

The Importance of Stakeholder Satisfaction in Successful Implementation of Municipal Projects: A Perspective of Internal Stakeholders

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Abstract

The concept of stakeholder satisfaction in successfully implementing projects was developed as part of the project management success factors because municipal projects encompass different initiatives such as infrastructure development and community programmes tied to different stakeholders' interests. These stakeholders can be residents, government agencies, embassies, institutions of higher learning, and other entities impacted by or have a particular interest in the project. Municipalities need to ensure stakeholder satisfaction because municipal projects aim to improve the lives of the communities and ensure that quality service delivery reaches all that need those services. In this study, at the 5% level of significance, the following 8 of the 24 two-by-two associations were significant which are project completed within budgeted cost; project completed within a specified timeframe; project achieving all planned deliverables; stakeholder satisfaction; contribution to where the project is being implemented; geographical area's development; loss of grants and sub-standard infrastructure. Furthermore, from the eight (8) two-by-two associations, four (4) significant two-by-two associations between the degree of project performance being influential and ineffective. These four (4) factors were: completion of projects within budgeted cost, completion of projects within a specific timeframe, projects achieving all planned deliverables, stakeholder satisfaction, and determination of project success by measuring project outcomes. These factors were statistically significant at $P < 0.000$, which showed an association between the two variables.

Keywords

Local government, Stakeholders, Stakeholder Management, Stakeholder Satisfaction, Projects.

1. Introduction

The Auditor General South (AGSA) (2023) mentioned that for years, local government has been characterised by deteriorating living standards, service delivery failures, dysfunctional municipalities, council and administrative instability, financial mismanagement, service delivery protests, and crumbling municipal infrastructure. Furthermore, municipalities face greater demands than ever to regain South Africans' trust and provide essential services such as clean water, sanitation, electricity, waste management, and well-maintained roads and infrastructure promptly and financially responsibly. Citizens in this study refer to the stakeholders who continue to express their dissatisfaction and frustration through the media and other platforms, calling for urgent attention to address their dissatisfaction (AGSA, 2023). Several stakeholders are continually demanding that organisations provide quality services and for organisations to report on the service that they are committed to delivering (Herremans et al., 2016). Amadi, Carrillo, and Tuuli (2018) mentioned that stakeholders' dissatisfaction with the delivery of local government projects is a growing concern worldwide because stakeholders have been viewed as one of the critical success factors in implementing projects. There is a need for consulting and engaging stakeholders (Amadi et al., 2018). Local government is the third sphere of government, following national and provincial government. However, this sphere of government is the closest to the ordinary South African as it provides essential services that have a direct impact (AGSA, 2023). Thus, the importance of stakeholder satisfaction in implementing municipal projects is explored in this research to contribute to the body of knowledge on enhancing municipal initiatives undertaken by municipalities to address the needs of the communities.

1.1 Objectives

This research was conducted at a South African Municipality, aiming to assess the importance of stakeholder satisfaction in implementing municipal projects. This research provides empirical data that could be used to inform service delivery implementation and policy development on broader issues affecting stakeholder satisfaction in municipal projects. This research had the following two specific objectives - to identify factors that influence stakeholders' satisfaction in municipal projects and make feasible recommendations that are helpful for effective stakeholder engagements.

2. Literature Review

The literature review presented in this research provides the conceptual basis for understanding the research problem explored in this paper. This section offers a critical view of the existing knowledge related to stakeholder satisfaction while implementing projects. This section covers the conceptualisation of successful implementation of projects, stakeholder satisfaction, and what organisations need to pay attention to ensure that stakeholders are managed effectively. The municipal project also falls within the project management body of knowledge, which fosters the development of plans that encourage meeting or exceeding stakeholder requirements. (Abyad, 2018). Amoatey and Hayibor (2017) argue that local government projects are viewed as public sector projects that usually have challenges, including the need to satisfy stakeholders' interests and adhere to bureaucratic procedures, rules, and regulations. At some point, factors involving project success in the past included cost, quality, and time. (Gilberto & Roque, 2019; Khoury, 2019; Montes-Guerra, De-Miguel, Pérez-Ezcurdia, Ramos, & Díez-Silva, 2015). However, more research that has been conducted indicates that these three factors focus on short-term performance in project success, with stakeholder satisfaction being included as an essential factor for sustainable project success. (Gilberto & Roque, 2019; Johansen, Eik-Andresen, & Ekambaram, 2014; Khoury, 2019; Montes-Guerra et al., 2015). With an understanding of the importance of stakeholders in implementing projects, Sunder (2016) also suggested that stakeholder buy-in is essential for the successful implementation and sustainability of projects.

Having observed the nature of implementing municipal projects, they require inclusivity of internal and external stakeholders to interphase during project reporting, monitoring, and evaluation (Derakhshan et al., 2019). With the acknowledgement that in this research, stakeholders are both internal and external, Heagney (2016) mentioned that stakeholders can be anyone with a vested interest in the project's outcome, making it essential to engage and manage them as they are critical towards the success of projects. Stakeholders focus on the inter-relationship between the organisations in this study, local government or municipalities and different groups such as citizens, employees, service providers, environment, customers, etc. (Fernandez-Feijoo et al., 2014; Johansen et al., 2014; O'Riordan & Fairbrass, 2014). These stakeholders can influence the success of implementation project outcomes, thus showing the importance of stakeholder satisfaction (Oppong et al., 2017). Herremans et al. (2016) indicated that organisations can attain stakeholder satisfaction by actively managing stakeholder relationships. Stakeholder satisfaction has resulted in

the development of different engagement strategies that can be used to ensure that stakeholder project reporting reaches all relevant stakeholders (O'Riordan & Fairbrass, 2014).

Organisations need to identify which stakeholders are crucial to their projects; this can be done through a stakeholder identification approach. Once the identification is completed, stakeholder communication and engagement are vital for the successful implementation of projects (O'Riordan & Fairbrass, 2014). Abyad (2018) also suggested that for successful implementation of projects, it is vital for organisations to identify what their stakeholders perceive as a successful project before project implementation. Thus, involving selected stakeholders in different project phases provides benefits, including smooth transitions between different phases with limited resistance and giving stakeholders a sense of involvement (Sunder, 2016). Organisations should also aim to build trust with their stakeholders, which will create a great potential to impact stakeholder satisfaction because the stakeholders will have confidence and credibility in the projects presented by the organisations (Gilberto & Roque, 2019). Trust with the stakeholders should be developed from the beginning phases of projects with stakeholders, as this can also reduce the frequency of reporting on projects regularly while maintaining effective communication (Gilberto & Roque, 2019; Strahorn et al., 2015). The importance of stakeholder satisfaction has also been emphasised by the AGSA (2022), that external stakeholders should practice active citizenry in all the channels provided. Practising active citizenry is essential because it allows the stakeholders to be heard and allows them to hold organisations accountable (AGSA, 2022).

3. Methodology

The research used purely quantitative methods for data collection and analysis. The nature of the research was quantitative and exploratory, while the research design was descriptive and cross-sectional. The research was conducted on a census population of 472 employees and contractors/service providers working within the project management environment in one of the municipalities in South Africa. Stratified random sampling was used to select the population of employees and service providers/contractors of the municipality as part of the research. Data collection was conducted using a structured survey questionnaire. The study survey questionnaire was pre-tested, validated, and standardised before it was used for data collection. The number of eligible respondents who work within the project management environment in the municipality to whom the survey questionnaire was distributed was 472, as mentioned above. A total of 151 completed responses were received back, which indicated a participation rate of 32% in the study. Thus, data was collected from each of the 151 respondents who participated in the research using the questionnaire adapted from similar research conducted by (Damoah et al., 2015, pp. 314-320). The variables used in this research were independent and ordinal, using the Likert scale (strongly disagree, disagree, not sure, agree, and strongly agree) to measure the several variables of the research. The survey questionnaire variables used for data analyses were the cross-tabulation. Howell (2004:442-452) referred to cross-tabulation (crosstabs) analysis as the Pearson chi-square test of association, which is a statistical test often utilised for analysing categorical data and assessing the strength of association or interdependence of two or more categorical variables. It is also based on the assumption that the observations are independent and commonly used for significance testing. The most common Pearson chi-square question concerning proportion is significantly higher or lower than another (Howell, 2004, pp. 442-452). At a 5% significance level, the strength of association between two categorical variables is believed to be statistically significant if the P-value is smaller than 0.05. However, if the P-value is greater than or equal to 0.05, it is believed that the two variables are independent at the 5% significance level.

5. Results and Discussion

5.1 Results from cross-tabulation analysis

The expected cell frequencies in this research were more significant than 5%. Thus, the results of data analysis obtained from Pearson's chi-square tests of association were all valid. Table 1 below depicts 24 two-by-two associations obtained from Pearson's chi-squared tests of associations. At the 5% significance level, significant associations have large observed chi-square values and P-values smaller than 0.05.

Table 1. Results obtained from crosstab analysis

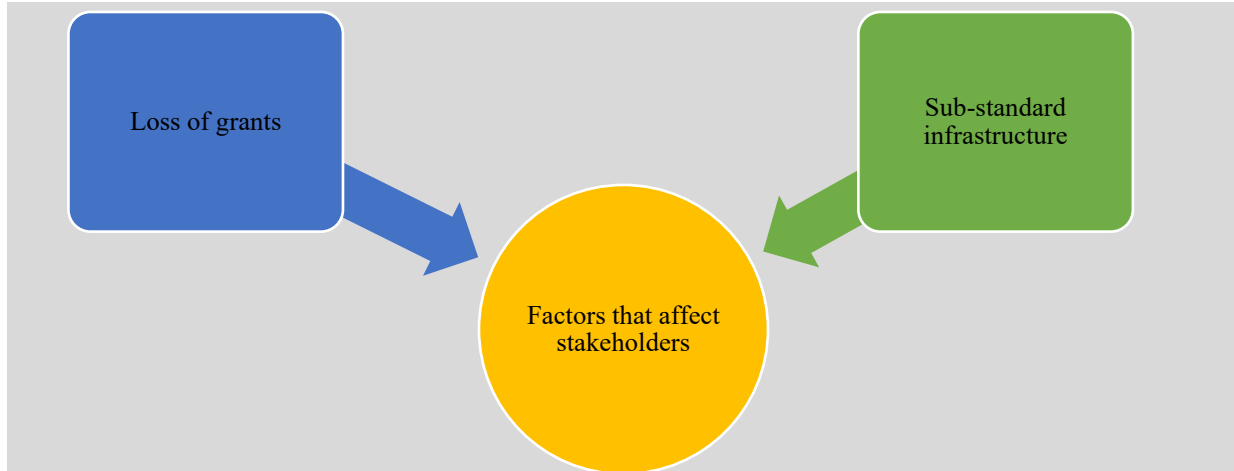
A list of variables associated with the degree of factors necessary for stakeholder satisfaction in the completion of municipal projects was adapted from a similar study (Damoah et al., 2015, pp. 314-320).	Observed chi-squared value	P-value
Project completed within budgeted cost	40.6848	0.000***
Project completed within a specified timeframe	38.1314	0.000***
Project achieving all the planned deliverables	155.0000	0.000***
Stakeholder satisfaction	26.3044	0.000***
Contribution to where the project is being implemented	14.4121	0.006**
Geographical area's development	16.9940	0.002**
Bad image for the Municipality	4.8309	0.305
Denial of citizens' basic rights	8.1268	0.087
Loss of elections	3.5277	0.474
Loss of revenue by the Municipality	7.5029	0.112
Emotional stress on citizens	6.6538	0.155
It slows down citizens' human empowerment	3.9733	0.410
Under development for the Municipality	4.8116	0.307
Collapse of local businesses	6.0248	0.197
It slows down economic growth	5.5266	0.137
Loss of grants	10.1442	0.038*
Financial institutions lose confidence in the Municipality	4.3784	0.357
Growth in unemployment within the geographical area	1.2188	0.875
Loss of revenue by the citizens	5.5727	0.233
Cost escalation	5.0858	0.279
Lack of capacity building	6.5937	0.159
Loss of worker hours	8.2217	0.084
Sub-standard infrastructure	11.1333	0.025*
Discourages investment	1.4743	0.831

Source: Own Compilation

Legend: Significance at * P<0.05; **P<0.01; *** P<0.001 levels of significance

Table 1 demonstrates that 2 of the 24 associations are significant at a 5% significance level. The table also demonstrates that 2 of the 24 associations were significant at a 1% significance level. It can also be seen from the table that 4 of the associations were significant at 0.1% level. At the 5% significance level, 8 of the 24 two-by-two associations were significant. The significant associations at the 5% level are indicated by *. ** indicates associations that are significant at the 1% level, and associations that are significant at the 0.1% level are indicated by ***. The number of respondents who agree that the factor on project stakeholder satisfaction is effective is 26 out of 151 (17.22%), with only 5 out of 151 (3.31%) respondents strongly agreeing. While 4 out of 151 (2.65%) respondents disagree that the factor on project stakeholder satisfaction is effective, 1 out of 151 (0.66 0%) respondents strongly disagree. It should be noted that 15 out of 151 (9.93%) respondents were not sure if the factor on project stakeholder satisfaction is effective. In responding to the ineffectiveness of project performance, 21 out of 151 (13.91%) respondents agree that the factor on project stakeholder satisfaction is ineffective, with 3 out of 151 (1.99%) respondents strongly agreeing and 29 out of 151 (19.21%) respondents were not sure. The number of respondents who disagree that the factor on project stakeholder satisfaction is ineffective is 35 out of 151 (23.18%). In comparison, 12 out of 151 (7.95%) respondents strongly disagree that the factor on project stakeholder satisfaction is ineffective. The P-value for the association between project performance used by respondents and project stakeholder satisfaction is equal to 0.000. This P-value is below 0.05, which shows that the association between the two variables of study (project performance and project stakeholder satisfaction) is statistically significant at a 5% level of significance.

Figure 1 below displays two factors that affect stakeholders: the loss of grants and the sub-standard infrastructure elaborated in the upcoming lines.



Source: Author's Compilation

Figure 1. Factors that affect stakeholders

The number of respondents who agree that the factor of losing grants is effective is 17 out of 151 (11.26%), with only 19 out of 151 (12.58%) respondents strongly agreeing. While 5 out of 151 (3.31%) respondents disagree that the factor on losing grants is effective, 1 out of 151 (0.66%) respondents strongly disagree. It should be noted that 9 out of 151 (5.96%) respondents were not sure if the factor of losing grants was effective. In responding to the ineffectiveness of project performance, 56 out of 151 (37.09%) respondents agree that the factor on losing grants is ineffective, with 30 out of 151 (19.87%) respondents strongly agree and 10 out of 151 (6.62%) respondents were not sure. The number of respondents that disagree that losing grants is ineffective is 2 out of 151 (1.32%), while 2 out of 151 (1.32%) respondents strongly disagree that the factor on losing grants is ineffective. The P-value for the association between project performance' used by respondents and losing grants equals 0.038. The P-value is below 0.05, which shows that the association between the two variables of study (project performance and losing grants) is statistically significant at a 5% significance level.

The number of respondents who agree that the factor on sub-standard infrastructure is effective is 18 out of 151 (11.92%), with only 22 out of 151 (14.57%) respondents strongly agreeing. While 8 out of 151 (5.30%) respondents disagree that the factor on sub-standard infrastructure is effective, 0 out of 151 (0%) respondents strongly disagree. It should be noted that 3 out of 151 (1.99%) respondents were not sure if the factor on sub-standard infrastructure is effective. In responding to the ineffectiveness of project performance, 54 out of 151 (35.76%) respondents agree that the factor on sub-standard infrastructure is ineffective, with 31 out of 151 (20.53%) respondents strongly agree and 9 out of 151 (5.96%) respondents were not sure. The number of respondents who disagree that the factor on sub-standard infrastructure is ineffective is 4 out of 151 (2.65%). In comparison, 2 out of 151 (1.32%) respondents strongly disagree that the factor on sub-standard infrastructure is ineffective. The P-value for the association between project performance' used by respondents and sub-standard infrastructure is equal to 0.025. The P-value is below 0.05, which shows that the association between the two variables of study (project performance and sub-standard infrastructure) is statistically significant at a 5% level of significance.

Table 1 shows that 8 of the 24 P-values are smaller than 0.05. As such, 8 of the 24 factors shown in the table are significantly associated with factors that affect stakeholder satisfaction in implementing municipal projects at the 5% significance level.

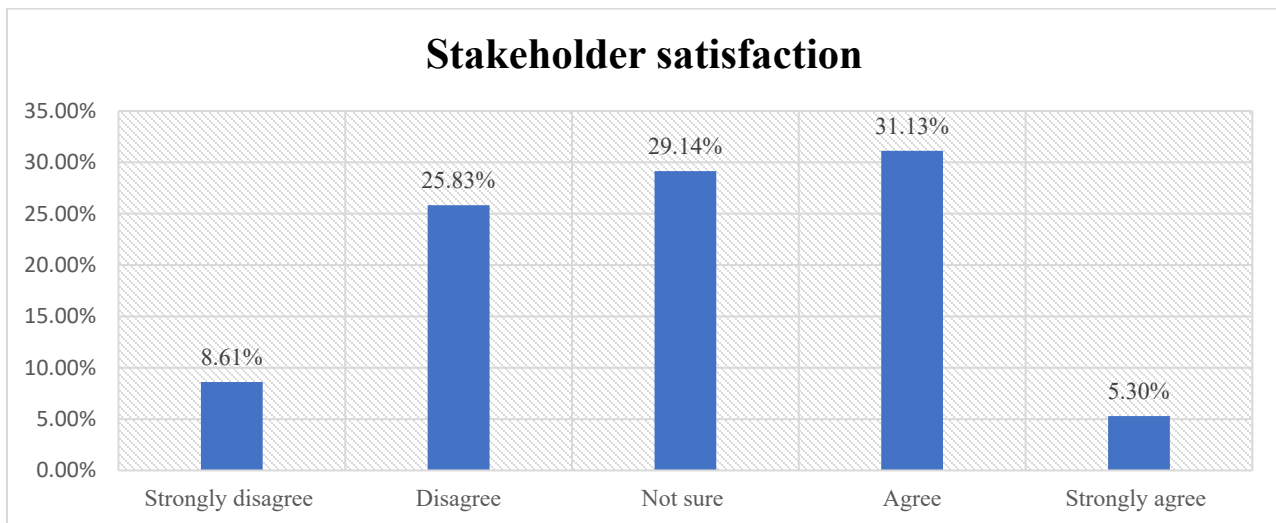
5.2 Graphical Results

The variables used in this study were independent and dependent, mostly nominal or ordinal. Nominal variables have only two values, such as yes or no, and a 5-point ordinal scale or Likert scale (strongly disagree, disagree, not sure, agree, and strongly agree) is used for measuring the study's variables. The accuracy of the measurements was obtained by using face validity and pre-testing. One hundred fifty-one (151) respondents who took part in the study were asked to provide answers to 24 questions that were related to factors that affect stakeholder satisfaction in the implementation of municipal projects. These factors were measured by assessing the perceptions of the municipality project population

(their personal experience/views) on the factors that affect stakeholder satisfaction in implementing municipal projects. The factors were clustered as follows: Project success factors and the factors affecting stakeholders in implementing municipal projects.

Thus, findings showed that 115 out of 151 (76.16%) respondents are responsible for planning and implementing projects within the municipality. In contrast, about 35 out of 151 (23.18%) respondents are independent service providers providing specific services or professional project managers who provide advisory services to the municipality, respectively. These findings indicate that 25.83% of the respondents agree that projects are completed within budgeted cost. In comparison, 5.96% strongly agree, and 3.97% were unsure if projects are completed within budgeted cost. However, 45.70% of the respondents disagree that projects are completed within the budgeted cost, and 18.54% strongly disagree. The results also indicate that 15.89% of the respondents agree that projects are completed within specified timeframes, 2.65% strongly agree, and 6.62% are not sure. 54.31% of the respondents disagree that projects are completed within specified timeframes, and 20.53% strongly disagree. The achievement of project deliverables within the municipality indicates that 27.15% of the respondents agree that projects achieve all the planned deliverables. In comparison, 6.62% strongly agreed, and 10.60% were not sure if the projects achieved all the planned deliverables. However, 42.38% of the respondents disagree that projects achieve all the planned deliverables, while 13.25% strongly disagree.

Figure 2 indicates that 31.13% of the respondents agree that projects enable stakeholder satisfaction, 5.30% strongly agree, and 29.14% are not sure if projects enable stakeholder satisfaction. However, 25.83% of the respondents disagree that projects are managed to enable stakeholder satisfaction, and 8.61% strongly disagree.



Source: Own compilation

Figure 2. Stakeholder satisfaction

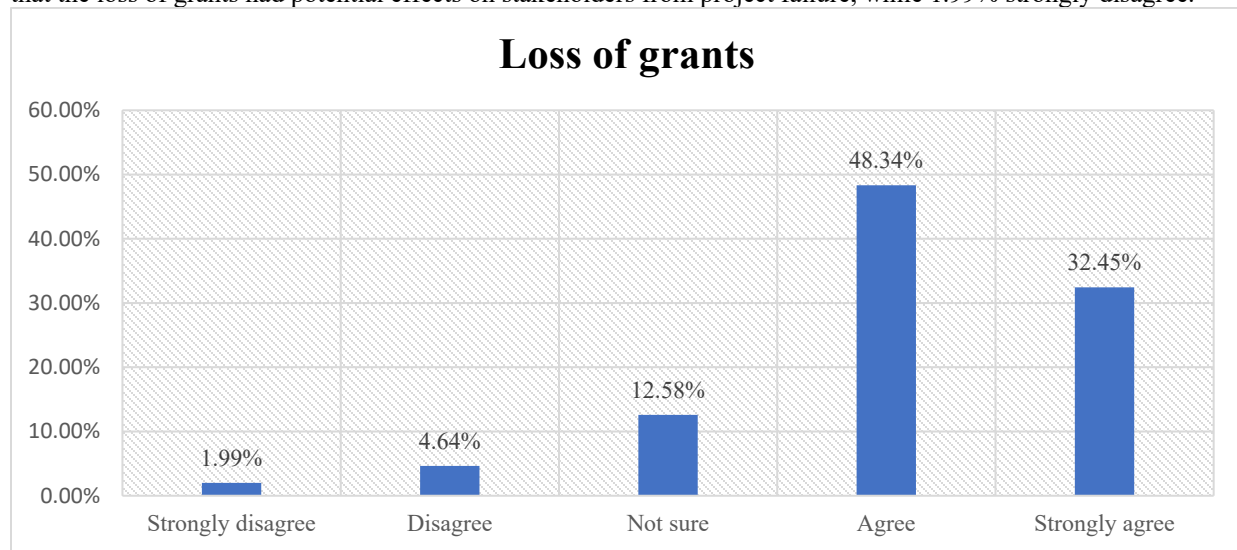
The results also indicate that 49.67% of the respondents agree that projects are managed to enable contribution to where they are implemented, 9.27% strongly agree, and 21.19% were not sure. On the other hand, 14.57% of the respondents disagree that projects are managed to enable contribution to where projects are implemented, while 5.30% strongly disagree. 50.99% of the respondents agree that projects enable municipal geographical development, while 13.25% strongly agree and 19.20% were not sure if projects are managed to enable municipal geographical development. However, 10.60% of the respondents disagree that projects are managed to enable municipal geographical development, while 5.96% strongly disagree. The results indicate that 47.68% of the respondents agree that a bad image of the municipality potentially affects stakeholders due to project failure, 42.38% strongly agree, and 3.31% are unsure. On the other hand, 4.64% of the respondents disagree that a bad image of the municipality potentially affects stakeholders due to project failure, while 1.99% strongly disagree. Also demonstrated was that 50.33% of the respondents agreed that denying citizens' basic rights potentially affected stakeholders from project failure, 37.08% strongly agreed, and 5.30% were not sure.

Furthermore, 5.30% of the respondents disagree that denying citizens' basic rights potentially affected stakeholders from project failure, while 1.99% strongly disagree. 36.42% of the respondents agree that the loss of elections had potential effects on stakeholders from project failure. In comparison, 27.15% strongly agreed, and 23.84% were not sure if the loss of elections had potential effects on stakeholders from project failure. However, 9.93% of the respondents disagree that the loss of elections had a potential effect on stakeholders due to project failure, with 2.66% strongly disagreeing. Loss of revenue by the municipality had a potential effect on stakeholders due to project failure. 43.72% of the respondents agree that the municipality's loss of revenue had a potential effect on stakeholders due to project failure. In comparison, 35.76% strongly agreed, and 9.93% were not sure if the loss of revenue by the municipality was a potential effect on stakeholders from project failure. However, 7.28% of the respondents disagreed that the loss of revenue by the municipality was a potential effect on stakeholders from project failure, with 3.31% strongly disagreeing.

An indication is that 45.04% of the respondents agree that emotional stress has potential effects on stakeholders from project failure, 29.14% strongly agree, and 18.54% are not sure. Meanwhile, 6.62% of the respondents disagreed that emotional stress had a potential effect on stakeholders due to project failure, while 0.66% strongly disagreed. 56.95% of the respondents agree that slowing down human empowerment had potential effects on stakeholders from project failure, 33.11% strongly agree, and 4.64% are not sure. Furthermore, 4.64% of the respondents disagree that slowing down human empowerment has potential effects on stakeholders from project failure, while 0.66% strongly disagree. 47.68% of the respondents agree that under-development for the municipality had potential effects on stakeholders from project failure. In comparison, 41.06% strongly agreed, and 5.96% were not sure if under-development for the municipality had potential effects on stakeholders from project failure. However, 4.64% of the respondents disagreed that underdevelopment for the municipality had potential effects on stakeholders due to project failure, while 0.66% strongly disagreed.

The collapse of local businesses had a potential effect on stakeholders, with 42.38% of the respondents agreeing that the collapse of local businesses had a potential effect on stakeholders. In comparison, 27.81% strongly agreed, and 14.57% were not sure if the collapse in local businesses was a potential effect on stakeholders from project failure. However, 13.25% of the respondents disagreed that the collapse in local businesses was a potential effect on stakeholders from project failure, with 1.99% strongly disagreeing. 52.98% of the respondents agree that slow economic growth had potential effects on stakeholders from project failure, 35.10% strongly agreed, and 6.62% were not sure. Meanwhile, 5.30% of the respondents disagree that slow economic growth had potential effects on stakeholders due to project failure, while 0% strongly disagree.

Figure 3 also shows that 48.34% of the respondents agree that the loss of grants had a potential effect on stakeholders due to project failure, 32.45% strongly agree, and 12.58% are not sure. Furthermore, 4.64% of the respondents disagree that the loss of grants had potential effects on stakeholders from project failure, while 1.99% strongly disagree.



Source: Own compilation

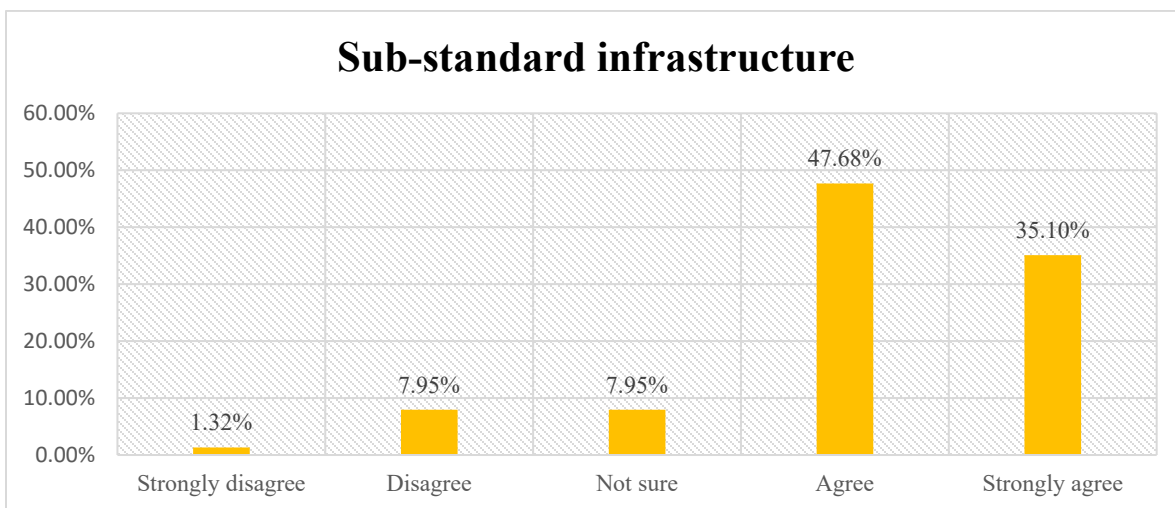
Figure 3. Loss of grants

The research also showed that 50.33% of the respondents agreed that financial institutions losing confidence in the municipality had potential effects on stakeholders from project failure. In comparison, 35.11% strongly agreed, and 6.62% were not sure if financial institutions losing confidence in the municipality were potential effects on stakeholders from project failure. However, 7.28% of the respondents disagree that financial institutions losing confidence in the municipality were potential effects on stakeholders from project failure, with 0.66% strongly disagreeing.

The growth in unemployment was described as a potential effect on stakeholders from project failure, with 43.71% of the respondents agreeing that growth in unemployment was a potential effect on stakeholders from project failure. In comparison, 38.41% strongly agreed, and 9.27% were not sure if growth in unemployment was a potential effect on stakeholders from project failure. However, 5.30% of the respondents disagreed that growth in unemployment had a potential effect on stakeholders due to project failure, with 3.31% strongly disagreeing. 43.72% of the respondents agree that loss of revenue by the citizens had potential effects on stakeholders from project failure, 31.11% strongly agreed, and 11.26% were not sure. On the other hand, 13.25% of the respondents disagree that the loss of revenue by the citizens had a potential effect on stakeholders due to project failure, while 0.66% strongly disagreed. 45.33% of the respondents agree that cost escalation had potential effects on stakeholders from project failure, 33.33% strongly agree, and 8.67% are not sure. Furthermore, 10.67% of the respondents disagree that cost escalation has potential effects on stakeholders from project failure, while 2.00% strongly disagree.

52.32% of the respondents agree that the lack of capacity building had potential effects on stakeholders due to project failure. In comparison, 25.83% strongly agreed, and 12.58% were not sure if the lack of capacity building had potential effects on stakeholders from project failure. However, 7.95% of the respondents disagree that lack of capacity building had potential effects on stakeholders from project failure, with 1.32% strongly disagreeing. While 49.01% of the respondents agree that loss of worker hours was a potential effect on stakeholders from project failure, 19.21% strongly agreed, and 16.55% were not sure. On the other hand, 14.57% of the respondents disagree that the loss of worker hours had a potential effect on stakeholders due to project failure, while 0.66% strongly disagreed. 44.37% of the respondents agree that discouraged investment had potential effects on stakeholders from project failure, 44.37% strongly agree, and 8.61% were not sure. Furthermore, 0.66% of the respondents disagree that discouraged investment had potential effects on stakeholders from project failure, while 1.99% strongly disagree.

It can be seen from Figure 4 that 47.68% of the respondents agree that sub-standard infrastructure had potential effects on stakeholders from project failure, 35.10% strongly agree, and 7.95% were not sure. While 7.95% of the respondents disagree that sub-standard infrastructure had potential effects on stakeholders from project failure, 1.32% strongly disagree.



Source: Own compilation

Figure 4. Sub-standard infrastructure

6. Conclusion

In conclusion, stakeholder satisfaction plays a critical role in the successful implementation of municipal projects because it enhances communication and collaboration. This research was conducted in one of the municipalities in South Africa, and it is intended to assess the importance of stakeholder satisfaction in successfully implementing municipal projects. The importance of this research emanates from the notion that projects in local government are perceived to be challenging and sometimes face backlash from stakeholders or end users of the project (Amoatey & Hayibor, 2017). Literature was assimilated to understand the role of stakeholders in implementing municipal projects and how organisations are supposed to engage and manage stakeholders effectively. In this research, stakeholders were defined as anyone who has a vested interest in the outcome of the project (Heagney, 2016).

Data was collected by using a survey questionnaire to identify and evaluate factors that are perceived to affect stakeholder satisfaction in municipal projects. 151 respondents who took part in the study were asked to provide answers to 24 questions that were related to factors that affect stakeholder satisfaction in the implementation of municipal projects. These factors were measured by assessing the perceptions of the municipality project population (their personal experience/views) on the factors that affect stakeholder satisfaction in implementing municipal projects. The factors were clustered as follows: Project success factors and the factors affecting stakeholders in implementing municipal projects. The research found that 8 of the 24 P-values are smaller than 0.05. As such, it can be concluded that 8 of the 24 factors shown in the table are significantly associated with factors that affect stakeholder satisfaction in implementing municipal projects at the 5% significance level.

There is a need for enhancing monitoring to ensure that internal controls are adhered to, project risks are managed, and project deliverables are achieved. It is essential that municipal officials responsible for monitoring understand their roles, are equipped to perform their functions, are provided with the authority their role requires, and that the outcomes of monitoring and oversight are appropriately responded to. Implementing capital project milestones should be integrated with the capital budget, operating expenditure, reporting, and auditing. Quarterly progress reports should be provided to all relevant stakeholders, and municipal leadership should effectively communicate and provide feedback to stakeholders.

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Biographies

Kedumetsi Lerato Piitso has over 15 years of private and public sector working experience. Her experience includes management of performance, executive wellness, dashboard management, organisational development, organisational work-study, organisational design, project management, change management, human resource management, and leadership and mental fitness coaching. She is also a seasonal conference presenter/speaker and facilitator. She is credentialed as an Associate Certified Coach (ACC) issued by the International Coaching Federation (ICF). She is also a member of Positive Intelligence (PQ). She is a PhD candidate in operations management at the University of Johannesburg. Her formal education includes a Master of Business Administration (MBA) from the Tshwane University of Technology, a Post-Graduate Diploma in Coaching from the South African College of Applied Psychology, a B-Tech Degree in Project Management, a B-Tech Degree in Management Services, and a National Diploma in Management Services from Tshwane University of Technology.

Dr. Emmanuel Edoun Dr I Edoun holds a PhD from the University of the Witwatersrand in Johannesburg, South Africa. His areas of expertise include Public Sector Economics, Public and Development Management, Operations Management, and Local Economic Development. He has supervised close to 45 full Masters students, 75 MBA students, and 30 PhD Students. All from the University of the Witwatersrand, University of Johannesburg, Tshwane University of Technology, Regent Business School, and Mancosa all from South Africa. Dr Edoun has played pivotal roles in consulting and has led projects in institutions such as the African Union, NEPAD, the Pan-African Parliament, and AFRODAD.

Dr Nelson Sizwe Madonsela (ND: IT, BTech, MTech, Ph.D.)

Business Intelligence Analyst, Senior Lecturer, and Head: Department of Quality and Operations Management, Faculty of Engineering and the Built Environment, University of Johannesburg (UJ). He holds a doctoral degree (Ph.D. in Engineering Management) from UJ and obtained his Master of Technology degree in Operations Management from UJ. He received a Bachelor of Technology degree in Quality from the University of South Africa (UNISA) and a National Diploma in Information Technology (Software Development) from Tshwane University of Technology (TUT). His research lies around Business Artificial Intelligence, and operation management with a particular focus on operational excellence. He also focuses on areas such as quality management systems, digital transformation, and project management. He has presented at local and international conferences and authored book chapters.

Dr. Madonsela has helped provide high-level strategic and technical guidance in quality management and advanced project management to upskill the workforce among industries within South Africa. Additionally, he serves as a National Advisor on curriculum development, teaching and learning methods, and best practices in quality and operations management in several South African universities.