ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

COLLEGE OF BUSINESS AND ECONOMICS

STAKEHOLDER ENGAGEMNT PRACTICES & ITS EFFECTS TO PROJECT SUCCESS IN THE CASE OF SUNSHINE REAL ESTATE PROJECTS

BY

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STATEMENT OF DECLARATION

With the guidance and support of the research project advisor, I hereby declare that this study, titled "Stakeholder engagement practices and its effect on project success in the case of sunshine real estate projects," is submitted in partial fulfilment of the requirement for a Master's degree in project management. This study is my original work, and it has not been submitted for consideration for any degree or diploma program at this or any other university or institution, and all sources of materials used have been properly acknowledged.

Declared by: Naod Birru Simalo

Signature _____

Date _____

LETTER OF CERTIFICATE

This is to certify that the research project "Stakeholder engagement practices and its effect on project success in the case of sunshine real estate projects," undertaken by Naod Birru, is his own original work and that it has not been submitted to any institution.

Seifu Mamo (PhD),

Project work Advisor

_____

APPROVED BY BOARD OF EXAMINERS

Members of the Board of Examiners agree that Naod Birru Simalo's research project, "Stakeholder engagement practices and its effect on project success in the case of sunshine real estate projects," meets the requirements for the Master of Arts in Project Management degree and is acceptable in terms of the University's standards and regulations.

Board of Examiners

External Examiner

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ABSTRACT

Effective management and coordination of the various project stakeholders helps to ensure a successful project outcome. Stakeholder engagement entails managing relationships to ensure project success in the short and long term. The goal of this study is to determine stakeholder engagement practices and its effect on project success in the case of sunshine real estate projects. Some of the variables considered in stakeholder engagements are defining purpose of stakeholder engagement, stakeholder identification, defining the stakeholder engagement plan, implementing the stakeholder engagement plan, and reviewing and improving the plan. Explanatory research approach was used with qualitative data from targeted two real estate project personals [54 participants] under the sunshine real estate of the selected four stakeholders. A census technique was used from a small universe, with the strata containing all of the project's internal and external stakeholders. Questionnaires were distributed for the respondents, and reliability was confirmed by adopting standardly constructed questioners approved by adviser and using appropriate research method and design, technique and process of data sampling and collection and test measures. The collected data was statistically analysed using SPSS version 20, which produced descriptive and deductive statistical outputs. The findings show a positive relationship between project success and all project stakeholder engagement variables. A regression model was used to investigate the causal relationship between the study's dependent and independent variables. According to the results of the linear regression, the defined stakeholder engagement components have a statistically significant and positive effect on project success. The majority of respondents rated the project's capacity to effectively engage its stakeholders a satisfactory understanding on the overall analysis, which suggests that the company still has more work to do in this area. It is strongly suggested that project stakeholder engagement requires a lot of attention because it determines a project's success. To have successful real estate projects, managing various computing stakeholder interest and expectations, involving all stakeholders who are connected to the project result as a dispute resolution plan and create trust between them. The author thinks that proactive and thorough stakeholder engagement fosters fruitful partnerships that contribute to the success of the project as a whole.

Keywords: Stakeholder engagement, defines stakeholders, stakeholder identification, engagement plan, implement engagement, and project Success.

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Chapter 1

Introduction

1.1. Back ground of the research

The construction firms are project-based and their successes are concluded by project success to a large extent. According to Nallathiga, R et al., (2012) referring Prasanna Chandra, (2005) work; a construction project is completed as a result of a combination of many events and interactions, planned or unplanned, over the project life cycle, with changing participants and processes. As a result, project management face high rate of challenge and failure in the industry and academia.

Countless papers have been written about project success with many dimensions in addition to the concept of achieving 'iron triangle' can result project success, project managers must focus on completing projects on time, on budget, and according to specifications (Brydw, D., 2008). Contemporary project success has been measured in a variety of ways. According to Gilibert et al., (2017) stakeholder management/engagement analysis is treated as one of the most important aspects of project management at all stage of the project cycle. Project completion on time and cost could still be considered as failure if the project does not fulfil its required purpose (Nzekwe et al., 2015). This contemporary project success measure emphasis on effectiveness on stakeholders engagement determine project success especially primary sponsor, (Anantatmula, V & Rad, P, 2018). Of course the success and failure determination is strongly influenced by how it meets its stakeholder's expectations and the perceptions of its value (Zhai, et al., 2018). More than that, Jugdev & Muller, (2005); Davis (2017) revealed that there is no conventional measure of project success due to the paradox created from practical example of some project completed within expected variables (time, cost and scope) but still unsuccessful while other projects not attain their variables but ultimately viewed as successful.

There are multiple studies about time, cost and scope as critical factor for project success but few literature items about this project success concept have focused specifically on project stakeholders (Eskerod, p.; Huemann, M., 2013 & Lock, I.; Seele, P., 2017). Stakeholder's expectation and value managements are considered key aspect of stakeholder management activity (APM 2012, p. 116). Alqaisi, F; et al., (2018), in other side, worked on effect of

stakeholder engagement and communication management on success of the project conclude that project success depend on managing the expectations of stakeholders.

The domestic construction industry is made up of public and private sector entities, and the sector's inefficiencies stem from fragmented and inadequate interactions between major participants. Furthermore, according to the Construction Sector Development Policy (CIDP, 2014), it will need many years of persistent work and the optimal operating environment to avoid meeting restrictions and improve the development of the construction industry. Furthermore, stakeholders in the construction sector must be dedicated to working together to achieve meaningful solutions in a timely manner.

Understanding projects engagement within complex involvements and requirements of stakeholders and understanding stakeholder engagement effect on project success positively or negatively is vital. Project engagement should be assessed to understand the employment and integration into project management systems to each stage of project for different reasons. Driving from this, the objective of this research is to assess the practices of stakeholder engagement and effect on project success in context of real estate project in Addis Ababa. Result, the authors of this research could not find enough recent publication items related to real estate projects success and stakeholder engagement. This was considered as a research gap, which contributed to the originality of this paper. The gap on practical understanding on the effect of stakeholder engagement on project success beyond the three success factors (Time, cost and scope).

1.2. Organization background

The general preliminary discussion was made between me and some employees of the company related to the stakeholder engagement role for project success based on the existing real estate development in two sites. Result is a motivation to study the practise of stakeholder engagement and its role for project success.

Sunshine Construction Plc was founded in 1983. In the early years of its establishment, the company had started to engage itself in minor construction and waterproofing works with less than ten employees. Since establishment sunshine construction has undertaken more than 210 villas located at Meri Luke Sunshine village, 15 at Gerji sunshine, and 202 residential villas at Bole Beshale, bringing the total count to 427 and apartments at CMC 14, Gerji 33 and Bole

Beshale 29, 454 Villas and 3454 Apartments. This paper focuses on undertaking CMC and Bole Beshale real Estate Projects which are found in Bole sub-City on 138,500 m. square and 100,000 m. square land, respectively.

Ethiopia construction industries shows significant problem result in delays and cost overruns during construction phase and identified that the cause for it in overall context are poor site management and supervision, poor project management assistance, financial difficulties of owner, financial difficulties of contractor and design changes are the five most frequent, severe and important causes. Werku koshe, K. N. Jha., (2016) study shows that in Ethiopia only 8.25% projects have been finished to the original targeted completion date. The remaining 91.75% delayed 352% of its contractual time. The selected Sunshine projects are the one with facing challenge to achieve stakeholder expectation and value. This paper finally came up with solutions towards determining stakeholder engagement on project success.

1.3. Statement of problems

The concept of "success" in the context of projects is an issue and defined differently. In one side project success is measured by traditional measures of project progress, such as cost, time, and quality. These measures don't take into account weather the end product meet need of end stakeholders. Most study shows there are many critical success factor and relationship between various attributes which are essentially needed to identify the specific project success. In other side, they should be compared to project outcomes which can be determined by evaluator and measure at the end (Zid, c., Kasim, N., Soomro, A.R; 2020). Roseke, p., (2018) also mentions that Stakeholder can have their own definition of project success such as: Safety in product use, job security, financial health, profitability and compliance with regulations.

Multiple research have been identified various causes of project success and failure. For example, Toljaga-Nikolic et al., (2020) identify five major groups of success factors for construction projects: project-related factors, project procedures, project management actions, human-related factors, and the external environment. Other have different frame of study include poor management practice (Yimam 2011; Desta 2017; Sinesilassie, Tabish, and Jha 2017); corruption (Plummer 2012); lack of applicable standards (Gezahegne 2011); and weak capacity of the organizations (Mustefa, 2015). According to Mengesha (2004, 2016), the factors contributing to low performance of public projects in the country are policy, capacity, attitude and force majeure related issues. Desalegn M., Gangadhar M., (2019) studies were conducted

focusing basically on organization level issues ‘These organizational level studies conducted in Ethiopia indicate poor performance of projects in terms of various aspects of performance measures (Kifle 2013; Haile 2016; Anshebo 2017; Tagesse 2017).

Having said that beyond the multiple factors that affect project success in construction projects stakeholder engagement have rarely explicitly named as a factor to be studied refer to engagement practices. However, Molwus, J.J., (2017) explicitly examined the relationships among critical success factors for stakeholder management in construction. Stakeholder management as critical success factor specifically causing on a major delays to the projects according to Tadesse Ayalew, et al (2016) stakeholders involvement was considered as a potential solution for the challenges of Ethiopian Construction Industry. The results of the study showed that stakeholder engagement has a direct positive impact on project success.

Due to Ethiopia's unappealing bureaucratic bottleneck and lack of infrastructure, private real estate began to grow in the late 1990s and early 2000s, when the Ayat, Sunshine, and Berta Real Estate enterprises built a few mansions on the outskirts of Addis Ababa. Now days there are various risks associated with pre-delivery, which can result in delays and, in the worst-case scenario, tragedy if the agreements are not followed. Trust, the most important part of the real estate company, has been seriously damaged. Throughout the last few decades, Ethiopia's real estate market has been marked by repeated clashes between developers and disgruntled customers. The developers' failure to fulfil their contractual obligations and deliver on their commitments is the root of the conflicts. However, there has yet to be a comprehensive research that takes this into account.

However, in Addis Ababa's real estate development, there has not yet to be a comprehensive analysis that takes into consideration the perspectives of all stakeholders at all phases of the project. If developers are aware of changes in the greater stakeholder group and how they relate to project success, they may engage with stakeholders to manage the influence on project success. As a result, the goal of this research was to see how stakeholder’s engagement affected the project's success and how it affected problem resolution at Sunshine Construction Plc. It focuses on housing supply from 1984 to 2022.

1.4. Research question

1. To what extent does defining purpose of stakeholder engagement determine project success?
2. To what extent are current practices of identifying and prioritizing stakeholders used to determine project success?
3. What is the relationship between the stakeholder engagement strategy and project success?
4. What is the relationship between putting a stakeholder engagement plan in place and project success?
5. What is the link between stakeholder engagement performance measure and project success?

1.5. Objective of the research

1.5.1. General objective of the research

The research general objective is to develop an assessment of the practise of stakeholder engagement effect on project success in Sunshine real estate projects.

1.5.2. Specific objective of the research

1. To analysis the level of relation between defining stakeholder engagement purpose over project success.
2. To analyse the practise of stakeholder identification and prioritization related to project success.
3. To analysis the practices of stakeholder engagement plan in determining the impact on project's success.
4. To analysis the practices implementing stakeholder engagement plan in order to relate to project success.
5. To analysis the level of correlation between stakeholder performance measure and project success.

1.5.3. Research Hypothesis

The following null hypothesis is formulated to test the causal effect between the dependent variable and the independent variable.

Null Hypothesis

Ho1: Purpose of stakeholder engagement have positive significant to project success.

Ho2: Stakeholder identification and prioritization have positive relation to project success.

Ho3: Defining stakeholder engagement plan has positive significance to project success.

Ho4: Implementing stakeholder engagement has positive relation to project success.

Ho5: Stakeholder performance measure has positive relation to project success.

1.6. Research scope

This research is not on the usual problem of projects like being not delivered on time, recording cost overruns and not meeting specifications but it is basically linked to stakeholder engagement practice and project success. Associating project success with achieving stakeholder expectation and value is one of the measuring criteria for the real estate developers to attain their aim. The study only assesses stakeholder engagement practices related to project success form the perspective of project personnel involving in Sunshine real estate project located in Addis Ababa. In the research activity we called project stakeholder engagement process is used as umbrella to develop conceptual framework to measure project's level of stakeholder engagement related to project success.

The research methodology will be a quantitative design where data will be collected in the form of questionnaires from the selected companies' two real estate projects. The sample population will be limited to the project teams (Project managers, Project engineers, Customers and supervision engineers) of the respective real estates.

1.7. Research Limitation

From large set of real estate project success factor this research particularly limited to a single variable. Specifically, the study focuses on the relationship between project stakeholder engagement and project success in the case of sunshine real estate. The five core knowledge areas of project management (initiating, planning, executing, controlling, and closing) do not include project stakeholder engagement. It is a facilitating knowledge area that is thought to be critical in achieving the project's defined objectives. Other well-known project management knowledge areas can also have an impact on a project's success. Moreover, the study's limitation is that there are numerous other real estate developers operating in Ethiopia, but only sunshine

was chosen. The above reasons will give future researchers to explore those stakeholders' engagements area effect on project success and fill the gap of this study.

Chapter 2

Review of related Literature

2.1. Introduction

This part of the research is review of related literatures on project stakeholder management/engagement and its impact on project success in particular real estate projects. In particular review focuses on the relevant theoretical and practical aspect of project success in relation to project engagement will be this part of the paper than finally will develop a conceptual framework for the study based on the literature review.

2.2. Theoretical review

2.2.1. Stakeholder theory

In order to succeed and maintain long-term growth, an organization must consider the interests of a wider group of stakeholders, such as employees, customers, suppliers, etc., rather than just the interests of shareholders (Freeman, 1984). With "employees, suppliers, local communities, creditors, financiers, trade unions, and many more," stakeholders are taken into account in stakeholder theory, an organizational management and business ethics tool (Tom, C.W.L., 2018). The success of every organization will depend largely on the stakeholder's understanding and acceptance. For these reasons, researchers used stakeholder theory to test the reaction of stakeholders to an organization's adoption of new management systems. The stakeholder theory in project management is to address efficiency and effectiveness through relationship and participation throughout the project life cycle in the company's stakeholders includes employees, suppliers, local communities, creditors, financiers, trade unions and many more. Stakeholder theories were first applied to strategic management and organization by Sergey D. Dmytriyev et al. in 2021, which is credited with increasing the efficacy and effectiveness of the project. Additionally, it was noted by (Taana, Ivy Hawah & Raju, Valliappan., 2020) that numerous other authors in the field of project management had applied various stakeholder theory-based factors to numerous works to examine project success. Stakeholders Theory is therefore the most important and vital in any project and their involvement are critical to project success (Albert et al., 2017). Developing a stakeholder requirements strategy would provide help as needed and maybe reduce project stumbling blocks. As a result, the theoretical justification for stakeholder

management is core activity of project management to gain project success (Huemann et al., 2016).

2.2.2. Stakeholder management & construction projects

The principal aim of carrying out stakeholder management in construction projects is to deliver projects successfully, but the perception of project success may not be that straight forward, according to the Chartered Institute of Procurement and Supply (CIP) - Chartered Contractors in England and Wales. In particular construction project stakeholders are considers as one the major pillar and according to Bahadorestani et al. (2019) management of those stakeholders is essential for effective project management in the construction industry. Di Maddaloni, F.; Davis, K., (2018) stated stakeholder management in construction projects is an essential process which aims to maximize positive inputs and minimize unfavourable attitudes by taking into account the needs and requirements of all project stakeholders, according to the Project Management Institute (PMI) for major construction projects.

Stakeholder management is often a set of process that related to the different project management processes include stakeholder identification as an initial process and stakeholder management as part of implementation processes which is practice to determine and include stakeholder concerns, needs and values (Erkul et al., 2016). The PMBOK, 2017 provides a more elaborated breakdown by distinguishing four processes: identify stakeholder, plan stakeholder engagement, manage stakeholder engagement and monitor stakeholder engagement.

Di Maddaloni, F.; Davis, K., (2018) identified that current project stakeholder management mechanisms are reactive rather than proactive. Stakeholder management in construction projects requires proactive strategy to manage key stakeholder from identification to evaluation that helps to develop key stakeholders' attitude which determine whether the project will contribute to sustainable development and be executed with its principle. Process of identifying stakeholders is starts from gathering information about stakeholders and analysing their influence as a systematic approach. Two major concepts for stakeholder management adopted by several researchers are stakeholder salience; power, legitimacy and claim urgency (Mitchell, R. K., et al.; 1997) and stakeholder circle; identification of stakeholders, prioritisation, visualisation, engagement and monitoring effect of their involvement (Bourne, L. and Walker, D., 2005).

2.2.3. Stakeholder engagement

The term "Stakeholder engagement" is a construct and contested concept that refers to a wide range of practices. Carinai. R., (2016) it is a continuous and systematic process by which an organization establishes a constructive dialogue and a fruitful communication with its key stakeholders. In the natural resource management context, it most often refers to the participation of stakeholders in planning or decision-making efforts. Moreover, their definition of stakeholder Engagement is the process of ensuring that all individuals, groups or institutions affected or maybe affected by the project outcome take part in project planning and decision-making.

Different methodological approaches are available for stakeholder engagement mentioned by different scholars. Farooq, M., et al., 2021, PMI, 2017 demonstrate an effective stakeholder's engagement which is important to manage the involvement with a circular process, with a view to continuous improvement.

A. Purpose of the engagement

Engagement with stakeholders must serve a purpose. It is critical to first consider why the organisation is participating and what needs to be accomplished. No stakeholder engagement should begin without a purpose in mind. Stakeholder engagement occurs to develop or improve strategy or to assist in identifying and addressing operational issues. Most articles explicitly stated the goal of stakeholder engagement, most notably the moral component, either alone or in combination with other components. Many authors consider legitimacy (Provasnek et al., 2018; Thaler), trust (Eger et al., 2019), and fairness (Davila et al., 2018) to be critical moral goals of stakeholder engagement. Environmental and sustainability concerns (Scuotto et al., 2020) and increasing inclusive stakeholder engagement (Mease et al., 2018) are also seen as important moral goals. Recently, there has been a call to include moral issues, such as stakeholders' core values, in the examination of stakeholder relations (Bundy et al., 2018). To develop joint solutions, stakeholders must be able to negotiate their subjective interpretations of a focal issue (Bridoux & Stoelhorst, 2020).

B. Identifying the relevant stakeholder

This step is a systematically constitute stakeholders proceed from the stated objective(s) of the stakeholder engagement became retained from Reed's authentic framework. Careful attention of who's engaged, which includes attention of who's excluded, is an essential detail of stakeholder engagement, irrespective of context, and with inside the conceptual stakeholder engagement literature, a good deal interest is paid to the complexities of stakeholder identity and representation (Stringer et al. 2006, Reed et al. 2009). Relevant stakeholders are individuals, groups of individuals, or organisations who are affected or could be affected by an organization's activities, products, or services, as well as the associated performance in relation to the issues addressed by the engagement. Ideally, planner should avoid marginalizing groups and may need to think carefully and creatively about how to meaningfully engage such groups (Prell et al. 2009).

First, the selection of the stakeholders is done by classifying all potential stakeholders into types with different importance, this classification being based on the project definition (objective, type and domain). This phase included both stakeholder identification and prioritization. Muhammad Babar et al. 2015 investigated the relationship between stakeholder interests, project goals, and requirements. An equation is provided to calculate stakeholder impact on projects. Some studies consider the impact of inter organizational project changes on stakeholders' interests and influence. Based on Luciana's research, Mohd Sadiq et al., (2014) established a similar criterion. Understanding stakeholders is aided by categorising stakeholders based on those aspects. A stakeholder matrix is used to assess the importance of stakeholders based on interest and influence analysis.

C. Defining stakeholder engagement plan

A stakeholder engagement plan should be developed after the stakeholders have been identified and mapped. The engagement should be structured in such a way that the perspectives of all stakeholders are taken into account. Stakeholder engagement planning entails devising strategies for involving project stakeholders based on their needs, expectations, and interests, as well as their potential impact on the project. The main advantage is that it provides an actionable plan for effectively interacting with stakeholders. This procedure is repeated as necessary throughout the project (PMI, 2017). To develop a proper engagement plan, the following sections thoroughly discuss the various engagement approaches and techniques.

The stakeholder management plan should outline the strategies and actions that will be used to manage the project's stakeholders in terms of their power and interest (Forman & Discenza, 2012). A stakeholder engagement plan is a written strategy for communicating with project stakeholders in order to gain their support. It specifies the frequency and type of communications, as well as the media, contact people, and communication event locations. It is created at the start of the project and is regularly updated as stakeholder communication requirements change (Salhan, 2020). The stakeholder management plan identifies stakeholder engagement levels, interrelationships between stakeholders, and stakeholder communication requirements during the project (Riahi, 2017).

D. Implementation of the stakeholder plan

Manage stakeholder engagement is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement (PMI, 2017). It is necessary to inform the Stakeholders in advance about the project and the possibilities to participate in the project. In communicating the project to the Stakeholders, it must be kept in mind that different Stakeholder groups require a different approach in communication. It is a two-way communication process that involves stakeholders sharing information and encouraging interaction between decision makers and other stakeholders (Eyiah-Botwe, Aigbavboa, & Thwala, 2015). Effective stakeholder engagement benefits project performance by eliminating conflicts and reducing costs through increased stakeholder 17 participation in project decision making, according to Kivitis (2013) cited in Mambwe, Mwanaumo, Nsefu, and Sakala (2020). In many ways, project communication management is a proactive effort on the part of management to manage the expectations and requirements of all stakeholders involved in the project. In the case of stakeholder relationship management, effective communication management is a process of effective information exchange; it is about ensuring that the project or other activity runs smoothly.

E. Review the plan

At the end of each cycle of the Stakeholder engagement process, the whole situation and its outputs should be reviewed, as well as the reasons of the chosen decisions and actions should be defined. Stakeholder relationships have to be monitored throughout the project. Monitoring involves data analysis, data representation, communication skills, and decision making (Salhan, 2020). This process aims to monitor the relationships between the project stakeholders in

general, adjusting strategies and plans to maintain engagement. It provides the means to see if the communication strategy that has been implemented has been successful (Rajhans, 2018). According to PMI (2017), it is the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans. The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes. This process is performed throughout the project.

Stakeholder Engagement Process by Jeffery, N, (2009) stated that an organisation's engagement with its stakeholders is a continuous, systematic, logical and practical process that will take you from the starting point of planning and identifying objectives through to post monitoring and evaluation. The process is not linear; rather it is an iterative process in which the organisation learns and improves its ability to perform meaningful engagement with stakeholder engagement.

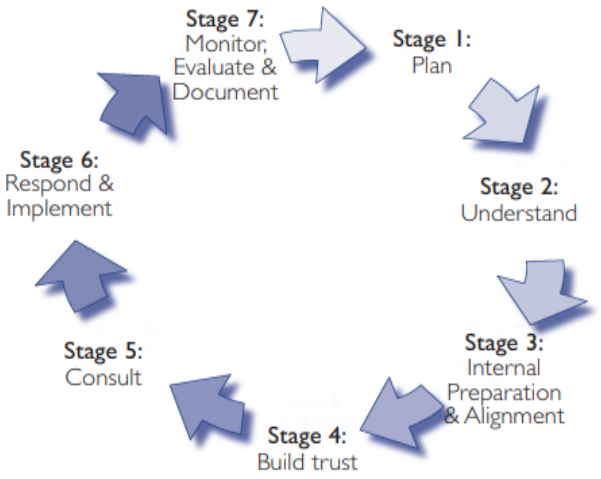

FIGURE 2.0: The Process Flow of Stakeholder Engagement

Stage 1: Planning: Identify your basic objectives, issues to address and the stakeholders you 0prioritise as critical to your organisation.

Stage 2: Understand your stakeholders: Identify the urgency they feel for their issues and the legitimacy of their interest.

Stage 3: Preparing internally to engage: Identify possible commonalities between your organisation and your stakeholders – to identify possible ways into conversations and win-win situations.

Stage 4: Building trust: Different stakeholders will come with different levels of trust and willingness to trust. Recognise this and that how you interact with them will need, therefore, to adapt to the level of trust present and needed.

Stage 5: Consultation: For overall success it is important to achieve during consultation: The consultation process should be material to your organisation's key economic, social and environmental risks.

Stage 6: Respond and implement: Decide on a course of action for each issue agreed upon – understanding possible reactions to your proposal will help you develop a more successful proposal.

Stage 7: Monitor, evaluate and document: Knowledge management is critical for capturing information and sharing what is learned. Transparency of the process is greatly aided by accurate documentation.

Menoka Bal et al., (2013) presents a summary of the interview findings, with brief discussion, in relation to the interviewees' attitudes and experiences related to the processes for engaging with stakeholders. The interview findings suggest a systematic process involving six key steps, which are summarized in his paper.

Stage 1: Identifying all Key Stakeholders

There are typically only a small number of key stakeholders with a high salience in relation to sustainability. A formal identification process can be considered a key step in drawing a line between the parties to be involved and the parties not (Gao et al., 2006). Different kinds of stakeholders are involved in different steps such as pre-design, design, bidding and construction. In terms of the sustainability mission of a project, stakeholders can be identified by their interest, power and attitude.

Stage 2: Relating the Stakeholders to Different Sustainability-Related Targets

Interviewees suggested that after the stakeholder identification step it is important to relate the stakeholders to different sustainability-related targets. It is important that the project's objectives mesh with its "stakeholders" responsibility and skills and those they continue to fit stakeholders' interests as the project evolves (Romenti, s., 2010). Stakeholders have a role in developing a sustainability strategy that delivers the best project benefits.

Stage 3: Prioritizing the Stakeholders

All stakeholders are important, but they should be prioritized depending on the sustainability-related issues and their relevant characteristics, such as their ability to influence, impart knowledge and bring integrity and legitimacy. The greater the priority accorded to a stakeholder group, the greater the efforts aimed at engaging the stakeholder groups. Contractor A articulated the importance of stakeholder prioritization as follows: "Sometimes there is struggle to pay attention to all of them and sometimes one needs to sacrifice the needs of one stakeholder for another" (Lim, s.k.; Yang, J., 2008).

Stage 4: Managing Stakeholders

After prioritizing the stakeholder, the next requisite step is to manage their relationship. Managing relationships with stakeholders helps raise the consciousness of the project and make it better prepared to deal with changing stakeholder needs. In this sense, stakeholders are a major source of uncertainty. A generic project risk management process framework provides a structure for reviewing approaches to analyzing stakeholders and risk management issues.

Stage 5: Measuring their Performance

The main purpose of performance measurement is to measure and improve the efficiency and the quality of the performance, and identify opportunities for progressive improvements in performance. All key stakeholders' individual performance needs to be measured to decide how well they are meeting their responsibilities to produce a better outcome for the project. Yang, H.; et al., (2010) stated that Performance measurement must be two-way, providing stakeholders with the opportunity to provide their own feedback, express concerns and help identify problems early.

Stage 6: Putting Targets into Actions

A systematic plan of stakeholder engagement is a valid mechanism that focus's to firms' innovation orientation within the context of sustainable development (Ayuso, s., et al, 2011). Evaluating that performance among all the project stakeholders provides the basis for judgments about how well the company is performing in meeting sustainability related targets. Adapting the above mentioned performance measurement plan assists the project in setting targets and adapt to changing needs, requirements and the external environment.

2.2.4. Stakeholder engagement performance indicators

Engaging stakeholders to achieve sustainability goals is beneficial in terms of improved understanding of the market conditions, building firm reputation and trustworthy relationships and establishing long-term partnerships, uncertainty, mitigate risk, share risk and collaborations. Bal, M., et al., (2013) developed an engagement framework for driving sustainability in the construction industry. Result, stakeholders possess a wealth of information and resources that could be important for successful project delivery. Project organizations should exploit stakeholder management processes in order to obtain their full benefits, (Chinyio and Akintoye, 2008) argued.

From literature summary the benefits accruing to the project organization include increased relational wealth, process and organizational efficiency, cost performance, better market positioning and business opportunities, improved foresight on impending issues, public image, and reduction in risk and litigation. Oppong, et al., (2017) summarized assessing stakeholder satisfaction is important for project success because satisfaction of stakeholders depends on the trade-offs between the costs borne by the stakeholders and the ultimate benefits accruing to them. From this inquiry, the satisfaction of the stakeholders results in the satisfaction of the project organization. Therefore, implication of stakeholder engagement in project delivery some of the identified performance indicator are objective in nature whiles the others are subjective in nature and rely solely on the perception of the assessors.

2.2.5. Understanding project success

Project success factors, project success criteria, project success measures, project success metrics, and project success outcome evaluations are all included in the definition of project success (Masrom et al., 2015). Some organizations take the customer satisfaction surveys (Ellis, 2015). Some organizations use senior management or project manager feedback (Harwardt, 2016). Some conducts team project surveys. While the others measure the success of the project in financial terms (Parisi & Rossi, 2015).

According to Beringer's (2013) study, stakeholder involvement is critical to a project's success. Stakeholders in a project have varying needs, objectives, responsibilities, and priorities, but there is a correlation between stakeholders and project success. Because their decisions will have an impact on the project, and the project's outcome may influence their interests. In order to meet stakeholder needs and satisfaction, an important project success factor, an effective and formal

stakeholder management process is essential (Botwe et al., 2016). The stakeholder engagement may also refer to the integration of stakeholders' knowledge and values with a particular project's more specialized knowledge and purpose (Talley et al., 2016).

Stakeholder engagement aims to include their expectations and needs as well as their needs and expectations for the future of the project. Effective stakeholder management has been identified as one of the key requirements for successful project delivery by several scholars. Early stage of project stakeholder engagement in New Zealand construction projects was identified to be the main contributor of efficiency and effectiveness in project performance (Einur, et al.,. 2016). In India Sindhu and Karthiyayini (2016) reported that ineffective stakeholder involvement in construction projects in India was number one priority factor that contributed to increased cost overruns in construction project. Rahman and Alzubi, (2015) noted that poor stakeholder engagement significantly contributed to construction projects costing overruns which resulted into project failure. Rajeev and Kothai, (2014) observed that when interactions and interrelationships among stakeholders were not strong, projects were not executed within the budgeted cost. After simplified approach on two case studies (Ibraheem, Israa, 2018) conclude that lack or weakness of effective planning for all aspects of a project, including managing the expectations of stakeholders and identifying ways of communicating with them, causes major problems in the project.

Construction project success is repeatable but is a one of the hardest things to be accomplished mostly because of the dynamic and unique nature of projects. A Guide to the Project Management Body of Knowledge (PMBOK Guide®) 6th edition, 2017) discuss about the traditional view of project success as the productive completion of time, cost and scope. However, there are multiple studies based on the empirical data collected, especially when it comes to the real estate and construction sector explore project success beyond the iron triangle.

Beyond the iron triangle focusing on stakeholder perspective, Beringer et al. (2013) claimed that stakeholder behaviour and management of such behaviour is the key to project portfolio success. According to Besteiro et al., (2015), defining project success is not easy and depends upon the perspective of the stakeholder, the type of project, the temporal perspective, and the organization. Ogunde et al., (2017) descriptive research recommended after identify the factor in construction project success, that the institutionalization of construction project management practice, compulsion of adequate training and skill modification programs for construction professionals to aid the sustainability of project management systems in Nigeria. Passive

participation from project manager, lack of client involvement in making decisions, provision of substandard materials, design error and poor treatment of workforce are cited as some of the major challenges facing Nigerian construction industry. Stakeholder perspective project success has been extended to encompass the achievement of a broader set of organizational objectives, involving benefits to a wider range of stakeholders, including senior managers and project sponsors (Ika, 2009; Jugdev & Müller, 2005).

2.2.6. Real estate project potential stakeholders

In particular, construction projects often pass through multiple stages in which different stakeholders may be involved. Meanwhile, decision-making in real estate projects is complex partly due to the many stakeholder interests represented throughout the development process. Primary stakeholders are active decision makers that have great impact on the environment and on the project. Secondary stakeholders are mostly passive, undertaking decisions made by primary stakeholders and have little influence during the implementation phase (Joseph Joseph Ignatius Teye Buertey et al., 2016). Another way of stakeholder conceptualization and categorization to impact a project, according to Chinyio and Olomolaiye (2010) stakeholders in construction projects can be clients, consultants, contractors and external parties. Clients, consultants and contractors can be grouped together as internal stakeholders, while the remaining parties are considered external stakeholders. Wilkinson and Sayce (2015a & b) stated in real estate development, key stakeholders can be categorized as policy makers, regulators, owners, developers, investors, producers, marketers-real estate agents, proponents and opponents, and users.

2.2. Empirical review

Maina and Kimutai, (2018) studied stakeholder management and project performance. Regression result indicates that there is a positive and significant effect of stakeholder identification and stakeholder engagement on project performance. Alqaisi (2018) in the study on the effects of stakeholder's engagement and communication management on project success stated that establishment of appropriate and timely communication will enable meet the requirements of stakeholders.

Herremans, Nazari, and Mahmoudian, (2016) in the study on stakeholder relationships, engagement, and sustainability reporting using qualitative research methods explain that stakeholder engagement strategy: directness of communication, clarity of stakeholder identity,

deliberateness of collecting feedback, broadness of stakeholder inclusiveness and utilization of stakeholder engagement for learning are capabilities necessary to develop relationships with stakeholders and leaning via sustainability reporting.

Githinji et al. (2020) investigated the impact of stakeholder involvement on project performance. Regression results show that managing stakeholder involvement in project performance has a positive and significant effect. The findings also show that stakeholder involvement monitoring and stakeholder identification have a positive and significant impact on project success.

Wamugu and Ogollah, (2017) investigated the role of stakeholder participation in the implementation of the project. The results of the regression analysis of this study show that managing stakeholder involvement, monitoring stakeholder involvement, and planning stakeholder involvement have a positive and significant impact on project performance. Maina and Kimutai, (2018) studied stakeholder management and project performance. Regression result indicates that there is a positive and significant effect of stakeholder identification and stakeholder engagement on project performance.

Alqaisi, (2018) in the study on the effects of stakeholder's engagement and communication management on project success stated that establishment of appropriate and timely communication will enable meet the requirements of stakeholders. Herremans, Nazari, and Mahmoudian (2016) in the study on stakeholder relationships, engagement, and sustainability reporting using qualitative research methods explain that stakeholder engagement strategy: directness of communication, clarity of stakeholder identity, deliberateness of collecting feedback, broadness of stakeholder inclusiveness and utilization of stakeholder engagement for learning are capabilities necessary to develop relationships with stakeholders and leaning via sustainability reporting.

Riahi, (2017) in the study project stakeholders' analysis and management processes state that it is important to identify stakeholders and plan stakeholder management throughout the project. Thorough stakeholder analysis and communication planning maximizes the chances of a project producing results on time and on budget. Mambuwe et al. (2020), a study of the impact of stakeholder involvement on construction project performance, identified by regression analysis, found a significant positive relationship between stakeholder involvement and project performance. It states that stakeholder involvement can be used to predict the performance level of a project.

2.3. Conceptual framework

A conceptual framework is a written or visual representation of an expected relationship between variables which are simply the characteristics or properties that the paper wants to study. The above theoretical literature review on existing experience and theories about the stakeholder engagement and project success on real estate projects gives the general way how to develop the conceptual framework.

The purpose of the article is to assess the practices of stakeholder's engagement in real estate project and its success role. Therefore, the independent variable is stakeholder engagement components according to Farooq, M., et al., 2021, PMI, 2017 demonstrate an effective stakeholder's engagement which is important to manage the involvement with a circular process, with a view to continuous improvement. The second dependent variable is project success which had been measured by triple measurements (scope, cost and schedule) but haven't consider about stakeholders' needs. In this particular research when project realize stakeholder value and meet triple criteria, traditional project success define could indirectly connect with stakeholder satisfaction. Therefore, Caccamese, A. & Bragantini, D., (2012) as an alternative multi-dimensional approach dependent variable is external measures of customer satisfaction and organizational benefits, is suggested to measure project success.

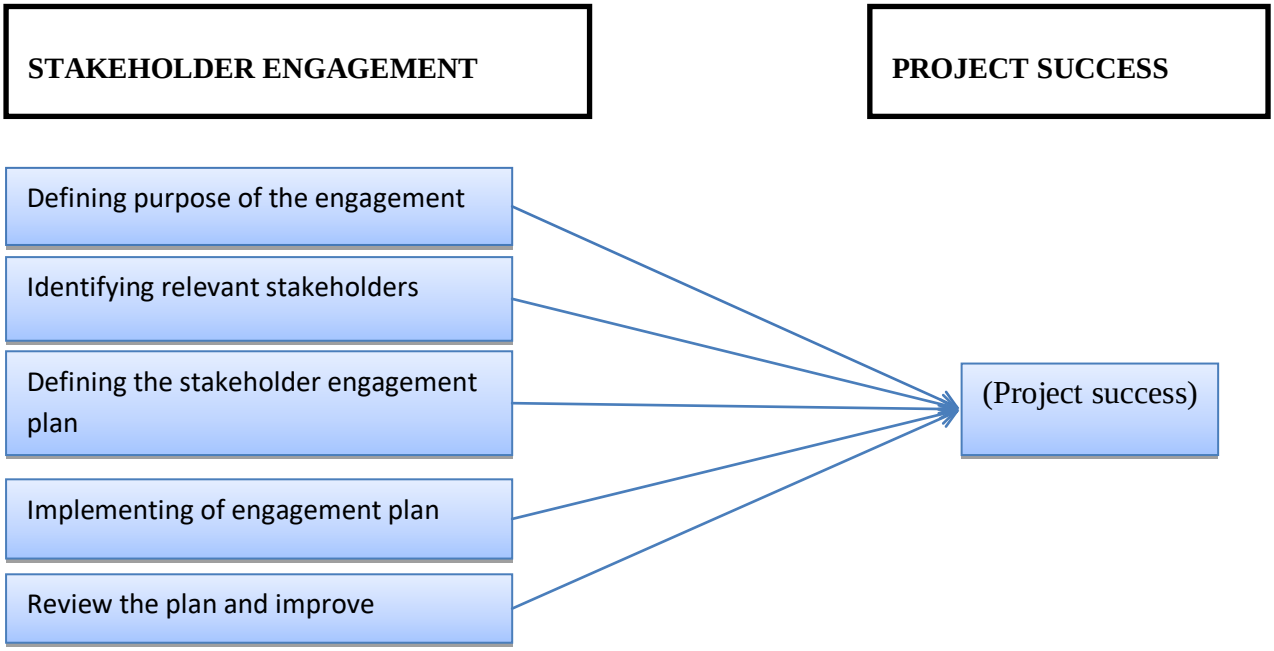

FIGURE 2.1: Effective stakeholder's engagement which is important to manage the involvement with a circular process, adopted from Farooq, M., et al., (2021) & PMI, (2017).

Chapter 3

Research design and Methodology

3.1. Introduction

This chapter of the study provide information about the plan to answer the research question. The strategy used to implement that plan is called research method. The comprehensive research design is to insure data collection, validation, reliability and ethical consideration and by far analysis in a way that help to answer the research question effectively.

3.2. Research design and approach

The purpose of this research is to assess stakeholder engagement practices in order to improve the success of real estate projects through achieving stakeholder satisfaction. It will evaluate how well real estate projects are meeting stakeholder expectations. To assess the company's stakeholder engagement practices, an explanatory research design has been used to test the hypothesis of a causal relationship between the dependent and independent variables. Exploratory research is conducted when there is insufficient knowledge about a phenomenon or problem that has not been clearly defined (Saunders et al., 2007). Explanatory research, according to Adams et al., 2007, describes phenomena and attempts to explain why behaviour is the way it is.

The study employs both qualitative and quantitative methods, with the rationale that one strengthens the weaknesses of the other by collecting data from various sources on stakeholder engagement practices that influence project success. To achieve the objectives of study, quantitative data has been used to numerically measure and statistically analyse the variables. Using regression analysis, a quantitative approach is used to assess the relationship between stakeholder engagement and project success. The qualitative approach is also used to assess and obtain comprehensive information on stakeholder engagement practice in real estate projects, starting with the conceptual development of documents.

3.3. Research method

3.3.1. Data type and sources

In order to have well-organized information on stakeholder engagement practice and project success both qualitative and quantitative date types has been used which are equally important for the selected research design of the project aimed to gathering the right information.

First-hand information will be gathering by using questioners regarding the necessary points from participant stakeholders. Close ended questions were used to measure the variables of the study using five-point Likert Scale where 5 = strongly agree; 4 = slightly agree; 3 = neutral; 2 = slightly disagree; 1 = strongly disagree. The questionnaire was self-developed and distributed to the selected sample after a review of the literature on the topic area of study. The secondary data for this paper is the archival data which already documented in different manner plan of the focused organizations, contractual documents of the parties, and other data from the project.

3.3.2. Target population

One of the first decisions made in any social science research is what unit of analysis to use. The unit of analysis is the person, group, or object that is being investigated. Bole Beshale and CMC projects are two on-going Sunshine real estate projects in Addis Ababa that were chosen for this research study. Project personnel's with knowledge and responsibility for project execution on project stakeholder engagement processes, such as project managers, project engineers, technical experts, house owners committee, and government officials with a direct connection to the above projects, are the final subjects of the research.

Stakeholder type	**Number of stakeholders-population**		**Percentage**
	CMC-project	**Beshale-project**	
Developer	11	12	45
Contractor	5	5	17
House owner-association	5	9	25
Government-supervisors	4	3	13
Total stakeholders in the project	25	29	100

TABLE 3.0: Target population

Source: Author, 2022

3.3.3. Sampling techniques and process

A census method is a statistical list-processing step in which every person in a population is examined. The set of all relevant observations is referred to as the population. For instance, all of the personnel at the project would make up part of the study's "population" if you wanted to conduct a study to learn what the project personnel thought of the stakeholder engagement at real estate projects. In this case, the researcher believes that census method will provide the most applicable way of getting information for achieving the study's goals. This aided in conducting the research by focusing on personnel who shared the same viewpoint and were willing to share the information.

A total of 54 individuals project personnel who have direct relation in project stakeholder engagement processes were approached to take part in the questionnaire survey. Because the project personnel were few in number, everyone participated except those who were excluded from the scope for the reasons stated. When the universe is small, it is pointless to use a sample survey, so a census is used. A census provides the detailed information on all or most population elements, allowing totals for rare population groups or small geographic areas.

3.3.4. Validity and Reliability

As a result of the validity and reliability of instrument scores leading to relevant data interpretations, the following has been determined. Validity and reliability are concepts used to evaluate the quality of research.

The extent to which the independent variable was actually responsible for changes measured in the dependent variable is referred to as internal validity (Weiers, 2008). The researcher established a cause and effect relationship between the outcome and explanatory variables in the study using regression analysis. The extent to which the results can be applied to other situations is known as external validity (Weiers, 2008). Validity is about the accuracy of a measure which an instrument measures what it appear to measure, for this study validity of instruments was determined by adopting standardly constructed questioners approved by adviser and have been using appropriate research method and design, technique and process of data sampling and collection and test measures.

Reliability is about the consistency of a measure, adapting standardized questioners will be used from previous studies used and testing questioners with Cronbach's alpha test. The consistency of a research study or measuring test is referred to as reliability. If research findings are replicated consistently, they are considered reliable Saul Mcleod, 2013. The researcher has adopt standardized questioners from previous studies and testing questioners with the Crombach alpha test were used in this study to ensure variable reliability. Cronbach's alpha (0.6) indicates poor internal consistency reliability, while Cronbach's alpha > 0.6 indicates good internal consistency reliability.

Case Processing Summary

		N	%
Cases	Valid	54	100.0
	Excluded[a]	0	.0
	Total	54	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Scale	Cronbach's Alpha	N of Items
Purpose of stakeholder engagement	0.728	5
Stakeholder identification	0.603	5
Defining stakeholder engagement plan	0.675	5
Implementing stakeholder engagement plan	0.644	5
Review the plan and improve	0.658	5
Project success	0.630	5

TABLE 3.1: Reliability test for the sample

Source: Survey SPSS result, 2021

Cronbach's alpha gives us a simple way to measure whether or not a score is reliable. It is used under the assumption those questioners have six items measuring the same underlying construct: so, for the stakeholder engagement and project success. The alpha coefficient for the above six items is more than 0.60, suggesting that the items have relatively good internal consistency.

(Note that from the above review a reliability coefficient of 0.60 or higher is considered "acceptable" in most science research situations.)

3.4. Method of data analysis

To describe the phenomena of the variables based on Likert scale rating, the study used descriptive data analysis. The statistical analysis was carried out using SPSS version 20, a statistical software package. The association between the variables was determined using correlation analysis with Pearson correlation. As a result, the linear regression model was used to perform inferential analysis in order to determine the causal relationship between the data and the statistical test hypotheses. The method allows for statistical hypothesis testing in order to estimate the dependent variable of project success using the independent variables of stakeholder engagement components. The collected data was analyzed using statistical techniques, and the results were interpreted using frequency, percentages, means, and standard deviation as the situation required.

3.5. Variables and measurements

Based on review of theoretical and empirical literature, the variables selected to study the effect of stakeholder engagement on project success is presented.

Independent variables

Purpose of the engagement: Stakeholder engagement must have a purpose. It's critical to think about why your organization is participating and what you want to accomplish first. There should be a goal in mind when engaging stakeholders.

Identifying the relevant stakeholder: It is process of identify stakeholder because each stakeholders has different types and content of information, perceptions, interest, and influence over an issue, being able to identify and select the right Stakeholders is critical. Not all of them will be useful in a specific context.

Defining stakeholder engagement plan: Planning stakeholder engagement involves developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project.

Implementation of the stakeholder plan: Manage stakeholder engagement is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement.

Review the plan: This process aims to monitor the relationships between the project stakeholders in general, adjusting strategies and plans to maintain engagement.

Dependent variables

Project success: Project success which had been measured by triple measurements (scope, cost and schedule) and stakeholders' needs satisfaction.

Chapter 4

Data Presentation and analysis

This chapter presents the findings as well as their analysis. The assumptions of the linear regression model, descriptive statistics, correlation results, and regression results are all covered.

4.1. Introduction

The study's goal was to assess stakeholder engagement practices and their relations on the success of two real estate projects. This chapter presents the results of the data collected from the respondent. The questionnaire, which was created using a five-point Likert scale, was distributed to 54 project participants (strongly agree; slightly agree; neutral; slightly disagree; strongly disagree). A total of 54 questionnaires were returned, resulting in a 100% response rate. Descriptive statistics are used to present the findings. Using SPSS-20, the data from the questioners was analysed and a reliable result was generated (Statistical Package for Social Sciences). To determine the degree of association and to determine a relationship, the collected data was statistically analysed using correlation and linear regression analysis.

4.2. Demographic Profile

Distribution of Respondents by Stakeholder Category

The study examined the distribution of respondents by stakeholder category. Result of the analysis is shown in table 4.0.

Stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Developer	23	42.6	42.6	42.6
	Contractor	10	18.5	18.5	61.1
	Customers	14	25.9	25.9	87.0
	Gov't	7	13.0	13.0	100.0
	Total	54	100.0	100.0	

TABLE 4.0: Stakeholder category

Source: Survey SPSS result, 2022

The results show that 23 (42.6% of the sample) of the 54 respondents were stakeholders from real estate developer. The questionnaire was completed by 10 contractor engineer (representing 18.5 % of the sample) and 7 government representative (representing 13 % of the sample). The customers were represented by 14 (25.9%) of the sample's stakeholders. Proportionally all external and internal stakeholder are incorporated in the data collection process.

Distribution of Respondents by Education Level

The result indicates that 3 respondents (5.6% of the participants) were post graduate were as graduate accounted for 40.7% of the respondent total 22 stakeholders and undergraduate accounted 29 respondents (53.7%). The descriptive statistic results are presented in table 4.1 below. Results, more of undergraduate and graduate engineers are involved in the data collection means thoughtful responses are replied.

Educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDERGRADUATE	29	53.7	53.7	53.7
	GRADUATE	22	40.7	40.7	94.4
	POST GRADUATE	3	5.6	5.6	100.0
	Total	54	100.0	100.0	

TABLE 4.1: Respondent educational level

Source: Survey SPSS result, 2022

Distribution of Respondents by Job Position

The study results established that from the participant stakeholders, 40 (72.7% of respondents) had senior managerial and engineer positions. Customers and others professionals members were 14 accounting for 27.3% of the stakeholders. Table 4.2 below presents the study result. From the demographic result engineering professionals included to our context, which require special knowledge and skill to be applied by individuals to understand the concept. Those engaged in the profession are known as managers, site and office engineers and higher supervisors.

Job position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PROJECT MANAGER	2	3.7	3.7	3.7
	ENGINEERS	32	59.3	59.3	63.0
	SUPERVISER	10	18.5	18.5	81.5
	CUSTOMER	4	7.4	7.4	88.9
	OTHERS	6	11.1	11.1	100.0
	Total	54	100.0	100.0	

TABLE 4.2: Respondent job position

Source: Survey SPSS result, 2022

Distribution of Respondent by Years of Experience

The table 4.3 below indicates that the participant stakeholders who had less than 3 years of work experience is 14.8% and 3-9 years of work experience is 44.4% each. Stakeholders who had 9-12 years of work experience represented 25.9% of the respondents. The remaining 14.8% of the study participants had over 20 years of work experience. More than 85% of the participants have experience of greater than 3 years, result reasonable and experienced respondent involved throughout the data collection.

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 3 YEARS	8	14.8	14.8	14.8
	3-9 YEARS	24	44.4	44.4	59.3
	9-12 YEARS	14	25.9	25.9	85.2
	20+ YEARS	8	14.8	14.8	100.0
	Total	54	100.0	100.0	

TABLE 4.3: Respondent work experience

Source: Survey SPSS result, 2022

Distribution of Respondent by gender

The table 4.4 below indicates that the male (74.1%) and female (25.9%) participant stakeholders. In the project has gender unbalanced that means man respondent is three times greater than women of course not sure how it make difference on the result.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	40	74.1	74.1	74.1
	FEMALE	14	25.9	25.9	100.0
	Total	54	100.0	100.0	

TABLE 4.4: Respondent work experience

Source: Survey SPSS result, 2022

4.3. Descriptive Results and Analysis

The responses of the study participants were described using descriptive statistics. The following is a summary of the findings and their interpretations.

4.3.1. Descriptive statistics for variables

The mean scores and standard deviations for the study's independent and dependent variables are shown in table 4.5. The low range of dispersion of responses from the mean is indicated by the standard deviation scores for all variables. The mean score for the variables Purpose of stakeholder engagement (mean = 4.0778), stakeholder identification (mean =4.0444), defining stakeholders engagement plan (mean =4.0704), implementing stakeholders engagement plan (mean 4.0296), and reviewing and improving the plan (mean=4.0815) shows that respondents believe all of the above variables are equally important. The mean score for project success (mean = 4.0778) reveals that respondents agree stakeholder engagement has effects on project success.

	N	Minimum	Maximum	Mean	Std. Deviation
Purpose of stakeholder engagement	54	2.8	4.8	4.0778	.42278
Stakeholder identification	54	2.6	4.8	4.0444	.40686
Defining stakeholders engagement plan	54	2.6	4.8	4.0704	.38882
Implementing stakeholders engagement plan	54	2.8	5	4.0296	.40638
Review the plan and improve	54	3.0	4.8	4.0815	.37370
Project success	54	2.4	4.8	4.0778	.33740

TABLE 4.5: Descriptive statistics for variables

Source: Survey SPSS result, 2022

In order to achieve project success, it is important to engage and manage stakeholders effectively in the course of carrying out projects. Stakeholder engagement involves process and control that must be planned and guided by underlying principles. The advantage of stakeholder engagement includes eliminating conflicting interests among stakeholders, reducing the pressure of management to produce long-term results, reducing the cost associated with a high turn-over among stakeholders and providing the firm with committed stakeholders (Murwanashyaka and Shukla, 2017)

4.4. Correlation Results and Analysis

The correlation analysis aids in determining whether or not there is a link between the variables. It allows you to determine the relationship's direction and strength/magnitude. The relationship can have a positive, negative, or zero direction. The strength of a linear relationship between two variables is measured by a statistic called the correlation coefficient, which ranges from -1 to +1; coefficients ranging from -/+ 0.9 to -/+ 0.7 have strong correlation; coefficients ranging from -/+ 0.6 to -/+ 0.4 have moderate correlation; coefficients ranging from -/+ 0.3 to -/+ 0.1 have weak correlation; and coefficients ranging from -/+ 0.3 to -/ (Dancey & Reidy, 2007).

Correlations

		PSE	SI	DSEP	ISEP	RPI	PS
PSE	Pearson Correlation	1	.730**	.760**	.729**	.685**	.613**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	54	54	54	54	54	54
SI	Pearson Correlation	.730**	1	.834**	.713**	.750**	.695**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	54	54	54	54	54	54
DSEP	Pearson Correlation	.760**	.834**	1	.813**	.708**	.665**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	54	54	54	54	54	54
ISEP	Pearson Correlation	.729**	.713**	.813**	1	.789**	.660**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	54	54	54	54	54	54
RPI	Pearson Correlation	.685**	.750**	.708**	.789**	1	.619**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	54	54	54	54	54	54
PS	Pearson Correlation	.613**	.695**	.665**	.660**	.619**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	54	54	54	54	54	54

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

TABLE 4.6: Pearson correlation result

Source: Survey SPSS result, 2022

Pearson's correlation test has been used; the result is presented in table 4.6 above. The Pearson correlation coefficient for the variables indicate that purpose of stakeholder engagement, stakeholder identification, defining stakeholders engagement plan, implementing stakeholders engagement plan and review the plan and improve are significantly correlated to project success at 1% level. The direction of relationship is positive for all the variables this implies that as the level of the variables increase, project performance will also move in the same direction. All five stakeholder engagement variables (Purpose of stakeholder engagement r = 0.613; Stakeholder identification r = 0.695; Defining stakeholders engagement plan r = 0.665; Implementing

stakeholders engagement plan r = 0.660; Review the plan and improve r=0.619) are moderately correlated to project success, according to the correlation coefficient.

4.5. Diagnoses test

According to Brooks (2008), assumptions are made about the classical linear regression model (CLRM). This is required to show that the estimation technique has a number of desirable properties and that hypothesis tests on coefficient estimates are accurate. In this case, diagnostic tests were run to ensure that the regression model used in the study met the underlying assumptions.

4.5.1. Linearity

The mean of the disturbances must be zero, according to the assumption. This assumption is never violated, according to Brooks (2008), if a constant term is included in the regression equation. The assumption was not broken because the study's model included a constant term.

4.5.2. Assumption of No Autocorrelation

According to Brooks (2008), the assumption is met when the covariance between the error terms over time or cross-sectionally is zero. The errors are assumed to be unrelated to one another. A Durbin-Watson (DW) test statistic of 2 or close to 2 indicates that there is no autocorrelation in the residuals. As a result, the DW test was performed to ensure that the assumption was not violated. The outcome is shown in table 4.7 below. The result shows that the model's DW is 1.809, which is close to 2. As a result, the null hypothesis of no autocorrelation was not rejected, and the model did not violate the assumption.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.565[a]	.319	.248	.06017	1.809

a. Predictors: (Constant), RPI, PSE, DSEP, SI, ISEP

b. Dependent Variable: SQUIRE

TABLE 4.7: Test output for no autocorrelation

Source: Survey SPSS result, 2022

4.5.3. Multicollinearity Test

When using the OLS (Ordinary Least Squares regression) estimation method, the assumption is that the explanatory variables are not correlated with one another (Brooks, 2008). The greater the Variance Inflation Factor (VIF) value, the more troublesome or collinear the variable X. If the VIF of a variable exceeds 10, that variable is said to be highly collinear (Gujarati, 2004). The independent variables' variance inflation factor (VIF) has been calculated. The result in table 4.8 shows that the VIF for all variables is less than 10, indicating that there is no multicollinearity among the independent variables.

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	PSE	.362	2.761
	SI	.283	3.538
	DSEP	.199	5.038
	ISEP	.310	3.227

a. Dependent Variable: RPI

TABLE 4.8: Test output for multicollinearity

Source: Survey SPSS result, 2022

4.5.4. Normality Assumption

The normality test determines whether the error term follows a normal distribution with a constant variance and zero mean (Gujarati, 2004). To ensure that everything was normal, a normality test was performed. The probability value (p-value) of the Kolmogorov-Smirnov and Shapiro-Wilk test statistics should be greater than 0.05 at the 5% level to reject the null hypothesis. The significance levels of both tests are greater than 0.05, indicating that the residuals are normally distributed, as shown in Table 4.9.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.082	54	.200*	.982	54	.579

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

TABLE 4.9: Test output for normality

Source: Survey SPSS result, 2022

Based on the results of the diagnostic test results, all the assumptions of simple linear regression have been met. Hence, the model is accurate and generalization to population can be made.

4.6. Regression Results and Analysis

Regression analysis examines the relationship between one variable, the dependent variable, and one or more other variables, the explanatory variables, with the goal of estimating and/or predicting the (population) mean or average value of the former in terms of known or fixed (in repeated sampling) values of the latter (Gujarati, 2004). The statistical dependence of project success (dependent variable) on the stakeholder engagement components (independent variables) of purpose of stakeholder engagement, stakeholder identification, defining stakeholders engagement plan, implementing stakeholders engagement plan, and reviewing and improving the plan was determined using linear regression analysis.

4.6.1. Goodness-of -fit test

Hypothesis testing for the multiple regression model determines causal relationship between the dependent and explanatory variables. Brooks (2008) states that it is desirable to have some measure of how well the regression model actually fits the data; how well the model containing the explanatory variables that was proposed actually explain variations in the dependent variable. Hence, goodness of fit statistic R2 and F test is employed to ascertain fitness of the model to the data. Results are presented in tables 4.10.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.741[a]	.548	.501	.28198	1.922

a. Predictors: (Constant), RPI, PSE, DSEP, ISEP, SI

b. Dependent Variable: PS

TABLE 4.10: Goodness-of-fit test

Source: Survey SPSS result, 2022

The model's R 2 is 54.8%, while the adjusted R 2 is 50.1%, which accounts for the loss of degrees of freedom caused by adding extra variables. The adjusted R 2 indicates that the study's

explanatory variables (stakeholder identification, planning stakeholder engagement, managing stakeholder engagement, and monitoring stakeholder engagement) can explain 50.1% of project performance variability. This shows that project stakeholders are heavily involved in the execution of the project's other areas of engagement. As a result, stakeholders are the performers, and thus the major determinants of project success. Factors other than the independent variables account for 49.9% of the variance in project success. As a result, the model is the best fit for the data.

4.6.2. Homoscedasticity

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.268	5	.654	11.348	.000[b]
	Residual	2.765	48	.058		
	Total	6.033	53			

a. Dependent Variable: PS

b. Predictors: (Constant), RPI, PSE, DSEP, SI, ISEP

TABLE 4.11: Anova test

Source: Survey SPSS result, 2022

Analysis of variance (ANOVA) measured by F test shows the joint significance of all the factors in explaining the dependent variable. F for the model equals 11.348, with p-value (sig value) of 0.00. P-value less than 0.05 and F stat greater than zero implies that the null hypothesis of all factors taken together is approximated by zero is rejected. Hence, all factors (independent variables) taken together can explain the project success; the variables are jointly significant. Therefore, The regression model is a good fit of the data.

4.6.3. Discussion of Regression Results

The regression result presented in table 4.12 to 4.16 below showing the effect of stakeholder engagement on project success is analysed in context of theoretical and empirical literatures. Coefficient estimates (β) and p-values (sig. values) are observed to determine direction and significance levels.

Purpose of stakeholder engagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.083	.358		5.812	.000
	Purpose of stakeholder engagement	.489	.087	.613	5.593	.000

a. Dependent Variable: Project success

TABLE 4.12: Purpose of stakeholder engagement Coefficients[a]

Source: Survey SPSS result, 2022

The coefficient parameter (β) for purpose of stakeholder engagement is 0.489 with p-value of 0 value (0.000) < 0.05; hence the null hypothesis of no relation is rejected. This shows that hold factors constant, a unit level increase in stakeholder identification will cause a 0.489-unit increa performance and it is statistically significant at 5%.

Purpose of stakeholder engagement has a positive and statistically significant effect on project suc The finding of the study is consistent with the theories and literature and the studies of Provasnek Eger et al., 2019, Bridoux & Stoelhorst, 2020.and Davila et al., 2018 and others specified on li result of these studies indicates that there is a positive and significant effect of purpose of engagement on project success. The study finding is also in line with theoretical literatures.

Stakeholder identification

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.748	.336		5.199	.000
	Stakeholder identification	.576	.083	.695	6.962	.000

a. Dependent Variable: Project success

TABLE 4.13: Stakeholder identification Coefficients[a]

Source: Survey SPSS result, 2022

The coefficient parameter (β) for stakeholder identification is 0.576 with p-value of 0.000. The p-value (0.000) < 0.05; hence the null hypothesis of no relation is rejected. This shows that holding all other factors constant, a unit level increase in stakeholder identification will cause a 0.576-unit increase in project performance and it is statistically significant at 5%.
Purpose of stakeholder engagement has a positive and statistically significant effect on project success.

The finding of the study is consistent with the theories and literature and the studies of Maina and Kimutai, (2018); Riahi, (2017); Murwanashyaka and Shukla, (2017); and others specified on literature. The result of these studies indicates that there is a positive and significant effect of purpose of stakeholder engagement on project success. The study finding is also in line with theoretical literatures.

Defining stakeholders' engagement plan

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.729	.367		4.705	.000
	Defining stakeholder engagement plan	.577	.090	.665	6.423	.000

a. Dependent Variable: PS

TABLE 4.14: Defining stakeholder engagement plan Coefficients[a]

Source: Survey SPSS result, 2022

The coefficient parameter (β) for defining stakeholder engagement plan is 0.577 with p-value of 0.000. The p-value (0.044) < 0.05; hence the null hypothesis of no relation is rejected. This shows that holding all other factors constant, a unit increase in planning stakeholder engagement will cause a 0.577-unit increase in project performance and it is statistically significant at 5%.

Planning stakeholder engagement has a positive and statistically significant effect on project success. The finding of the study is consistent with the results of studies of Forman & Discenza, 2012, Salhan, 2020 and Riahi, 2017. which indicate that there is a positive and significant effect of planning stakeholder engagement and project performance. The study finding is also in line with theoretical literatures.

Implementing stakeholder engagement plan

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.870	.350		5.338	.000
	Implementing stakeholder engagement plan	.548	.087	.660	6.334	.000

a. Dependent Variable: PS

TABLE 4.15: Implementing stakeholder engagement plan Coefficients[a]

Source: Survey SPSS result, 2022

The coefficient parameter (β) for implementing stakeholder engagement is 0.548 with p-value of 0.000. The p-value (0.000) < 0.05; hence the null hypothesis of no relation is rejected. This shows that holding all other factors constant, a unit increase in implementing stakeholder engagement will cause a 0.548-unit increase in project performance and it is statistically significant at 5%. Implementing stakeholder engagement has a positive and statistically significant effect on project success.

The finding of the study is consistent with the results of studies of Eyiah-Botwe, Aigbavboa, & Thwala, 2015, Mwanaumo, Nsefu, and Sakala (2020) which state that there is a significant and positive effect of managing stakeholder engagement on project success. Theoretical literature also supports finding of the study.

Review the plan and improve

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.796	.403		4.458	.000
	Review the plan and improve	.559	.098	.619	5.686	.000

a. Dependent Variable: PS

TABLE 4.16: Review the plan and improve Coefficients[a]

Source: Survey SPSS result, 2022

The coefficient parameter (β) for review the plan and improve is 0.559 with p-value of 0.000. The p-value (0.000) < 0.05; hence the null hypothesis of no relation is rejected. This shows that holding all other factors constant, a unit increase in review the plan and improve will cause a 0.559-unit increase in project performance and it is statistically significant at 5%. Review the plan and improve has a positive and statistically significant effect on project success. The finding of the study is consistent with the results of studies of Salhan (2020); Rajhans (2018); and PMI (2017) which report a significant and positive effect of review the plan and improve on project success. The finding of the study is also in line with theories and literature.

Chapter 5

Findings, Conclusions and recommendations

The chapter is divided into three sections: Finding summary, conclusion and research-based recommendations.

5.1. Finding summary

The study's primary data were collected using Likert scale questioners, which was summarized in the study's descriptive results. According to the respondents' knowledge of their current project stakeholder engagement practices and project success, the study's objective was to analyse the relationship between stakeholder engagement practices and project success in the case of Sunshine Real Estate projects. From the descriptive result, respondents believe all of the above five variables are equally important and agreed that stakeholder engagement has positive effects on project success. According to the study's findings, the summary of the regression results showed that stakeholder engagement had a highly positive impact on project success. The results are in line with earlier studies. Project success is positively impacted by the engagement function, which includes defining the purpose of stakeholder engagement, identifying stakeholders, developing a stakeholder engagement plan, putting the plan into action, and reviewing and improving it. The findings above demonstrate a strong positive correlation between all aspects of stakeholder engagement and project success.

5.2. Conclusion

The study's goal was to determine the impact of stakeholder engagements on project success. To comprehend the underlying principles and process of stakeholder engagement and project success, a theoretical review was conducted. An empirical review was conducted to incorporate prior studies conducted in the area of the study. Based on the literature review, a testable hypothesis was developed, and a conceptual framework was created to investigate the effect of the independent variables of defining purpose of stakeholder engagement, stakeholder identification, defining stakeholder engagement plan, implementing stakeholder engagement plan and review the plan and improve on the dependent variable of project success.

The research framework guide 5-point Likert scale was used to create a self-developed questionnaire. The information was then gathered from 54 participants (100% response rate). The statistical analysis was carried out using SPSS version 20. To describe the phenomena of the

study variables, descriptive and correlation analysis were used. The study's five proxies of stakeholder engagement and project success have a positive correlation, according to the correlation results.

To test the null hypothesis and determine a causal link between project success and stakeholder engagement, a linear regression model was used to conduct regression analysis. Diagnostic tests were carried out to ensure that the study's model met the assumptions of a traditional linear regression model. All of the independent variables of stakeholder engagements (defining purpose of stakeholder engagement, stakeholder identification, defining stakeholder engagement plan, implementing stakeholder engagement plan and review the plan and improve) have positive and significant effects on project success, according to regression results. The study's findings shows that in order for sunshine real estate projects to be successful, appropriate measures should be put in place to adequately address stakeholder engagement issues, as it plays a critical role in project success and management. Stakeholder engagement elements were essential to the project's success and assisted in bridging the enormous gap between expectations and values of all stakeholders. Project stakeholder engagement is expected to provide project managers with assistance in selecting realistic options that will maximize the project's overall value to stakeholders (Oppong, Chan and Dansoh, 2017). Stakeholder engagement entails managing important relationships in a proactive and effective manner. Successful project relationships are essential to the successful completion of projects (Rajhans, 2018).

5.3. Recommendation

Project stakeholder engagement is a key driving factor of project success, according to the findings of this study and a review of various literatures in the topic area. The five components of project stakeholder engagement examined in this study each play a role in project success, both individually and collectively. It is critical for project teams to effectively address the overall process of project stakeholder engagement if they are to achieve the desired levels of project success in all stakeholders' perspective. Project success depends on effective engagement of project stakeholders. Stakeholder engagement that is ineffective leads to project dissatisfaction as well as budget and schedule disruption. To improve the efficiency of managing various interests and dispositions, stakeholder engagement strategies should be implemented.

Furthermore, it is critical to communicate with defining the purpose of stakeholder engagement, identified stakeholders on a consistent and on-going basis in order to transfer and receive relevant information necessary for project success. According to the stakeholder engagement

plans developed and implementation strategy should be more of a proactive process. It is recommended that this component include review the plan and improve the process to effectively engage stakeholder to ensure productive collaboration with all stakeholders.

Findings of the study is show that for sunshine real estate projects to be successful and competent appropriate measures should be put in place to adequately address stakeholder engagement issues as it plays a vital role and contributes to effective project success. One reason for a project‘s low success might be lack of adequate stakeholder identification or planning or monitoring. It can be concluded from this study that, as projects involve different stakeholders with varying interests and requirements, it is mandatory to focus on the five components of project stakeholder engagements so as to ensure the involved stakeholders determine the achievement of the desired project success.

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Appendices

Blank Questioners

REAL ESTATE PROJECTS STAKEHOLDER ENGAGEMENT AND PROJECT SUCCESS SURVEY MAY, 2022

The following questionnaire is part of study being undertaken within the Addis Ababa University School of Commerce College of business and economics into Stakeholder Engagement Practise and its Effect on project success in case of Sunshine real estate projects. All responses will be treated in the strictest confidence and results will not be published. Responses are based on your own experiences; therefore there are no right or wrong answers. The questionnaire should take no longer than 10 minutes to complete.

Thank you!

SECTION-I

Please indicate your level of agreement with the following stakeholder engagement and project success statements as honestly as possible, keeping your own project/organization/department in mind.

STAKEHOLDERS ENGAGEMENT PROCESS IN A PROJECT LIFE

	Purpose of stakeholder engagement	Strongly Agree	Slightly agree	Neutral	Slightly disagree	Strongly disagree
1	The purpose of stakeholder engagement is to share individual knowledge	[ ]	[ ]	[ ]	[ ]	[ ]
2	The purpose of stakeholder engagement is to share challenge	[ ]	[ ]	[ ]	[ ]	[ ]
3	The purpose of stakeholder engagement is to discuss current issues	[ ]	[ ]	[ ]	[ ]	[ ]
4	The purpose of stakeholder engagement is to generate solution	[ ]	[ ]	[ ]	[ ]	[ ]
5	The purpose of stakeholder engagement is to reduce risk and uncertainty	[ ]	[ ]	[ ]	[ ]	[ ]
	Stakeholder identification	Strongly agree	Slightly agree	Neutral	Slightly disagree	Strongly disagree
1	I prioritize stakeholders according to their responsibilities to the project	[ ]	[ ]	[ ]	[ ]	[ ]
2	I prioritize stakeholders according to their impact to the project	[ ]	[ ]	[ ]	[ ]	[ ]
3	I prioritize stakeholders according to how urgent they see the project interest in	[ ]	[ ]	[ ]	[ ]	[ ]
4	I prioritize stakeholders according to their power to influence the project outcome	[ ]	[ ]	[ ]	[ ]	[ ]
5	Stakeholder identification aids in determining who has unique knowledge about any aspect of the project.	[ ]	[ ]	[ ]	[ ]	[ ]

	Defining stakeholders engagement plan	Strongly agree	Slightly agree	Neutral	Slightly disagree	Strongly disagree
1	All of our stakeholders have a way to give us feedback on the project	[ ]	[ ]	[ ]	[ ]	[ ]
2	Communicating with various stakeholders helps to expose various ideas and knowledge	[ ]	[ ]	[ ]	[ ]	[ ]
3	Keeping stakeholders updated on project progress by sending updated information is an important method of engaging with them	[ ]	[ ]	[ ]	[ ]	[ ]
4	Communication with different stakeholders helps to prioritise their needs	[ ]	[ ]	[ ]	[ ]	[ ]
5	I like to have face-to-face meetings with the particular stakeholders	[ ]	[ ]	[ ]	[ ]	[ ]

	Implementing stakeholders engagement plan	Strongly agree	Slightly agree	Neutral	Slightly disagree	Strongly disagree
1	Implementing an engagement strategy aids in dealing with divergent viewpoints among stakeholders.	[ ]	[ ]	[ ]	[ ]	[ ]
2	Implementing an engagement strategy can assist in reducing the risk	[ ]	[ ]	[ ]	[ ]	[ ]
3	When the plan is properly implemented, stakeholders will be more motivated to work on the project.	[ ]	[ ]	[ ]	[ ]	[ ]
4	Implementing engagement plan promotes learning from past experiences	[ ]	[ ]	[ ]	[ ]	[ ]
5	Developing good relationship with stakeholders makes it easier to manage them	[ ]	[ ]	[ ]	[ ]	[ ]
	Review the plan and improve	Strongly agree	Slightly agree	Neutral	Slightly disagree	Strongly disagree
1	It is critical for a project to select the appropriate Key Performance Indicators [KPIs] to ensure stakeholder satisfaction	[ ]	[ ]	[ ]	[ ]	[ ]
2	Examining the plan reveals how well a stakeholder is performing in relation to stated responsibilities	[ ]	[ ]	[ ]	[ ]	[ ]
3	Reviewing stakeholder performance assists in finding out the individuals qualities which is important	[ ]	[ ]	[ ]	[ ]	[ ]
4	Reviewing based on performance indicators requires measuring stakeholders' abilities to operate and improve various processes	[ ]	[ ]	[ ]	[ ]	[ ]
5	Reviewing the process reflects how well a stakeholder is performing against stated objectives	[ ]	[ ]	[ ]	[ ]	[ ]

PROJECT SUCCESS						
		Strongly agree	Slightly agree	Neutral	Slightly disagree	Strongly disagree
1	In general, our projects are successful in meeting their deadlines.	[ ]	[ ]	[ ]	[ ]	[ ]
2	We are usually good at delivering projects within budget	[ ]	[ ]	[ ]	[ ]	[ ]
3	Generally customers of our project are satisfied with the outcome	[ ]	[ ]	[ ]	[ ]	[ ]
4	Our key stakeholders are usually happy with the way our projects are managed	[ ]	[ ]	[ ]	[ ]	[ ]
5	Overall, we are very successful at projects	[ ]	[ ]	[ ]	[ ]	[ ]

What do you consider your organisation's main strategic focus? (Please tick one box only)

Efficiency/Cost reduction [ ] Quality [ ] Innovation [ ] Customer Satisfaction [ ]

Cost reduction [ ] other (please specify) [ ]

SECTION-II
Please, indicate your gender?: Male [ ] Female [ ]
Please, indicate your age?: 18-24 years [ ] 25-30 years [ ] 31-40 years [ ] 41-50 years [ ] 51-60 years [ ] 60+ years [ ]
Please, indicate educational level?: Elementary completed [ ] High school diploma [ ] Vocational school [ ] Undergraduate [ ] Graduate [ ] Post graduate [ ]
Job position: Project manager [ ] Engineer [ ] Supervisor [ ] Customer [ ] Other [ ]
Experience: Less than 3 years [ ] 3-9 years [ ] 9-12 years [ ] 20+ years [ ]
Others: