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**Impact of Stakeholders' Engagement on Construction  
Projects: A Case Study of Katsina Central Market**

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## Impact of Stakeholders' Engagement on Construction Projects: A Case Study of Katsina Central Market

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### Abstract

**Purpose:** There is no doubt that stakeholders' engagement plays a vital role in ensuring successful implementation and performance of projects generally. This paper examined the effects of stakeholders' engagement on construction projects in Katsina state.

**Material and Methods:** Using purposive sampling technique, and structured questionnaire administered to 40 sampled professional engineers, business owners, political office holders, community leaders,

**Findings:** The paper found that, the level of stakeholders' engagement in construction project is low in the study area. Also, the stakeholders' leadership selection problem is the prime factor that significantly serve as impediments to effective engagement. Improper communication, approach and nature of interaction, political influence and

vested interest, Dominance by interest group, Contractual issues and cultural and local values were regarded as the hindrance factors in determining stakeholders' engagement in construction project.

**Implications to Theory, Practice and Policy:** It is in the wake of these findings this paper recommended that, justice and even distribution of projects, proper communication, community awareness and engagement, avoidance of bureaucratic cumbersome procedures as well as improved nature of interaction would certainly mark a point of departure to making stakeholders' engagement beneficial and effective for successful implementation of construction projects in the realm.

**Keywords:** *Stakeholders, Engagement, Projects, Construction, Katsina*

## INTRODUCTION

There is no denying that partnerships and integration among various stakeholders involved in projects play a vital role in influencing projects' initiation, implementation and performance generally. Construction projects are no exception. In their opinion, Mohamed & Nguyen (2021) opined that, one of the most important success elements for building projects is effective stakeholder management. According to Nambuta, Kilonzo, and Nguyahambi (2015), incorporating stakeholders raises a number of latent opportunities, including initiation of supportive medium for assessing and evaluating issues of public interest, assuring inclusive processes, and stimulating mutual actions on broad concerns.

The construction industry is home to professionals with a variety of backgrounds and vested interests. Mohamed and Nguyen (2021) asserted that managing stakeholders is challenging due to the complexity of stakeholder relationships and the various personalities, power dynamics, and interests among them. Akwei and Damoah (2017) stated that many projects including construction ones were affected by poor stakeholders' engagement and thus affects their original costing/estimate, and date of completion.

Studies by Oloku and Sule (2019) have emphasized the significance of stakeholder engagement in addressing complex socio-economic challenges in Nigeria and promoting sustainable development. For example, they highlight the role of stakeholder engagement in enhancing governance effectiveness and improving service delivery in public institutions.

Governments can use a variety of viewpoints, local expertise, and resources, along with participatory procedures that include stakeholders in the decision-making process, to create and carry out policies that address the concerns and goals of the general public.

Empirical research from Adejoh and Shaibu (2020) indicates that building confidence and cooperation between civil society groups and government institutions requires effective stakeholder engagement. Building networks and collaborations among stakeholders is crucial for addressing environmental and socioeconomic concerns including managing natural resources and adapting to climate change, according to a study by. Governments may improve the legitimacy and efficacy of environmental policies and initiatives by incorporating communities, non-governmental organizations, and other stakeholders in the planning and implementation stages.

Report of research conducted in New Zealand revealed that 31% of companies could complete construction projects on time, 29% could do so within budget, 33% could reach the original objective, and 34% could please stakeholders. According to the report, almost 70% of companies complete construction projects that may go over budget, be delayed, or fail to meet stakeholder expectations (KPMG, 2017).

Insider Business South Africa (2021), agencies, departments, and ministries did a poor job of optimally engaging stakeholders, which resulted in wasted spending, irregular projects, the inability to recover millions spent in error, and non-conforming tenders. According to Eyiah-Botwe et al. (2020), two practical worldwide strategies that are employed to alleviate crises among stakeholders involved in projects are improved stakeholder management success for developing nations and reaching harmony via effective communications among stakeholders.

In Nigeria, examining the alleged obstacles and suggesting solutions to address the problems affecting stakeholders' participation might improve the building project's ideal performance. Despite making a substantial contribution to the GDP of Nigeria, the degree of stakeholder participation in building projects has not yet been thoroughly studied.

Statistics has shown that, the construction industry is one sector that contributes highly to the GDP and employs many people in Nigeria. National Bureau of Statistics (NBS) reported that in 2023, the industry contributed 4.47% Nigerian GDP.

Research and Markets (2021) identified the sector as a “socio-economic driver and employment multiplier”. Unfortunately, dearth of research studies which would x-ray and provide feasible solutions to poor stakeholders’ engagement has partly trigger the multiplicity of construction projects’ failure and sub-optimal performance. Few studies conducted in the area such as Olowu and Sule (2019), Ajayi & salami (2020), Adejo and shaibu (2020), Akinsolu and Ayeni (2021) are mostly in the southern part of Nigeria and concentrated in other projects such as education policy building, transportation, water supply and agriculture and environment etc. this paper however, seeks to uncover the major issues and hindrances to stakeholders’ engagement in construction projects in northern Nigeria using Katsina state as a case study. Informed by the need to look at the role of stakeholders’ engagement in reconstruction of the affected areas of Katsina central market following the fire outbreak incident, this paper finds it necessary to examine how stakeholders’ involvement could promote performance of projects especially one that has economic viability and a means of livelihood to many people.

It is against this background; this study examined the effects of stakeholder engagement in construction projects in Katsina state.

### **Problem Statement**

Because of their many facets, including supporter, financier, owner of the area where the project is taking place, local and national actors who aim to engage national and local stakeholders effectively and understand local interests of the communities, etc., it is impossible for a single project manager, agency, or organization to figure out issues facing in the stakeholders' engagement process. However, the engagement process can never be fruitful without their involvement. In this sense, local communities are vital because they support the empowerment of local communities to take part in and benefit from knowledge. Ineffective and insufficient communication can ruin a project and its chances of success.

Many construction projects failed because of poor stakeholder engagement in Katsina state. There is no doubt that, Katsina central market provides a gigantic revenue to Katsina state government, however, following the fire outbreak incident that led to the loss of huge wealth and properties, Katsina state government embarked on reconstruction of the market to enable the victims continue with their means of livelihood. Stakeholder engagement is one typical area that is causing mayhem in most construction project aimed at community development in the area. Unfortunately, there has not been any study conducted to evaluate the effects of stakeholder engagement in the construction of Katsina central market. This study differs from the erstwhile studies in that it uncovers via engaging the professionals involved (construction engineers), the business owners who are the victims involved, some politicians, and government employees, the extent of stakeholders’ engagement, the problems and more often than not, solutions to the stakeholders’ engagement problems in successful construction project delivery. This paper will address the missing gaps outlined in the literature and add weight to the body of knowledge.

### **Aim and Objectives**

This paper seeks to evaluate the effects of stakeholders’ engagement in construction in Katsina state.

However, the specific objectives the paper intends to achieve are;

- i. To find out the extent of stakeholders' engagement in construction projects.
- ii. To find out the key problems affecting stakeholders' engagement in construction projects.
- iii. To proffer solutions to the problems facing stakeholders' engagement in construction project.

## **LITERATURE REVIEW**

### **Concept of Stakeholders' Engagement**

Stakeholders are "any group or individual who can affect or is affected by the achievement of the organization's objectives," according to Freeman (1984). This definition is the most often used one, and it is the one used in this study. According to Othman and Abdellatif's (2011) claim, the manager, employer, client, civil servants, community leaders, political office holders, business owners, contractors, and government representatives are the stakeholders for this study. The purpose of stakeholder platforms, according to Haywood et al. (2019) and Figueiredo-Filho et al. (2021), is to enhance and cement effective synergy and strengthen collaborations for effective result and performance.

### **Empirical Review**

There are indeed many studies conducted in the area of stakeholders' engagement in construction projects across many countries. This section presents the empirical studies conducted by different scholars from different countries using different methods and analytical framework. For example, according to PMI (2017) and Isike and Ajeh (2017), engagement management aims to strengthen stakeholder collaboration and lessen conflict in order to save costs and risks and increase integrated project value.

Kallstrom et al. (2021) discovered four factors in Sweden that relate and disturb how important actors' chronicles of stakeholder involvement are professed. Stakeholder participation in Tanzania is established on development-oriented ethics. It is influenced by a rights-based approach to development and is rather vocal (Nambuta et al., 2015). The authors claimed that even while the method for engaging stakeholders has gained popularity, the idea of "stakeholder engagement" in the decentralized structure of public service delivery lacks admirability.

Six phases may be found in a stakeholder engagement process, according to Balet al. (2013). It entails setting priorities, prioritizing, managing, linking stakeholders to distinct sustainability-related goals, assessing performance, and implementing targets. According to Talapatra et al. (2018), a controlled stakeholder engagement strategy helps stakeholders improve their level of comfort and service quality.

A small number of studies have examined stakeholders in South Africa, including Othman and Abdellatif (2011), Eyiah-Botwe et al. (2016), Aghimien et al. (2019), and Haywood et al. (2019). However, none discussed the degree of stakeholder participation in construction projects or the obstacles that they saw. The rationale was reinforced by these gaps, and the study's conclusions will contribute to the body of information theoretically.

In order to enhance the provision of housing for South Africans, Othman and Abdellatif (2011) investigated the function of partnerships in integrating the corporate social responsibility of project stakeholders.

Key players in the industry have not yet adopted the ideas of "stakeholder management and sustainability," according to Eyiah-Botwe et al.'s (2016) evaluation of methods to enhance the

stakeholder management process. The preliminary results of an investigation of stakeholder management techniques in the South African construction sector were provided by Aghimien et al. (2019). The authors proposed a number of ways to enhance stakeholder management, such as identifying project missions, comprehending stakeholders' interests and demands, and BIJ developing necessary solutions. The purpose of Haywood et al. (2019) was to employ stakeholder partnerships to achieve sustainable development goals. The authors demanded unprecedented actions to fortify the current alliances through stakeholder forums.

In Nigeria, Ekung, Okonkwo, and Odesola (2023) discuss the elements that influence construction stakeholders' engagement outcomes. Using descriptive and inferential statistics, as well as the Levene's Homogeneity test, the data demonstrated that there is no significant difference in the population's ranking of these criteria. This heterogeneous distribution shows notable similarities throughout the population investigated. These variables must thus be smoothed out in future construction engagement processes in order to improve project delivery. The study reveals intrinsic gaps in construction project management that have a substantial correlation with project performance. Further research using other methodologies and a bigger study sample may be necessary to condense these elements into manageable components.

Research by Ojo and Ayanda (2021) stakeholder engagement has been recognized as a key driver of innovation and entrepreneurship in Nigeria's private sector explores the role of stakeholder engagement in promoting corporate social responsibility (CSR) practices among businesses. Through dialogue and collaboration with stakeholders, companies can identify social and environmental concerns, develop CSR initiatives, and build mutually beneficial relationships with communities and consumers. This proactive engagement not only enhances corporate reputation and competitiveness but also contributes to sustainable development and social welfare.

Ojukwu (2020) identify issues such as limited institutional capacity, bureaucratic bottlenecks, and power imbalances that hinder effective stakeholder participation in decision-making processes. Addressing these challenges requires concerted efforts to strengthen governance structures, foster transparency, and promote inclusive dialogue among stakeholders. Despite the potential benefits of stakeholder engagement, empirical studies also highlight challenges and constraints in its implementation in Nigeria. Stakeholder engagement is particularly crucial in the context of natural resource management and community development projects in Nigeria.

Research by Arowosegbe (2020) examines the role of stakeholder engagement in promoting sustainable agriculture and rural development. By involving farmers, agricultural cooperatives, government agencies, and development organizations in decision-making processes, initiatives such as value-chain development programs and agricultural extension services can be tailored to local needs and priorities. This participatory approach not only enhances the effectiveness of agricultural interventions but also empowers rural communities and fosters social inclusion and economic growth.

Ajayi and Salami (2021) explores the role of traditional and religious leaders, community-based organizations, and civil society groups in mediating conflicts and promoting social cohesion at the grassroots level. Through dialogue, consensus-building, and conflict resolution mechanisms, stakeholders can address underlying grievances, mitigate tensions, and foster reconciliation, contributing to stability and peacebuilding efforts in conflict-affected regions, empirical evidence highlights the importance of stakeholder engagement in promoting peacebuilding and conflict resolution in Nigeria's diverse and multi-ethnic society.

Additionally, Research by Iheanacho (2020) stakeholder engagement is essential for promoting gender equality and women's empowerment in Nigeria. Examines the participation of women in decision-making processes related to education, healthcare, and economic development. By ensuring the representation of women and marginalized groups in stakeholder consultations and policy forums, governments and development partners can address gender disparities, advocate for women's rights, and mainstream gender perspectives into development policies and programs. This inclusive approach not only empowers women as agents of change but also contributes to more equitable and sustainable development outcomes.

Ogbonnaya (2021) identifies barriers such as political marginalization, socio-economic inequalities, and cultural barriers that hinder the inclusion of marginalized groups, such as youth, indigenous peoples, and persons with disabilities, in stakeholder engagement initiatives. Addressing these challenges requires targeted efforts to promote diversity, equity, and social justice in stakeholder engagement processes, ensuring that the voices and interests of all stakeholders are heard and respected. Despite the potential benefits of stakeholder engagement, challenges persist in ensuring meaningful participation and representation of diverse stakeholders in decision-making processes.

Ogbuabor (2020) emphasize the significance of stakeholder engagement in health policy formulation and implementation, highlighting its role in addressing challenges such as inadequate healthcare infrastructure, workforce shortages, and access to essential services. By fostering collaboration and dialogue among stakeholders, governments and healthcare institutions can develop responsive and sustainable health policies that prioritize the needs and concerns of the population. Stakeholder engagement is fundamental in the healthcare sector in Nigeria, particularly in policymaking and service delivery. Studies have demonstrated the importance of involving stakeholders such as healthcare professionals, community leaders, and patients in decision-making processes to improve health outcomes and address healthcare disparities.

Olaniyi and Akindele (2020) explores the role of stakeholder participation in urban planning processes, emphasizing the importance of involving residents, community associations, and urban professionals in decision-making regarding land use, transportation, housing, and environmental management. Through participatory urban governance mechanisms such as town hall meetings, community workshops, and citizen forums, stakeholders can contribute local knowledge, preferences, and priorities to urban development plans, ensuring that policies and projects are contextually appropriate and socially inclusive. Stakeholder engagement is crucial for promoting sustainable urban development and infrastructure planning in Nigeria's rapidly growing cities.

Moreover, Akinsolu and Ayeni (2021) examines the role of stakeholder participation in education policy development and implementation, highlighting the importance of involving parents, teachers, students, and education authorities in decision-making processes. By fostering collaboration and partnership among stakeholders, governments can develop evidence-based education policies, allocate resources effectively, and implement initiatives that improve learning outcomes and promote educational equity and inclusion. In the context of education, stakeholder engagement is essential for enhancing access to quality education and addressing challenges such as low literacy rates, inadequate school infrastructure, and teacher shortages.

Finally, Ajayi and Salami (2020) investigates the role of stakeholder engagement in corporate decision-making, emphasizing its significance in enhancing transparency, accountability, and ethical behavior among businesses. Through stakeholder consultations, shareholder meetings,

and corporate social responsibility initiatives, companies can build trust and credibility with stakeholders, address social and environmental concerns, and contribute to sustainable development goals. Additionally, stakeholder engagement is critical for promoting corporate governance and responsible business practices in Nigeria's private sector.

### **Review of Problems Affecting Stakeholders' Engagement in Construction Projects**

This section examined the barriers that may prevent stakeholders from participating in building projects. For example, Nguyen and Mohamed (2021) confirmed that managing stakeholders in the sector has obstacles. The intricacy of the industry, the personalities, interests, and power of stakeholders, among other factors, were noted as potential causes of the difficulties in stakeholder management. Effective stakeholder management was recommended by the authors as one of the key strategies to lessen the difficulties.

According to Nambuta et al. (2015), there are four major obstacles that Tanzanian stakeholders must overcome. Instead of an honest and lawful integration of the suggested core interest of the process, these are perverse aims and rigorous adherence to laws and regulations inside the systems (Talapatra & Uddin, 2019). Some are subjecting the process to a conflict of interest between various groups and using it as a weapon for division rather than inclusion.

Talapatra and Uddin (2019) state that strict adherence to rules and regulations is a significant challenge for stakeholders in Bangladesh, making it difficult to implement segregation and resolve conflicts of interest with other organizations.

In the framework of global IT projects, Mysore et al. (2021) identified the most important variables that can influence stakeholders' engagement. These variables include, among other things, personality conflicts, non-cooperation, governance malfunctions, exclusion from decision-making, and lack of reasoning from the unfavorable situations.

Inadequate communication and relationships between stakeholders were noted by Figueiredo-Filho et al. (2021) as potential obstacles. In building projects, this can cause misalignment and disagreement, making a peaceful resolution more difficult. According to Gupta et al. (2019), poor stakeholder communication and a deficiency in risk management are the main causes of project failure.

According to PMI (2017), a stakeholder registry can help reduce the likelihood of this unfavorable risk. The registration facilitates a better understanding for the project team, allowing them to identify, categorize, and comprehend the goals and possibilities of the stakeholders. Furthermore, it can help detect possible dangers that could be damaging (Sperry and Jetter, 2019; Huma et al., 2020).

There is a dearth of research on stakeholder participation in building projects and the perceived obstacles to such engagement in Nigeria. In order to address the perceived obstacles to stakeholders' participation in project delivery, this article examined Nigerian stakeholders' involvement in construction projects and offered potential solutions.

Hitherto, studies on stakeholders' engagement on construction projects reviewed above did not fully revealed its true picture. Some such as Olowu and Sule (2019), Ajayi & salami (2020), Adejo and shaibu (2020), Akinsolu and Ayeni (2021) conducted their study in the southern part of Nigeria and concentrated in other projects such as education policy building, transportation, water supply and agriculture and environment etc. This paper however, provides the major issues and hindrances to stakeholders' engagement in construction projects in northern Nigeria using Katsina state as a case study. Moreover, the reviewed studies based their analysis on desk review approach, whilst others employ non-parametric approach to draw



inference in their analysis devoid of the statistical implications of such conclusion. Meanwhile, the few studies conducted in the area have wrongly applied outdated methodologies and wrong model specifications with no much robustness tests applied to examine the behavior of the data. This paper is different from erstwhile studies in that, it provides descriptive approach to the behavior of stakeholders' engagement in construction project in Katsina state with a particular reference to Katsina Central Market reconstruction project. Future studies should look in to the applications of quantitative models and measurement variables to understanding stakeholders' engagement in construction projects. This will add weight to the body of knowledge.

### **Theoretical Review**

This study endorses the suggested paradigm and is grounded on stakeholder theory. It is consistent with Kimanzi (2020), who used the stakeholder theory to encourage participation from stakeholders in housing developments. According to Xia et al. (2018), the application of stakeholder theory in project management has demonstrated the necessity of stakeholder management for the effective execution of a variety of projects. The hypothesis was created by Rhenman in 1964. According to Santos and Carvalho (2019), the fundamental tenet of stakeholder theory is that big businesses, like those in the building sector, recognize the interests of stakeholders and work to continuously create and rethink these linkages in order to maximize value for a wider range of stakeholders.

According to stakeholder theory, significant firms identify stakeholder interests and continuously forge links to give more value, as Santos and Carvalho (2019) pointed out. According to the previous writers, "shareholders are stakeholders" in every way; in this case, the shareholders are the building projects. With an eye toward completion, all participants and stakeholders are project shareholders. The theory is made up of a number of terms, concepts, and analogies related to the main premise. This idea highlights the importance of stakeholders in a project and the necessity of adding value for various user groups inside a system.

It is not without a few difficulties. This approach is distinct in that it requires managers or organizations to take stakeholders' interests—that is, the groups and individuals who have the power to influence or be impacted by their tasks—into account (Freeman et al., 2004; Rahman et al., 2020). According to Rahman et al. (2020), managers and organizations need to take stakeholders' interests into account.

The significance of taking into account the goals and expectations of each and every stakeholder in Katsina Central Market construction project is enveloped in its value creation potentials as emphasized by the stakeholder theory. The core idea of this theory is that businesses should consider the interests of all stakeholders, including the community, suppliers, employees, and customers, in addition to generating shareholder wealth. This explains the reason for most project failures in the study area and the delay experienced in the completion of the Central Market and redistribution of shops for the market participants. Stakeholder theory is pertinent to construction projects because it emphasizes the necessity for project managers to actively interact with a variety of stakeholders in order to comprehend their demands, solve their concerns, and create relationships that will benefit both parties.

### **MATERIALS AND METHODS**

This paper employed survey design in which case primary data was used, elicited via structured questionnaire administered to 40 respondents comprising of professional engineers, community leaders, market participants (business owners), politicians and civil servants. The sample was drawn based on the purpose for which the study was initiated. Thus, purposive sampling technique which is a non-probability technique was employed. Also, a desk review

technique to research, which is based on a thorough evaluation of the literature as well as a range of documented facts and figures, in order to establish its conclusion and support its correctness on the issue under inquiry was used. Descriptive analysis (tables, charts, means, frequencies and percentages) was employed to evaluate the impact of stakeholders' engagement on construction projects using Statistical Package for Social Sciences (SPSS) v.24.

## RESULTS AND DISCUSSIONS

Indicators	Frequency	Percentage (%)
<b>Gender</b>		
Male	35	87.5
Female	5	12.5
<b>Total</b>	<b>40</b>	<b>100</b>
<b>Age</b>		
18-27	5	12.5
28-37	7	17.5
38-47	16	40
48-Above	12	30
<b>Total</b>	<b>40</b>	<b>100</b>
<b>Educational Status</b>		
Primary	6	15
Secondary	8	20
Tertiary	15	37.5
Others (Specify Pls)	11	27.5
<b>Total</b>	<b>40</b>	<b>100</b>
<b>Years in Business</b>		
0-10 Years	10	25
11-20 Years	21	52.5
More Than 20 Years	9	22.5
<b>Total</b>	<b>40</b>	<b>100</b>
<b>Profession</b>		
Construction Engineer	6	15
Business Owner (Beneficiaries)	18	45
Community Leader	8	20
Civil Servant	5	12.5
Others	3	7.5
<b>Total</b>	<b>40</b>	<b>100</b>

Table 1: Socio-Economic Characteristics of the Respondents

Source: Fieldwork Survey, 2024

Table 1 above presents the socio-economic and demographic characteristics of the respondents in which case, 87.5% of the respondents are male, while the remaining 12.5% are female. Similarly, 40% of the respondents fall within the age bracket of 38-47 years of age, 30% of the respondents are within the age range of 48-above years, 17.5% of the other respondents aged 28-37 years, whilst the 12.5% of the remaining respondents fall within the age bracket of 18-27 years. However, regarding the educational status, 37.5% of the respondents have tertiary level of education (ND/NCE/HND/Bsc etc.), 27.5% of the respondent have other form of education such as vocational or informal, 20% of them have secondary school level of education whereas, the remaining 15% have primary school level of education as shown in the above table. On the duration of years in business, 25% of the respondents have between 0 to 10 years' experience in business, 52.5 % of the other respondents have 11-20 years of experience in business. Whereas, 22.5% of the remaining respondents have more than 20 years of experience in business as shown on the table above.

However, on the profession of the respondents, 15% of them are engineers, 45% of the respondents are in to business and are the victims of the fire incident, and reside inside the central market, 20% of them are community leaders, 12.5% are civil servants, whilst the remaining 7% of the respondents partake into other professional activities such as politics, civil society and or pressure groups as presented in the table above.

Clearly, the socio-economic and demographic characteristics of the respondents above show that well informed groups of respondents with vast knowledge of the project under study are used as the basis, tool or framework from which the study deduces its precision.

Level	Frequency	Percentage (%)
Very High	0	0
High	2	5
Moderate	15	37.5
Low	20	50
Very Low	3	7.5

Table 2: To Determine the Extent of Stakeholder Engagement in Construction Projects

Source: Fieldwork, 2024

The above table presents the opinion of the respondents on the level of stakeholders' engagement in the construction projects in Katsina state in which case, majority of the respondents constituting 50% of the total responses opined that the level of stakeholders' engagement in construction project in Katsina state is Low. 37.5% of the respondents labeled it moderate. However, 7.5% of the respondents believed that stakeholders' engagement in construction projects in Katsina state is very low. Whilst the remaining 5% of the respondents argued that level of engagement is high. Unfortunately, none of the respondents believed it to be very high. This is not startling as it is uncommon practice in the study area to see where full engagement is ensured of stakeholders in community projects owing different reasons known to the political office holders, the engineers and other parties with vested interest involved as depicted in the chart below.

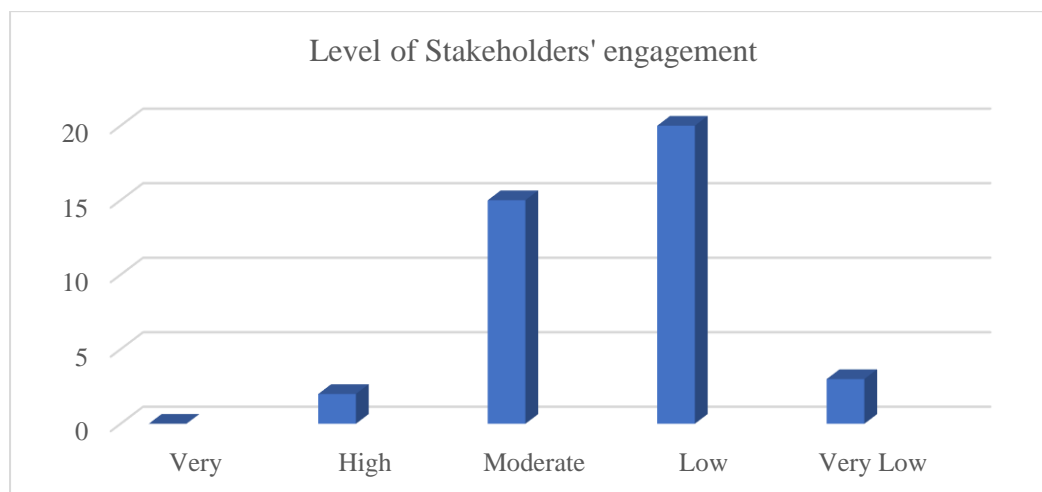


Figure 1: Level of Stakeholders' Engagement

Level	Frequency	%	Mean	Ranking
Improper communication	8	20	4.45	2 <sup>nd</sup>
Political influence and vested interest	5	12.5	4.20	4 <sup>th</sup>
Cultural & local values	2	5	3.42	7 <sup>th</sup>
Dominance of interest group	7	17.5	4.30	5 <sup>th</sup>
Stakeholders' leadership selection problem	9	22.5	4.85	1 <sup>st</sup>
Approach and nature of interaction	6	15	4.60	3 <sup>rd</sup>
Contractual issues	3	7.5	3.54	6 <sup>th</sup>
<b>Total</b>	<b>40</b>	<b>100</b>		

Table 3: Problems Affecting Stakeholders' Engagement in Construction Projects

Source: Fieldwork, 2024

From the above, the prime factor affecting successful implementation of construction projects as it is connected with the level of stakeholders' engagement is the stakeholders' leadership selection problem with a mean of 4.85 as significantly pointed in Ihugba and Osuji (2011), Amaeshi (2007) and Greenwood (2007) as impediments to effective engagement.

Improper communication with a mean of 4.45 was rated the second most influential factor affecting successful implementation of construction projects as cited in Idoro et al. (2007). Similarly, approach and nature of interaction with a mean of 4.60 is recognized as 3<sup>rd</sup> problematic factor determining the success or otherwise of construction projects in Katsina state. Meanwhile, political influence and vested interest with a mean of 4.20 was argued by the respondents to be the fourth prime hindrance affecting stakeholders' engagement in construction project. Dominance by interest group with a mean of 4.30 is rated the fifth hindrance factor according to respondents in stakeholders' engagement in construction project.

Contractual issues with a mean of 3.54 were rated the sixth factor that hinders stakeholders' engagement in construction project. However, with a mean of 3.42, cultural and local values were rated by the respondents as the less hindrance factor of all the aforementioned in determining stakeholders' engagement in construction project. This is further illustrated in the figure below:

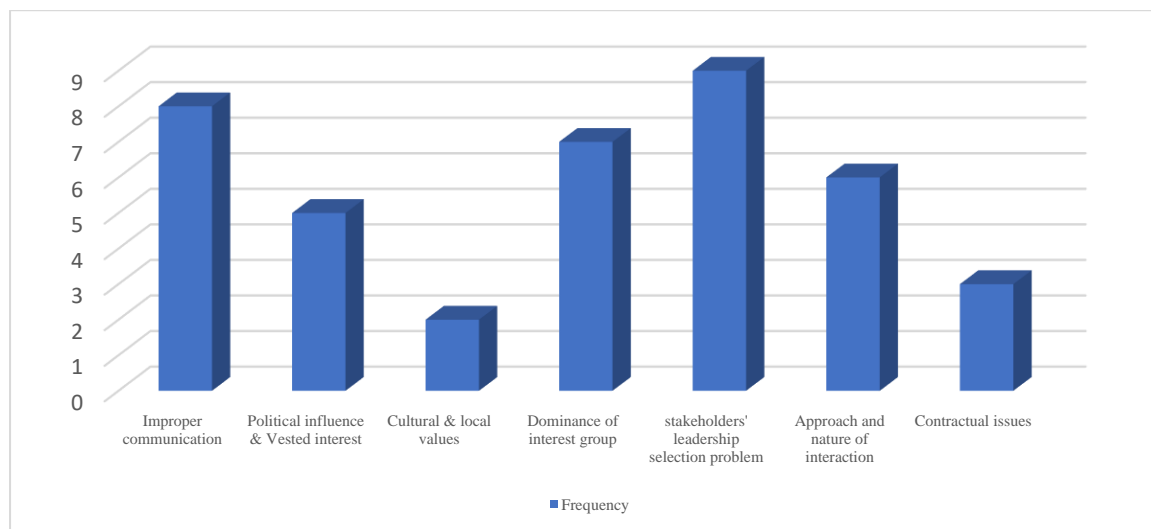


Figure 2: Factors that Hinders Stakeholders' Engagement in Construction Projects

Level	Frequency	%	Mean	Ranking
Proper Communication	11	27.5	4.55	2 <sup>nd</sup>
Justice and Even Distribution	12	30	4.80	1 <sup>st</sup>
Community Awareness & Engagement	9	22.5	4.42	3 <sup>rd</sup>
Avoid Bureaucratic Cumbersome Procedures	5	12.5	3.85	4 <sup>th</sup>
Improved Nature of Interaction	3	7.5	3.40	5 <sup>th</sup>
<b>Total</b>	<b>40</b>	<b>100</b>		

Table 4: To Proffer Solutions to the Problems Affecting Stakeholders' Engagement

Source: Fieldwork, 2024

The table above presents the possible solution to stakeholders' engagement issues in construction project in which case, 30% of the respondents rated justice and even distribution of projects among different zones in the state as the most recommended solution to the problem facing stakeholders' engagement in construction projects. This is supported by significant mean magnitude of 4.80. Meanwhile, 27.5% of the other respondents believed that proper

communication with a mean of 4.55 could go along the way in establishing cordial stakeholders' engagement relationship and successful implementation of projects. However, community awareness and engagement from the perception of the idea is considered by 22.5% of the respondents as necessary solution for stakeholders' engagement in construction projects in the area. This is supported by the mean magnitude of 4.42. While, avoidance of bureaucratic cumbersome procedures with a mean of 3.85 as argued by 12.5% of the respondents is believed to be an important point of departure to the stakeholders' engagement saga for effective and successful implementation of construction projects. Finally, the remaining 7.5% opined that improved nature of interaction with a mean of 3.40 is necessary to making stakeholders' engagement beneficial and effective for successful implementation of construction project as illustrated in the figure below:



Figure 3: Solution to Perceived Hindrances for Stakeholders' Engagement

## CONCLUSION AND RECOMMENDATIONS

There is no doubt that stakeholders' engagement is not only a necessary but sufficient condition for the successful performance of any projects, and construction projects are no exception.

Stakeholder participation that is successful can improve sustainable construction, according to the literature assessment. An essential part of integrated project delivery is sustainable construction, which ought to be promoted. Findings of this paper reaffirmed that the level of stakeholders' engagement in construction project is low in the study area. Also, the stakeholders' leadership selection problem is the prime factor that significantly serve as impediments to effective engagement. Improper communication, approach and nature of interaction, political influence and vested interest, Dominance by interest group, Contractual issues and cultural and local values were regarded as the hindrance factors in determining stakeholders' engagement in construction project. It is in the wake of these findings this paper recommended that, justice and even distribution of projects, proper communication, community awareness and engagement, avoidance of bureaucratic cumbersome procedures as well as improved nature of interaction would certainly mark a point of departure to making stakeholders' engagement beneficial and effective for successful implementation of construction projects in the realm.

This study has succeeded in balancing the reality of stakeholders' engagement with the theoretical requirements in the study using descriptive statistical approach. Political interference, stakeholders' vested interests, distribution and redistribution as well as the bureaucratic cumbersome procedures involved in making the construction projects successful were outlined in this paper. Policy on stakeholders' engagements should be tailored to accommodate such factors in order to stand the test of time.

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