
STAKEHOLDER MANAGEMENT AND PERFORMANCE OF PROJECTS IN HUMANITARIAN ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Statement of the Problem: Humanitarian organizations in Nairobi City County play a crucial role in the social and economic advancement of poor and low-income residents. However, the impact of stakeholder management on the success of these organizations' programs needs to be better understood.

Purpose of the Study: This research aimed to determine how stakeholder management influenced the success of humanitarian organizations' programs in Nairobi City County.

Research Methodology: The study employed a holistic approach with a descriptive research design, targeting 201 humanitarian NGOs in Nairobi. Using stratified and purposive sampling, 354 respondents were selected. Data was collected through structured questionnaires and analyzed using SPSS, applying multiple linear regression models and both descriptive and inferential statistics.

Findings: The study revealed strong positive correlations between project performance and stakeholder interests ($r = 0.848$), project communication ($r = 0.879$), stakeholders' participation ($r = 0.729$), and conflict management ($r = 0.819$). These factors collectively accounted for 88.4% of the variance in project performance, with all variables showing significant positive impacts.

Conclusion: The research concluded that stakeholder interests, effective communication, stakeholder participation, and conflict management have strong positive correlations with project performance in humanitarian organizations in Nairobi City County.

Recommendations: It is recommended that projects focus on aligning stakeholder interests with project goals and adopt a solid communication plan to enhance performance.

Keywords: *Stakeholder Management, Performance, Projects, Humanitarian Organizations, Nairobi City County*

BACKGROUND OF THE STUDY

Meeting goals has the potential to increase people's happiness on a global scale. Successful initiatives are critical to an expanding economy (Xue et al., 2018). Quality, completion time, and user satisfaction are the three primary metrics that can be used to evaluate project performance (Furmankiewicz et al., 2016). It is possible that some of the community's priorities shifted after the projects were completed, leaving them unused. According to Keshkamat et al. (2019), getting the public involved is critical before beginning any project. Stakeholder participation is critical to meeting the project's progression obligations. Involving stakeholders is critical, even if it is generally not recommended in minor decisions and emergency situations (Keshkamat et al., 2016). Companies and governments use stakeholder management strategies to learn about their stakeholders, how to communicate with them, and what they have to say. Locating and interacting with project stakeholders is central to stakeholder management. Stakeholder management is critical for avoiding project delays, diminishing stakeholder support, and internal resistance (Locatelli et al., 2017).

In the United States, the Standish Group (2018) reported that only about a quarter of projects were successful, with a subsequent analysis showing a slight increase to 32% success rate. Similar findings were reported in Europe, where a Gartner Group survey found that only 25% of projects were effective (Stewart 2016). Saudi Arabia is experiencing issues such as rising maintenance costs, schedule and budget overruns, and disagreements in planning and specifications, which are caused in part by a failure to include customers in projects (Althynian, 2017). Ineffective management, weak coordination, and social and political issues are among the challenges confronting Gaza (Kivuva, 2022). Africa also faces project delivery challenges, with high rates of delays in Nigeria (Hussin & Omran, 2019) and rising costs in Sudan (Olatunji, 2019). Several studies have identified key factors contributing to project failure, such as a lack of stakeholder involvement, late contractor payments, and financial issues (Kikwasi, 2016; Al-Tabtabai, 2016; Bennett & Gordon, 2018). In Uganda, inadequate stakeholder management systems were identified as the root cause of project failure and non-completion (Munns & Bjeirmi, 2016), whereas many initiatives in Ghana lacked stakeholder engagement and participation (Oleanders & Landin, 2015).

Misaligned goals, corruption, theft of funds, tribalism, inadequate technology, and nepotism are among the barriers to project implementation in Kenya (World Bank, 2016). A 2015 UNDP study discovered that tribalism and nepotism frequently influence project approvals, with large-scale projects and public offices favoring the most powerful Kenyan tribes. Despite these challenges, stakeholder management has been identified as critical to project success. Keshkamat, Looijen, and Zuidgeest (2019) emphasize the importance of public involvement before beginning any project, noting that stakeholder participation is critical for meeting project progression obligations. Effective stakeholder management can help to prevent project delays, reduce opposition, and boost support (Locatelli, Invernizzi, & Brookes, 2017). Quality, completion time, and user satisfaction are the three primary metrics that can be used to evaluate project performance (Furmankiewicz, Janc, and Macken-Walsh, 2016). Studies on Compassion International-supported initiatives in Nairobi show that projects that involve stakeholders in their execution are more likely to succeed (Nyabera, 2015).

Stakeholder management is a critical process that occurs throughout a project's lifecycle, including identification, analysis, involvement, and management (PMI 2019). It facilitates the translation of stakeholder requests into organizational goals and serves as the foundation for effective strategy development (Edelenbos & Klijn, 2016). Anyone who has a material impact on the initiation, development, or execution of a project is considered a stakeholder. Successful management of stakeholder expectations and demands is critical to project success (Uribe, Ortiz-Marcos, & Uruburu, 2018; Alqaisi, 2018). Stakeholder engagement encourages community action, decision-making, and combats marginalization and inequality (Mecha, 2021). However, meeting the diverse needs of stakeholders can be difficult (Kelbessa, 2016). Effective communication is critical to project success, as it ensures stakeholders receive relevant information and maintain positive attitudes toward the project (Bourne, 2016; Butt, Naaranoja, & Savolainen, 2016). Stakeholder participation improves decision-making, efficiency, and project sustainability (Bazywa, 2018). While conflicts are almost unavoidable in projects, they can be productive if handled correctly, leading to improvements and better solutions (Wang, 2015).

Project performance indicators assess a project's accomplishments over time (Njogu, 2016). Successful project implementation entails completing the project on time, within budget, and meeting the specified goals and objectives (Maina, 2018). Project success is tracked and evaluated

using performance measures that take into account factors such as timeliness, cost-effectiveness, scope, quality, and customer satisfaction (Takim, Akintoye & Kelly, 2013; Williamson, Fearon & Kelly, 2014; Lee, Yiu & Cheung, 2016). Performance evaluation aims to improve performance by creating opportunities for change and making necessary changes throughout the project's lifecycle (Gwaya, 2014). Assessing project outcomes may involve a variety of stakeholders, including customers, business owners, and public and private individuals.

Humanitarian NGOs in Nairobi City County work to improve the lives of marginalized communities, refugees, internally displaced people, and disaster and conflict victims (Sanal & Nsubuga, 2018). These organizations offer emergency assistance, healthcare, education, clean water, food, and shelter to those in need. They report to the National Council of NGOs, also known as the NGO Council, which was formed in 1993 to fulfill the requirements of the NGOs Coordination Act of 1990 (Republic of Kenya, 2012). The NGO Council brings together all types of nonprofits and works with other Kenyan CBOs and groups to address issues such as water, education, healthcare, human rights, and more (Busienei, 2017). Humanitarian NGOs in Nairobi play a critical role in addressing local concerns and positively impacting society. Effective stakeholder management enables these organizations to better understand community needs and tailor project objectives accordingly. The Kenyan government has recognized the importance of collaborating with non-governmental organizations (NGOs) to accelerate the implementation of Medium-Term Plans (MTP IV) between 2023 and 2027, thereby enhancing the country's socioeconomic progress.

STATEMENT OF THE PROBLEM

Nairobi-based NGOs launch many different tasks aimed at improving the economic and social conditions of the city's less fortunate and working-class residents (Kimani, 2014). However, there are valid concerns about how these humanitarian NGOs in Nairobi have carried out their programs, particularly in terms of achieving their objectives. Certain initiatives have failed to meet their goals and objectives due to poor stakeholder management, which has become an ongoing issue. According to Turner and Muller (2015), many initiatives fail due to budgetary issues, insufficient funds, time constraints, and costs. Poor project performance is common in non-governmental organization (NGO) initiatives due to factors such as incompetent teams, insufficient stakeholder involvement, poor communication, and a lack of understanding of stakeholder needs (Acheing,

2016). According to Rotich (2014), many non-governmental organization (NGO) initiatives fail or remain unfinished due to inadequate stakeholder management and unrealistic deadlines. Because 30% of NGO projects fail for a variety of reasons, the most important of which is a failure to engage stakeholders, it is critical to understand how stakeholder management influences project success in humanitarian NGOs (Njeri & Were, 2017).

This study should elaborate on the critical role of stakeholder participation in achieving effective project outcomes by aligning project objectives with stakeholders' interests using stakeholders' theory. Organization theory, which supplements the analytical framework, can reveal potential stakeholder conflicts and how good stakeholder management can mitigate or eliminate them to improve project outcomes. Similarly, communication theory enabled a thorough examination of how stakeholders' perceptions and project objectives are shaped through communication, which is critical to project success. Despite several scholarly studies, there are numerous contextual, methodological, and conceptual gaps in the literature regarding the relationship between good stakeholder management and successful project completion. While Maina (2018) showed a positive relationship between stakeholder expectations and project success, the study was limited to Nyeri County in Kenya. The Savelugu Nanton Municipality Assembly in Ghana invites stakeholders to participate in the evaluation and monitoring of district assembly initiatives and programs (Sulemana, Musah, & Simon, 2018). The research was conducted in separate projects with different socioeconomic variables and participants, making it difficult to compare to Nairobi. This causes a contextual gap. Another study that used a different approach to evaluate data revealed a methodological gap; Butt, Naaranoja, and Savolainen (2016) conducted an action-based qualitative case study to investigate the impact of project change stakeholder communication on project success. Groom (2021) has demonstrated a conceptual gap by focusing solely on how stakeholder management affects project performance; other aspects of stakeholder involvement, such as identifying stakeholders' interests, participation, and project communication, were not considered. Thus, the current study is based on gaps in the literature and limited research on stakeholder management and performance in humanitarian NGOs' projects.

OBJECTIVES OF THE STUDY

To determine the effect of stakeholder management on project performance in humanitarian organizations in Nairobi City County, Kenya.

- i. To investigate the influence of stakeholders' interests on project performance in humanitarian organizations in Nairobi City County.
- ii. To evaluate the impact of project communication on the performance of projects within humanitarian organizations in Nairobi City County.
- iii. To explore the relationship between stakeholder participation and project performance in humanitarian organizations in Nairobi City County
- iv. To examine the effect of conflict management on project performance in humanitarian organizations in Nairobi City County.

RESEARCH QUESTIONS

- i. How do stakeholders' interests influence project performance in humanitarian organizations within Nairobi City County?
- ii. How significantly does effective communication impact project performance in humanitarian organizations in Nairobi City County?
- iii. What is the relationship between stakeholder participation and project performance in humanitarian organizations in Nairobi City County?
- iv. What impact does effective conflict management have on the performance of projects within humanitarian organizations in Nairobi City County?

LITERATURE REVIEW

THEORETICAL REVIEW

This section establishes the investigation's theoretical foundation using Stakeholder, Agency, and Communication theories. These carefully chosen ideas illuminate humanitarian organizations' complex stakeholder management and project performance dynamics. Stakeholder theory recognizes diverse stakeholder interests, agency theory examines principle-agent relationships and alignment and conflict of interest and communication theory examines stakeholder interactions and information flows.

Stakeholders Theory

Freeman's stakeholder theory guided the research. This concept, rooted in corporate ethics and organizational management (Freeman, 1994), illustrates organizational culture in management. A

stakeholder's theory is their philosophy, including their goals, beliefs, and expressions and perspectives. It was created using organizational management studies for the four main types of organizations. This includes organizational theory, strategic planning, systems theory, and social responsibility (Strand and Freeman, 2015). Freeman (1984) states that managers often adopt stakeholder concepts as their own lexicon. Further, the stakeholders' idea suggested that the difficulties of studying and adopting a unit may affect the current relationship between company employees and the firm. The executive mediates disputes between company members and stakeholders (Freeman, 1984). Top executives worry about resolving interest group conflicts and ending the issue (Harrison, Bosse & Philips, 2010). Under capitalism, stakeholders' relationships must be maximized for business success (Phillips, 2003).

If a company can build long-term relationships that include everyone in its stakeholders' frameworks, their views matter (Donaldson & Preston, 1995). Stakeholder theory, which guided this study, suggests that an organization should consider and meet the needs of its relevant stakeholders to improve efficiency. Although stakeholders are still the organization's main motivators, a consensus should be reached to ensure that stakeholders' needs match the company's strategy, objectives, and understanding. This theory states that an organization or project must identify and meet its customers' needs. This study uses stakeholder theory to examine how managing stakeholders' interests, requirements, and expectations affects project performance. The theory explains why stakeholder management is necessary to align project goals with key stakeholders.

Agency Theory

Jensen and Meckling (1976) state that it lays up the groundwork for comprehending how agents relate to principles. It lays down the groundwork for comprehending the complex web of interactions between project implementers (the NGOs), who are principals, and other stakeholders, such as funders or sponsors. If we want to know how the interests and motives of stakeholders impact the effectiveness of NGOs, agency theory is a good place to start. The principal-agent connection is central to agency theory. When it comes to humanitarian non-governmental organizations (NGOs), the people in charge are the donors and sponsors. They provide these groups the money and power to carry out the initiatives. Problems including conflicts of interest, divergent behaviors, and poor project performance may emerge when principals and agents have

different goals and motives. This interaction between the two can be referred to as the principal-agent dilemma. Priorities such as operational efficiency, long-term sustainability, or community needs may be prioritised by humanitarian NGOs, whereas funders want certain project results, financial responsibility, or adherence to their goals. This might lead to conflicts of interest. How these disagreements affect stakeholder management tactics and project outcomes might be better understood with the aid of agency concept.

Communication Theory

According to Van-Ruler (2018), communication theory originated with Stephen Littlejohn's 1983 research on communication network architectures. Understanding communication theory is required for developing the concept of strategic communication and its ability to improve knowledge transmission in a variety of settings. Other research on the effectiveness of communication concepts includes the work of Zerfass et al. (2018), who discussed the dissemination of critical information about government operations through the implementation of a comprehensive information distribution plan. Communication theory states that involvement and engagement are the two most important aspects of any information transmission. Stakeholder management is an important aspect of any project, and this is especially true in that field. According to Gachie (2019), a communication structure is required to successfully implement a project.

Communication theory delves deeply into how humans understand and interpret shared and transmitted information. This concept not only allows stakeholders to communicate with one another and air their grievances, but it also establishes the theoretical framework for interactions. By identifying potential social objections and establishing a reliable means of communication and information exchange, we can eliminate potential sources of conflict that could jeopardize the project. According to communication theory, the level of stakeholder and other member involvement in the process determines the project's success. It allows the researcher to investigate how transparent communication channels, feedback methods, and information distribution influence stakeholder alignment with project goals and success.

EMPIRICAL REVIEW

Stakeholders Interests and project performance

Maina (2018) carried out research on open-air market project performance and stakeholder management in Nyeri County. Descriptive and exploratory study aimed to examine all outdoor improvement initiatives in Nyeri County. By categorizing the markets into six (6) main groupings, the cluster sampling approach was used to pick the necessary study participants. Data was evaluated utilizing descriptive statistics and SPSS after questionnaires were issued to selected respondents. Positive identification coefficients for stakeholder requirements and expectations considerably improved project performance, according to the results. This study used a stratified sample approach and focus on humanitarian NGOs in Nairobi; the previous research used a cluster sampling strategy in Nyeri County.

Nguyen et al. (2018) examined stakeholder management in complex projects. For this study, academic articles published between 2005 and 2016 were used. Annual publication count, article distribution, and research themes covering topics like stakeholder engagement, management strategies, needs, and involvement were used. The data that was sourced was evaluated using a content analysis method. A key prerequisite for the examination of stakeholder complexity was found to be stakeholders' requirements and analysis. Instead of using secondary sources was used in this investigation. Mugata and Muchelule (2018) investigated stakeholder evaluation impact on success of road building projects in Elgeyo Marakwet. 103 respondents were unsystematically selected for the first group utilising the simple random sampling method, while 377 were selected for the second group utilizing proportionate random sampling. This research utilized stratified random sampling. A self-administered survey was thereafter distributed to the selected individuals. Outcomes showed that requirements of stakeholders have a major effect on how well road building projects turn out.

Project Communication and Project Performance

Butt, Naaranoja, and Savolainen (2016) investigated effect of project change stakeholder communication on project performance. This action-based qualitative case study set out to investigate how project communication protocols affected stakeholder engagement in change management and how project culture developed over time. Findings indicate that effective

communication is crucial for including stakeholders in change management processes via empowerment and cooperation. In contrast to the last study's qualitative approach, this one used quantitative research methods.

Setiawan et al. (2021) investigated impact of communication planning on performance of building projects. Utilizing quantitative technique, the study randomly sampled the population of interest and then sent questionnaires to them. The study was carried out using SPSS descriptive statistics and Cronbach's Alpha once the data had been collected. The study's overarching conclusion is that communication planning significantly affects building projects' final outcomes. The research looked at how well building project performed and this research looked at how well humanitarian non-governmental performed.

Stakeholders' Participation and Project Performance

Njeri (2018) sought to identify factors influencing effectiveness of a health care effort run by the non-governmental organization World Vision in Nairobi County, Kenya. To evaluate collected data, descriptive statistics were employed. Research found that health care organizations' project performance is greatly impacted by stakeholder involvement. Project managers, personnel, and local beneficiaries from a variety of humanitarian NGOs in Nairobi made up the study's target audience, much as they do for health care organizations generally. Bazimya (2018) examined the effects on project performance in Musanze District of stakeholders' participation in project identification, effect that stakeholders' participation in both planning and implementation phases of a project. Data collection was carried out by designated representatives from each of the three funding sources, the executing agency, PIC, and beneficiaries. Data was evaluated utilizing a descriptive design in SPSS. Research demonstrated that stakeholder participation had an effect on project performance throughout all three stages of the project life cycle.

Sulemana et al. (2018) examined the role of stakeholders in the assessment and analysis of district assembly projects and programs in Savelugu Nanton Municipality Assembly in Ghana. Researchers utilised single case study technique. Questions and answers were gathered via the use of surveys and in-depth interviews. A total of 126 community members and 70 MPCU employees made up the research population. The research found that M&E occurred very seldom. The district assemblies and MPCU have taken steps to limit citizen involvement in review and monitoring.

Conflict Management and Project Performance

Tabassi et al. (2019) examined multicultural project team cooperation, effectiveness, and conflict resolution. Conflict management improved team performance by affecting coordination, according to the study. The 378 participants, 126 team leaders and supervisors, and multicultural construction projects showed workforce diversity. This study suggests that multicultural teams may benefit from conflict-avoidance management, contrary to previous research. Current research only examined conflict management and successful projects; this study will examine how stakeholder management affects project outcomes by considering stakeholder interests, project communication, engagement, and dispute resolution. Khan et al. (2020) examined how conflict coordination and resolution affected project success. Research survey revisions were based on previous studies. About 500 people (87%) participated in research. Results show project integration had little impact on target achievement. Conflict resolution also boosts project success. Projects and dispute resolution were also linked to goal achievement when following management guidelines. This study has many drawbacks. Research was limited to Pakistan and sample size was small.

CONCEPUAL FRAMEWORK

Independent Variables

Dependent Variable

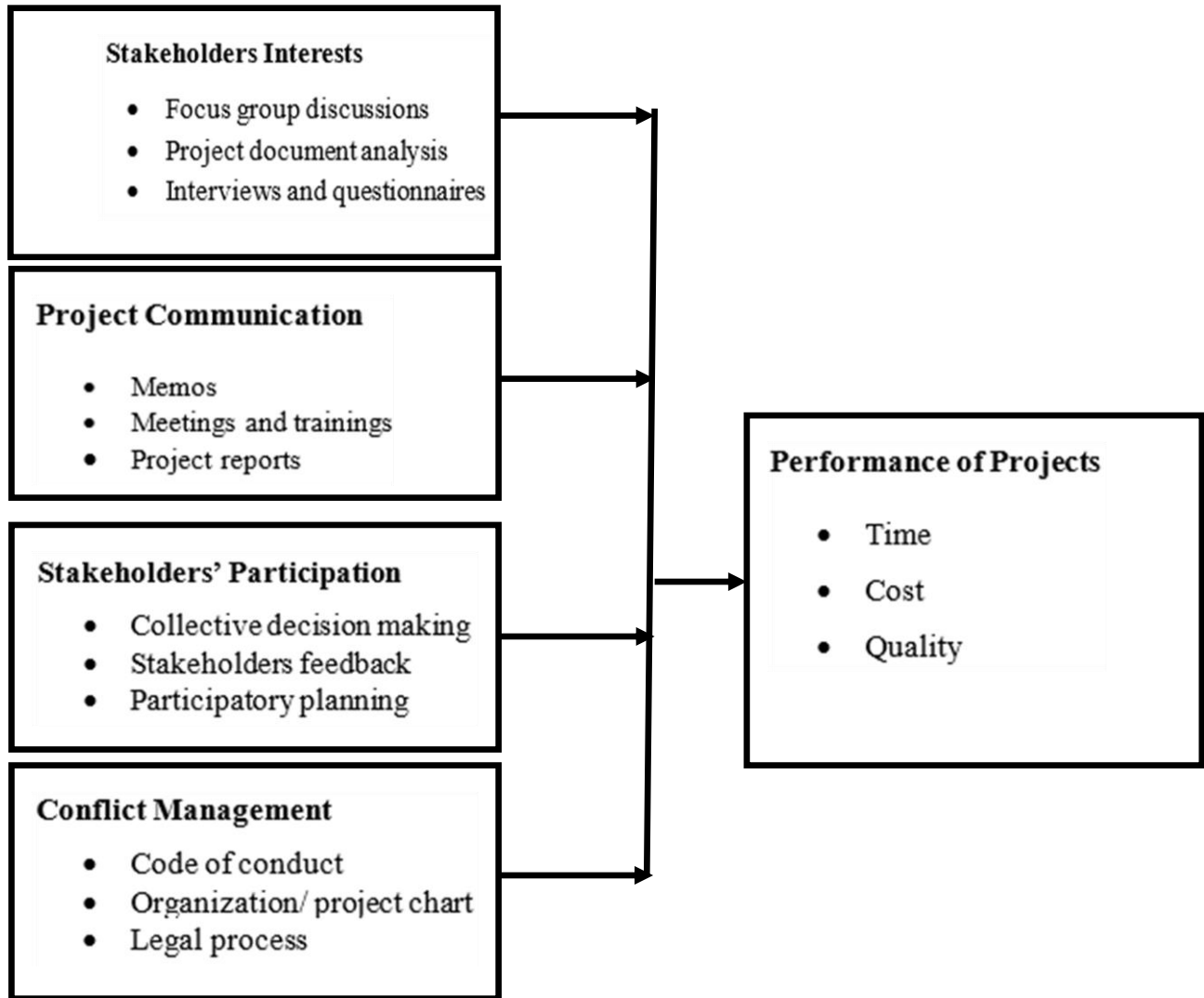


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

This research methodology section outlines a descriptive study design focusing on humanitarian NGOs in Nairobi, Kenya. The target population consisted of 3,101 project stakeholders from 201 NGOs, categorized into managers, staff, and beneficiaries. Using Yamane's formula, a sample size of 354 participants was determined through stratified random sampling. Data collection utilized questionnaires, which were tested for validity and reliability. The study employed both descriptive

and multiple regression analysis to examine the effects of stakeholder management strategies on project performance. The regression model considered factors such as stakeholders' interests, project communication, stakeholder participation, and conflict management. Ethical considerations included obtaining necessary approvals, ensuring participant consent, and maintaining data confidentiality.

RESEARCH FINDINGS AND DISCUSSION

This study on the effect of stakeholder management on project outcomes in Nairobi-based humanitarian organizations received an 87% response rate, with 308 fully completed questionnaires out of 354 distributed. A pilot study confirmed the research instruments' reliability, with all variables having Cronbach's alpha values higher than the recommended 0.7. Demographic analysis revealed that respondents were slightly more male (58%) than female, with the majority falling between the ages of 41 and 50. Educational backgrounds varied, with 73% having a Certificate/Diploma or a Bachelor's Degree. The vast majority of respondents (75%) were local beneficiaries, followed by project staff (21%), and managers (4%). The finance sector emerged as the primary focus (26%), followed by women's empowerment (23%). Project durations varied, with most (31%) lasting 2-4 years.

CORRELATION ANALYSIS

An analysis of correlation was used in this work to evaluate the associations between independent and dependent variables. Project performance was carefully analysed in regard to stakeholder management factors, including stakeholder interests, project communication, stakeholder involvement, and conflict management. This paper presents results of correlation analysis in Table 1.

Table 1: Correlation Analysis

	Performance of Projects	Stakeholder Interests	Project Communication	Stakeholders Participation	Conflict Management
Performance of Projects	1.000				
Stakeholders Interests	0.848 0.000	1.000			
Project Communication	0.879 0.000	0.787 0.000	1.000		
Stakeholders' Participation	0.729 0.000	0.702 0.000	0.676 0.000	1.000	
Conflict Management	0.819 0.000	0.686 0.000	0.737 0.000	0.554 0.000	1.000

Correlation analysis revealed a strong positive relationship ($r = 0.848$) between project performance and stakeholder interests. This finding suggests that when stakeholders' interests are carefully considered and aligned with project goals, project performance improves. This finding is consistent with Njeri's (2018) research, which highlighted the importance of stakeholder involvement in improving project performance. The study found a strong positive correlation ($r = 0.879$) between project performance and effective project communication. This implies that effective project communication has a significant impact on project success. The findings are consistent with those of Khan, Osmadi, and Rasheed (2020), who highlighted the positive impact of effective communication on project success. There was a strong positive correlation ($r = 0.729$) between project performance and stakeholder participation. This suggests that when stakeholders actively participate in project processes, it improves project performance. This is consistent with Bazimya's (2018) findings, which show that stakeholder involvement improves project performance. A strong positive correlation ($r = 0.819$) between project performance and conflict management was found. This suggests that effective conflict management can improve project performance. This finding is consistent with a study by Cusmus (2021), which emphasized the importance of dispute resolution in project implementation.

REGRESSION ANALYSIS

Multiple regression analysis was employed to ascertain strength of relationship between variables.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940a	0.884	0.882	0.241301

R-squared value of 0.884 indicates that the independent variables (stakeholders' interests, project communication, stakeholders' participation, and conflict management) collectively account for 88.4% of the variance in project performance. This high explanatory power suggests a robust model that captures key determinants of project success in humanitarian contexts. This concurs with Maina (2018) who found that stakeholder requirements and expectations significantly improved project performance in open-air market projects. Additionally, results agree with Nguyen, Mohamed and Panuwatwanich (2018) who also stated that analyzing stakeholders' needs and requirements is crucial for understanding stakeholder complexities in projects. Moreover, the model results align with Kuma (2019), who demonstrated that project communication management strategies, channels, and processes significantly influenced project performance in water infrastructure projects.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.067	4	33.517	575.632	.000b
	Residual	17.642	303	0.058		
	Total	151.709	307			

The ANOVA results ($F = 575.632$, $p = 0.001$) confirm overall significance of regression model, indicating that combination of these stakeholder management factors reliably predicts project performance. This findings concurs with Groom (2021) who found that stakeholder engagement positively influenced project outcomes and other stakeholder management metrics in GIZ projects. In addition, the findings agree with Githinji et al. (2020) who also stated that stakeholder involvement had significant positive effect on project performance in ferry project services.

Moreover, the model results align with Tabassi et al. (2019), who emphasized the importance of conflict resolution in multicultural project team environments for project success.

Table 4: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.256	0.086		2.958	0.003
	Stakeholders Interests	0.278	0.037	0.268	7.598	0.000
	Project Communication	0.364	0.037	0.36	9.863	0.000
	Stakeholders' Participation	0.152	0.032	0.134	4.678	0.000
	Conflict Management	0.254	0.026	0.296	9.868	0.000

Stakeholder Interests (Beta = 0.268, p = 0.000). Stakeholder interests have a significant positive impact on project performance. This finding is consistent with Maina (2018), who stated that identifying stakeholder needs and expectations significantly improved project performance. Mugata and Muchelule (2018) also found that stakeholders' needs have a significant impact on the success of road construction projects. In addition, the model results are consistent with Nguyen, Mohamed, and Panuwatwanich (2018), who emphasized the importance of stakeholder analysis in complex projects. Project Communication (Beta = 0.360; p = 0.000). Project communication is the most powerful predictor of project success. This finding is consistent with Butt, Naaranoja, and Savolainen (2016), who showed that effective communication is essential for involving stakeholders in change management processes. Moreover, these findings are consistent with Kuma (2019), who stated that project communication management approaches have a significant impact on project performance. Furthermore, the model results are consistent with Setiawan, Hansen, and Fujiono's (2021) findings that communication planning has a significant impact on the final outcomes of building projects.

Stakeholder Participation (Beta = 0.134, p = 0.000). Stakeholder participation has a significant positive impact on project performance. This finding is consistent with Njeri's (2018) observation

that stakeholder involvement significantly influences project performance in healthcare organizations. Further, these findings are consistent with Bazimya (2018), who reported that stakeholder participation influenced project performance throughout the three phases of the project life cycle. In addition, the model results are consistent with Makau, Mackenzi, and Nicole (2018), who found that the level of participation of relevant stakeholders influenced the efficiency of project evaluation and monitoring.

Conflict management (Beta = 0.296, p = 0.000). Conflict management has a positive and significant impact on project performance. The results are consistent with Tabassi, Abdullah, and Bryde (2019), who found that conflict management strategies can benefit multicultural project teams. Also, the findings support Khan, Osmadi, and Rasheed's (2020) conclusion that resolving conflicts improves the project's chances of success. Further, the model results are consistent with Cusmus (2021), who demonstrated that conflict management significantly and favorably affected project execution in infrastructure projects at the Kenya Ports Authority. The regression model for Project Performance is presented below:

$$Y = 0.268X_1 + 0.360X_2 + 0.134X_3 + 0.296X_4$$

Whereby:

Y = Project Performance

X₁ = Stakeholders' Interests

X₂ = Project Communication

X₃ = Stakeholders' Participation

X₄ = Conflict Management

ε = Error term

This research found significant relationships between all independent variables and project performance in humanitarian organizations. Stakeholders' interests positively affected project performance (Maina, 2018; Nguyen et al., 2018). Project communication also had a positive impact (Butt et al., 2016; Kuma, 2019; Setiawan et al., 2021). Stakeholder involvement significantly improved project performance (Njeri, 2018; Bazimya, 2018; Githinji et al., 2020; Groom, 2021), leading to better project effectiveness, success rates, and overall results. Conflict

management positively influenced project performance (Tabassi et al., 2019; Khan et al., 2020; Cusmus, 2021). These findings consistently demonstrate the importance of effective stakeholder management strategies, including identifying stakeholder needs, maintaining clear communication, encouraging participation, and resolving conflicts, in enhancing project outcomes for humanitarian organizations in Nairobi City County.

CONCLUSION

Correlation and multiple regression analysis were used to examine the relationships between these variables and project outcomes. The study found a strong and positive correlation between stakeholder interests and project performance. When stakeholders' demands and expectations are carefully evaluated and synchronized with the project's objectives, it improves project performance. Project performance was found to have a strong positive relationship with effective project communication. Efficient project communication significantly improves project success. According to the findings, stakeholder participation was strongly associated with project success. The active participation of stakeholders in project processes improves project performance. The results revealed a significant and positive relationship between effective conflict management and project success. Therefore, the resolution of team disagreements may have a positive impact on the project's overall performance.

RECOMMENDATIONS

The study recommended that all projects focus on aligning stakeholders' interests with project goals and implement an effective communication strategy. These steps are critical because both factors have been demonstrated to have a significant positive impact on project performance. Conducting thorough needs assessments to understand stakeholders' interests can significantly increase the likelihood of project success. Similarly, effective communication is critical and can be improved by developing a comprehensive communication strategy that ensures transparency and includes all stakeholders. In addition, it was recommended that stakeholders actively participate in projects, emphasizing the importance of having a strong conflict management strategy in place. Partial or moderate stakeholder involvement has been shown to be insufficient for maximizing project success; thus, active and full participation is recommended. Similarly,

conflict is unavoidable in any project, so a predetermined conflict resolution strategy should be included in the project planning phase.

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