on the phase construction project. Out of the 51, 46 questionnaires were filled and returned properly. The response rate was 90.16% and enough to make the data analysis.

Table 24: Summary of Descriptive Statistics for research variable

		Project Sponsor Participation	Project Contractor Participation	Local Community Participation	Project Success	Project Consultant
N	Valid	46	46	46	46	46
	Missing	0	0	0	0	0
Mean		3.5000	3.3727	3.4913	3.7554	3.5870
Std. Deviation		.39123	.45123	.37406	.38546	.41647
Variance		.153	.204	.140	.149	.173
Minimum		2.43	2.29	2.60	3.00	2.57
Maximum		4.14	4.29	4.40	4.75	4.57

Source: (Own survey, 2023)

As is shown on table 23, we can see that the standard deviation of each variable range from 0.37 to 0.45. This means there is a high rate of consistency of response between participants of the project. The mean score value of the variables ranged from 3.37 to 3.75. This implies that the

participants of this research somehow agree on the items of the variable. Moreover the participation of project stakeholders in the first phase of the construction is a moderate one and need some improvement.

Stakeholder participation is recognized as a critical factor for the success of any project. A review of the literature reveals several studies that have examined the importance of stakeholder participation and its impact on project success.

According to Gray and Larson (2006) examined the importance of stakeholder participation in project management and found that stakeholder involvement is essential for project success. The study found that stakeholders can provide valuable insights and feedback, which can help to identify potential problems and challenges that may affect the project's success. On Another study by Pinto and Slevin (1988) emphasized the importance of stakeholder involvement in the early stages of the project. The study found that early stakeholder involvement can help to ensure that the project is aligned with the needs and expectations of the stakeholders, which can ultimately lead to project success.

The main objective of this study is to assess the impact of major project stakeholder's participation on the project success. The results shows revealed that major stakeholder's involvement has significant effect on the project success.

Project sponsor also can be referred as client participation, measured in different aspects of participation shows this participations has high mean score value on the project success. Also form the regression model the relationship between sponsor participation and success has positive relationship and 27.1% contribution for the success of the project.

Secondly, consultants participation were measured with seven major level of participation parameters to identified the mean score values and its relationship with the dependent variable by regression model. From table 10 of descriptive statistics the mean score implies that the consultant participation were highly significant on the project success. Also in the regression model, consultant participation has positive relation to the project success with the contribution of 20.9%.

Thirdly, project contractors participation mean score result revealed that contractors participation were significant refereeing to the criteria stated in the questionnaire .the overall impact of the contractor participation has medium range significance on the success of the project. From the

researcher point of view the higher rate of mean score expected in this group of stakeholders, since their impact on any given projects success is easily determinant, majority of the respondent gave less agreement on the criteria of the measurements of the contractor participation. This shows the expected participation were not on placed and their contribution is medium level significance.

In addition, local community participation has high mean score. This findings shows that the community around the project were advice on the feasibility study period and their expectation were included in to the projects implementation period. The questionnaire assessment on compensation payment to give away their farming land shows with the mean value of 3.54 shows that community received appropriate compensation and they satisfied with the overall allocation process. In government project one of the main problem to implement any infrastructural projects is that the right of way problem and request of appropriate compensation. From the findings, this project has no such problem and surrounding community were satisfied with the whole process of the university construction.

Finally, the researcher tried to examine how the project meant success from the perception of the project stakeholders, here from the beginning of the researcher state that, the project success would be assessed from the traditional triangle of project success parameters. With this in mind, the final part of the questionnaire divided the concept of success into four streams cost, quality, time and customer satisfaction. From the data's collected from the respondent, the mean score value of 3.75 implies that the project fulfill the criteria for the success. In this research, The fourth parameter which indicate the satisfaction of the project stakeholders shown as one of the main factor to examine weather expectation are meets in the final outputs of the construction project reveled the stakeholders are satisfied with end products of the first phase construction projects.

5.2. Conclusion

The main objective of this research was to assess the impact of project stakeholder's participation on the project success of the first phase construction projects of the Mekdela Amba University. As we have reviewed different studies, stakeholder's participation is the major issues that determine the success of the project and in fact, it is the main concern for organizations to accomplish the project successfully. Hence, this research achieved its objective and from the findings of the study the researcher drawn the following conclusion based on the finding of this research.

Examining primary project stakeholder's participation on the project success is the objective of this research. The statistical analysis of this study revealed that all independent variables have a moderated mean value. This implies that the university project team laid good mechanism to manage every individual stakeholders to participate and fulfill their duty. But, there should be some improvement. From the results of the analysis, Contractors participation has low mean values. In any construction projects contractors participation contribution shall be very significant, since majority of the tasks in the process done by this construction companies. Their unlimited effort is essential and the university project team has to develop management strategy to improve their contribution for successful completion of the future project phases.

Based on the regression model discussed in chapter four, there is positive and significant relationship between the independent variable and the project success. This implies active participation on the project life time had significant contribution on the successful completion of the first phase construction projects.

Therefore, this study conclude that, the research variables project sponsor, consultant, contractors and local community integrated participation from the feasibility study to first phase closure period had huge roll on the successful completion of the university project.

5.3. Recommendation

On the final section of this project paper, the research provides the following recommendation to the Mekdela Amba university construction project team. The independent variable used to assess their impact of participation on the project success implies that project stakeholders have positive relationship and significance on the project success.

In particular, the results of the study revealed that project contractor's contribution is the lowest mean score and contribution on the successful completion of the first phase. Therefore improvement has to be made to enhance their contribution. However, the overall finding of this study shows the university project team has to focus more on managing the project stakeholders.

Generally, the university project team shall implement different stakeholder engagement strategies such as identify and engage stakeholders early, develop a communication plan, encourage active participation, building trust and credibility, ensuring accountability, providing incentives and continuous improvement on the stakeholder management strategy.

Hopefully, the researcher beliefs the above recommendations on stakeholder management practices help the project team to increase efficiency on the implementation of the future construction phases.

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APPENDIX A: QUESTIONNAIRE

<u>Questionnaire to Assess</u> Project Stakeholders participation for project success: In the case of Mekdela Amba University first phase construction projects	
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Dear Participant

The researcher, I Biruk Getachew is a student of masters of Arts in the department of project Management at Addis Ababa university, school of commerce invited you to take part in this research on “ Impact of Project Stakeholders participation for project success: In the case of Mekdela Amba University first phase construction projects”.

I assure you that your response will be treated with confidentiality and the identity of the respondents will not be revealed. The information obtained will only be used for academic purpose.

Thank you for your willingness to participation in this study!!

With regards,

Biruk Getachew

Please don't hesitate to contact me if you have any question

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Section A. Background Information about respondents

❖ Please kindly indicate (✓) in the provided box

Id. No: 0-____

1. Gender

Male ☐ Female ☐

2. Age (Years)

20-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41+ ☐

3. Level of Education

Diploma ☐ Degree ☐ Masters and above ☐

Other (Please specify) _____

4. Current Position

Project Manager ☐ Administrator ☐

Project Engineer ☐ Community representative ☐

Other (Please specify) _____

5. Work Experience (Years)

1 – 5 ☐ – 10 ☐ – 15 ☐ above 15 ☐ No experience ☐

Section B. Please kindly indicate (✓) your level of Agreement or Disagreement based on the following liker rating scale.

- If you **strongly agree** with the statement. Mark no.5
- If you **agree** with the statement. Mark no.4
- If you **Undecided** with the statement. Mark no.3
- If you **disagree** with the statement. Mark no.2
- If you **strongly disagree** with the statement. Mark no.1

Statement		5	4	3	2	1
Project Sponsor Participation (PS)						
PSQ1	The client representatives actively participated in each stage of the project life cycle.					
PSQ2	The client provide the Needed resources to complete the project were provided timely, with expected quality and right quantity. E.g. (payments, cement, reinforced bars etc.)					

PSQ3	The client remains engaged with project team in the whole life of the project and there was no drift over time.					
PSQ4	The client exhibited professionalism in decision making, leadership skill, people influence and strong inter-personal skills.					
PSQ5	The client participation was effective in conflict resolution, unblocked -blockers and other factors unless the project would be off the truck.					
PSQ6	The client request a timely report on the project progress and gave comments and client comments were helpful to complete the project successfully.					
PSQ7	The client participation in overall helps to meet project goals.					
Project consultant participation (PC)						
PCQ1	The consultant office and its representatives had adequate knowledge and technical capability to consult the project					
PCQ2	The consultant studied every project stakeholder's interest, expectations prior to the project launch and included in the project execution to meet their demand.					
PCQ3	The necessary document and technical drawings were provided by the consultant before the beginning of the construction work.					
PCQ4	The consultant laid effective methodology, tools and techniques to monitor and control the project in each life cycle.					
PCQ5	The consultant created appropriate communication structure and provide timely report for the project stakeholders about the progress and communicated information's for the right parties on the right time.					
PCQ6	The consultant effectively resolves conflicts among stakeholders and established suitable working environment to achieve project objectives.					
PCQ7	The consultant meets the expectations of project stakeholders by guiding contractors to complete the project under the given constraints.					
Project Contactors Participation (PCo)						
PCoQ1	The contractors brought the needed skill and knowledge to the project.					
PCoQ2	The contractors deliberately worked to meet the project success factors such as cost, quality, time and client satisfaction					
PCoQ3	The needed equipment, machinery and man power put on the project as per the contract agreement					

PCoQ4	Contractors communicate any issues in the process with stakeholders whenever necessary and without any barrier.					
PCoQ5	The contactors provided technical project documents and bank bonds every time requested. E.g. (master, material, manpower, machine and payment schedules and guarantee & performance bond)					
PCoQ6	Contractors prepared crash schedules and worked overtime to accommodate delays and cost overrun.					
PCoQ7	In every stage of the project implementation, the contactors did material quality inspection & test before ant installation or casting takes place.					
Local Community Participation (LC)						
LCQ1	The local community participated during the feasibility study period of the project and their expectations were managed.					
LCQ2	The surrounding Community along the project gave their land to the project with appropriate compensation.					
LCQ3	They actively participated in every stage of the project life cycle and enhance the project outcome.					
LCQ4	The local community perceived the project as their own property and has positive attitude on the project.					
LCQ5	The community expectation was satisfied by the outcomes of the project.					
Project success (PSS)						
PSSQ1	The project completed with the schedule without any delay					
PSSQ2	The project completed under budget without any cost overrun					
PSSQ3	The project meet the quality standards and specification					
PSSQ4	The project stakeholders was satisfied with the project outputs.					