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**Dorothy Medza Tsuma, Professor Elijah Siringi & Dr. Leonard Wambua**

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# Relationship between Stakeholder Engagement and Sustainability of Anglican Church Funded Projects in Kenya

<sup>1</sup>Dorothy Medza Tsuma, <sup>2</sup>Professor Elijah Siringi & <sup>3</sup>Dr. Leonard Wambua

<sup>1</sup>Post Graduate Student, Management University of Africa

<sup>2</sup>Lecturer, Management University of Africa

<sup>3</sup>Lecturer, Management University of Africa

\*Corresponding Author's email: [d140tsuma@gmail.com](mailto:d140tsuma@gmail.com)

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## Abstract

Church funded projects are a powerful global concept which describes those businesses with primarily social and environmental objectives. However, these projects undertaken by the Church have been facing critical challenges in sustainability. Thus the study sought to establish the relationship between stakeholder engagement and sustainability of Anglican Church Funded Projects in Kenya. The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study's respondents was drawn from all the Anglican Churches in Mombasa Region. The unit of analysis was the Anglican churches funded projects while the respondent was the development committee, parochial church council and church members. One development committee member was selected from each of the 11 deaneries while 2 parochial church council members was selected from the 11 deaneries while sampling was done for the church members. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Stratified random sampling was used to select church members while purposive sampling was used to select the church committee members, parochial church council and church members. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study's objectives. Descriptive statistics such as percentages, frequencies, mean and standard deviation was used for the quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis. The results was presented in form of tables and graphs. The results indicated that stakeholder engagement positively and significantly influenced sustainability of projects. The study recommended that all stakeholders should be given an opportunity to participate in each

phase of the project cycle as it is clear that participation influences sustainability. Participation should not just be in isolated episodes but throughout the project cycle as each stakeholder has a role they play in the different phases.

**Keywords:** *Stakeholder Engagement, Sustainability, Anglican Church & Kenya.*

## 1.0 Introduction

Churches worldwide contribute to achieve important social, economic and political objectives in society. Anglican Church funded projects is a powerful global concept which describes those businesses with primarily social and environmental objectives whose surpluses are principally reinvested for that purpose in businesses or in the community rather than to provide returns to owners and share-holders as profit (Moyer, 2015). Anglican Church and other concerned organizations invest large sums every year for the implementation of church-initiated income-generating projects (Kamau, 2017). However, construction of church-initiated income-generating projects does not help if they fail after a short time (Hezekiah, Onkware & Iteyo, 2017).

In most countries in Sub-Saharan Africa, failure rates of many church funded projects is alarming with most church development efforts in Africa have failed to deliver their promises. In Nigeria, recent years have seen growing criticism of church development strategies, followed, with minor adjustment (Akanbi & Beyers, 2017). These conventional strategies have seen development primarily as series of technical transfers aimed at boosting production and generating wealth amongst church members (Freeman, 2015). In practice, conventional projects usually target medium to large scale “progressive” producers, supporting them with technology, credit and extension advice in the hope that improvement will gradually extend to more backward strata of rural society

In Kenya, churches have been involved in various development projects. Their involvement started with early Christian missionaries who played a dominant role in relation to development ranging from education and health. Today, churches in Kenya continue to provide health services, education, and new techniques in agriculture, safe drinking water, civic education as well as election monitoring (Okomo, 2014). According to available statistics, about 76.7 percent of primary schools in the Kenya are Christian based (Mawudor, 2016). Moyer (2015) finds that many local churches in Kenya have been developing partnerships with a range of international donors to strengthen its programs and enhance its performance towards the communities. Various churches organizations in Kenya are involved in activities that benefit their local communities. In some circumstances the churches are able to cover and contribute to the costs of these activities. However in most cases, churches in Kenya that want to be more involved in their communities look for external sources of funding to cover costs for equipment, running activities, staff and building.

Many scholars such as Scanlan and Johnson, (2015), Nel, Stander and Latif (2015) have argued that at the heart of every development project is the crucial role of church leadership. Despite their leadership position, determination of the usefulness of church leaders in relation to stake holder engagement, resource mobilization, leadership style and sustainability of church funded projects in Kenya. Oino (2015) assessed the dilemma in sustainability of community based projects in Kenya. However, the author ignored the influence of, stakeholder engagement, resource mobilization leadership style government and donor partner policies, monitoring and evaluation

on sustainability of church funded project. It is against this backdrop that the proposed study seeks to look at the influence of stakeholder engagement, resource mobilization and leadership style, on sustainability of church funded project in Kenya.

## **1.2 Statement of the Problem**

A project is generally considered to be successfully sustainable if it comes in on-schedule, comes in on budget and achieves basically all the goals originally set for it and is accepted and used by the clients for whom it is intended (Mbaluku & Bwisa, 2013). The ACK funded projects in Kenya are facing sustainability challenges in quality assurance from cases of incomplete projects and some of the projects going way above the estimated cost budget (Wachira, 2018). The major projects that have missed the targeted implementation deadline over the last five years have risen by 20 % (ACK, 2018) leading to additional budgets for projects completions. In addition, the cost overruns of the projects have increased by 23% over the period 2012-2017. Further, most of the church funded projects in Mombasa region usually end their operations when funding stops (Hezekiah, Onkware & Iteyo, 2017). It is from this information that the study focused on establishing the factors influencing sustainability of church funded projects.

Researchers have studied the relationship between stakeholder engagement and sustainability of projects: Lim and Yang (2008), Spitzeck and Hensen (2010), Ayuso (2011) opine that engagement of stakeholder of the firm both internal and external has a positive impact on company's sustainable innovation orientation on projects. While there has been a number of studies on the role of the church on development as argued by (Mawudor, 2016), little attention has been devoted to stakeholder engagement on sustainability of funded projects. Furthermore, there has been very little research that has focused on how stakeholder engagement processes are integrated together in church project. Therefore, this study aimed at bridging the existing knowledge gap by assessing the influence of stakeholder engagement on sustainability of Anglican Church funded projects in Kenya.

## **1.3 Objective of the Study**

To demonstrate the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

## **1.4 Research Hypothesis**

**Ho:** There is no significant relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

## **2.0 Literature Review**

### **2.1 Theoretical Framework: Stakeholder Engagement Theory**

Edward Freeman developed Stakeholder Engagement Theory in 1984 and stresses the interconnected relationships between a business and its customers, suppliers, employees, investors, communities and others who have a stake in the organization. The theory argues that an organization should create value for all stakeholders, not just shareholders. The theory identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. Freeman (1984) suggests it is impossible to build a sustainable organization of any type, including a profitable business, if that organization fails to meet the needs of most (if not all) of its

stakeholders, most of the time. Stakeholder theory is fundamentally a theory about how organizations can work at their best. It is descriptive, prescriptive and instrumental at the same time. It is more complex than just considering value for shareholders, because there are many relationships involved. Consequently, for any organizational activity there is a complex web of human beings whose needs and wants (stakes) need to be identified, managed and as far as practical fulfilled to make a project successful.

Despite stakeholder engagement theory seeming rise in popularity, many smart scholars have critiqued the stakeholder theory. Some for instance (Key 1999) argue that stakeholder theory lacks specificity and, thus, cannot be operationalized in a way that allows scientific inspection. Others feel that stakeholder theory offers no decision-making criteria that would adequately guide sustainability of projects. Most critics, like Teppo, feel that stakeholder theory is vacuous and offers an unrealistic view of how organizations should operate.

Stakeholder Engagement Theory is relevant in the study as it argues that an organization should create value for all stakeholders, not just shareholders. Thus, the church should create value for the beneficiaries of their projects and not just to themselves. Further, the theory guides in that it is impossible to build a sustainable organization of any type, including a sustainable project, if that organization fails to meet the needs of most of its stakeholders, most of the time.

## **2.2 Empirical Review**

### **2.2.1 Stakeholder Engagement and Sustainability of Projects**

Stakeholder engagement as the process where organizations involve persons who may be affected by the decisions made or influence the implementation of its decisions is critical to ensuring that, sustainability strategy is well received and addresses the issues that matter most in a project (Andriof & Waddock, 2017). Mapping both internal and external stakeholders uncovers what information they are most interested in, and what their sustainability concerns are. Having both internal and external stakeholders' enables engagement methodology that generates the insights needed to ensure sustainability strategy lands well with all key parties. The engagement of the key stakeholders in one place will enhance the overall strategic briefing and consequently the project design (Payne & Calton, 2017). All stakeholders will interact during the value management and sustainable construction study, which should help to develop strong working relationships, effective communication, understanding and mutual consensus between the various stakeholders.

According to Ayuso, Rodríguez, Castro and Ariño (2014), knowledge sourced from engagement with internal and external stakeholders contributes to a firm's sustainable innovation orientation, but that this knowledge has to be managed by the firm internally in order to be converted into new ideas for innovation. Herremans, Nazari & Mahmoudian, 2016) asserts that when communities are involved in project initiation and implementation, there is the assurance of sustainability subject to some conditions unlike when they have no idea about the project or when it is imposed on them

The greatest distinction between stakeholders is likely to be between those who affect or take a decision or action, and those who are influenced positively or negatively by the work or its outcomes. Stakeholder analysis also differentiates between conflicts and trade-offs. Conflicts concern the state of competition and prospective disagreement between two or more stakeholder groups in terms of execution and completion of the project (O'Riordan & Fairbrass, 2014). A trade-off procedure enables balancing conflicting objectives within a single stakeholder group. The timing of stakeholder consultation and analysis timing is an influential factor within the

project life cycle. Doing this at the strategic briefing phase enables the facilitator and team members to understand stakeholders' requirements, expectation, and objections against the project at an early stage (Deverka, Lavalley, Desai, Esmail, Ramsey, Veenstra & Tunis, 2016).

According to Chifamba (2013), community participation is widely viewed as a basic operational principle of rural development, although debates about this concept are fervent. Beneficiaries of community development have been seen as consumers of service, and their role in rural development has been accorded less importance. Community participation has been limited to consultation, thereby shifting the creative capabilities and potential community members at all levels of the society. Chifamba (2013) used a descriptive case study design to collect primary data in addition to secondary data. Questionnaires were administered to all participants collected through proportionate sampling to ensure representation and stratification at all levels. 200 respondents were interviewed. The data collected was analyzed numerically and descriptively and was presented in the sum of texts and tables. The study revealed that there is relatively low degree of community influence or control over projects in which community members participate, especially given that the services are controlled by people or who are not poor or recipients of services.

According to Kyunyu (2014), community members are usually going through an empty ritual of participation, thus they have no real power to influence the outcome of community development projects. The study found that participatory rural development has no predetermined outcomes since it can result in transformation as well as change in the social patterns and sometimes it perpetuates and trigger the antithesis of community liberation, devolution and power distribution among various stakeholders involved in the project. The form of participation in rural development projects in Buhera, therefore, has transformed and modified relations of power that objectify and subjugate people, leaving them with no voice. The study recommended that participation should be focused on the role of the community as the primary actors who should be allowed and enabled to influence and share responsibility, and probably, costs of rural development projects. This study concentrated on passive participation but it failed to incorporate effective, function and optimum participation variables, which are of interest to the researcher.

Masanyiwa and Kinyashi (2018) established that 'community participation' in the study programs takes on different forms in different stages of the project cycle. Despite the time difference between the old and new programme, the nature and extent of participation for the Most of local communities in both programs is generally limited to information giving, consultation and contribution. Local communities are generally not actively involved in decision making, planning, monitoring and evaluation processes. Key factors identified as facilitator in promoting stakeholders' participation are the NGO's long term commitment in working with the poor, staff with knowledge and skills on participatory approaches, continuous community sensitization and mobilization, and perceptions that interventions being implemented are addressing participants' needs. Poverty was seen to be main factor limiting local communities' participation. Other factors are contradicting policies and approaches of different agencies working in the same area, non-flexible organizational policies, poor community leadership and dependency syndrome

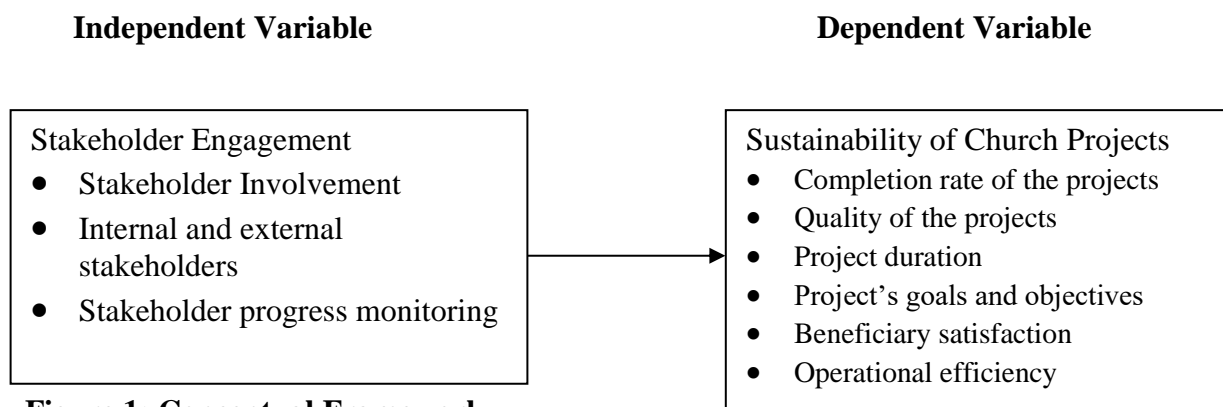
According Carol, Cohen and Palme (2014) the project stakeholders are individuals or organizations that are actively involved in a project or whose interest may be affected as a result of project execution or project completion and may as well exert influence over the projects objective and outcome. Stakeholders benefit for having their expectations understood and managed through communication of appropriate messages on one hand and the other hand

ensuring that the stakeholders understand what support the project needs from them. Stakeholders have a stake in the outcome of the project. It could be an interest, a right, ownership. Rights can either be legal or moral ownership in a circumstance.

The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs (Nijkamp *et al.*, 2012). The key project controls needed here are an understanding of the project environment and making sure that all necessary controls are incorporated into the project. According to Albert (2014) any deficiencies should be reported and a recommendation should be made to fix them. The initiation stage should include a plan that encompasses the following areas: Analyzing the needs/requirements in measurable goals, reviewing of the current operations, financial analysis of the costs and benefits including a budget, stakeholder analysis, including users, and support personnel for the project, project charter including costs, tasks, deliverables and schedule.

### 2.3 Conceptual Framework

The study’s conceptual framework is conceptualized by stakeholder engagement as independent variable. The dependent variable is sustainability of church projects. The study’s conceptual framework is illustrated in Figure 1.



**Figure 1: Conceptual Framework**

### 3.0 Research Methodology

The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study’s respondents was drawn from all the Anglican Churches in Mombasa Region. The unit of analysis was the Anglican churches funded projects while the respondent was the development committee, parochial church council and church members. One development committee member was selected from each of the 11 deaneries while 2 parochial church council members was selected from the 11 deaneries while sampling was done for the church members. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Stratified random sampling was used to select church members while purposive sampling was used to select the church committee members, parochial church council and church members. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study’s objectives. Descriptive statistics such as percentages, frequencies, mean and standard deviation was used for the quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis. The results was presented in form of tables and graphs.

## 4.0 Results and Findings

### 4.1 Descriptive Statistics

#### 4.1.1 Descriptive Statistics for Stakeholder Engagement

The first objective of the study was to establish the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. The results are as depicted in Table 1.

**Table 1: Descriptive Statistics for Stakeholder Engagement**

Measure	Stakeholder Engagement
N	412
Mean	2.910
Median	3.000
Mode	3.000
Std. Deviation	1.230
Skewness	0.054
Std. Error of Skewness	0.120
Kurtosis	-0.772
Std. Error of Kurtosis	0.240

The results from the Table 1 shows the descriptive statistics for stakeholder engagement. The total number of respondents in each measured was 412. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The results show that stakeholder engagement practice had a mean of 2.910, median of 3.000 and mode of 3.000. The standard deviation of 1.230 showed that the members of the group differed from the mean value of 2.910 for the group in the observation. The standard deviation of 1.230 further implies that the data points tend to be very close to the mean of the data and a high standard deviation implies that the data points are spread over a wide range of the values.

The measures of kurtosis and skewness are used to determine if indicators met normality assumptions (Kline, 2005). According to Bai and Ng (2005), if skewness is less than -1 or greater than 1, the distribution is highly skewed, if skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed, if skewness is between -0.5 and 0.5, the distribution is approximately symmetric. Skewness for stakeholder engagement was 0.054. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that stakeholder engagement had -0.772. Thus we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers. Stakeholder engagement was evenly distributed and the measure between the high and low score was small and exhibits normal stakeholder engagement.



#### 4.1.2 Descriptive Statistics for Sustainability of Projects

Descriptive statistics were carried out on sustainability and the results are shown in Table 2.

**Table 2: Descriptive Statistics for Sustainability of Projects**

Measure	Sustainability
N	412
Mean	3.571
Median	3.670
Mode	3.700
Std. Deviation	0.473
Skewness	0.004
Std. Error of Skewness	0.120
Kurtosis	-0.511
Std. Error of Kurtosis	0.240

The results from the Table 2 shows the descriptive statistics for leadership style. The total number of respondents in each measured was 412. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The results show that sustainability had a mean of 3.571, median of 3.670 and mode of 3.700. The standard deviation of 0.473 showed that the members of the group differed from the mean value of 3.571 for the group in the observation. The standard deviation of 0.473 further implies that the data points tend to be very close to the mean of the data and a high standard deviation implies that the data points are spread over a wide range of the values.

Skewness for sustainability was 0.004. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that sustainability had -0.511. Thus we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers. Sustainability was evenly distributed and the measure between the high and low score was small and exhibits normal sustainability.

#### 4.2 Diagnostics Tests

The study conducted out different diagnostic tests to make sure that the postulations of Classical Linear Regression Model (CLRM) are not contravened and to select the appropriate models for investigation in the event that the CLRM postulations are violated. Thus, prior to running a regression model pre-estimation and post estimation tests have been conducted. The pre-estimation tests conducted in this case are the normality test and heteroscedasticity tests. Each of them is discussed in the subsequent sections.

##### 4.2.1 Normality Test

Test for normality determines if the data is well modeled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and determining if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that descriptive, normality, and verification tests

could be assessed with the normal distribution. Singh and Masuku (2014) posit that if these tests are non-normality, then the data has either outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed. The normality tests includes Shapiro-Wilk test, Kolmogorov-Smirnov test and Anderson-Darling tests.

To test the normality of the variables, Shapiro–Wilk test was used as it has the highest power among all tests for normality. The hypothesis was tested at a critical value at 0.05, where the rule is that reject  $H_0$  if the probability (P) value is less than 0.05 or else do not reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012). The hypothesis was that;

$H_1$ : The data is normal.

The results for normality are as shown in Table 3.

**Table 3: Test for Normality**

	Shapiro-Wilk		
	Statistic	df	Sig.
Sustainability	0.982	412	0.329
Stakeholder Engagement	0.903	412	0.104

Table 3 indicates that using the Shapiro-Wilk test of normality, the data is normal since the p-values are above 0.05 for all the variables and thus we do not reject the alternative hypothesis ( $H_1$ ). The study concluded that sustainability and stakeholder engagement are normal in distribution and hence subsequent analysis can be carried out.

#### 4.2.2 Test for Heteroscedasticity

Heteroscedasticity is the circumstance in which the variability of a variable is unequal across the range of values of a second variable that predicts it. Running a regression model without accounting for heteroscedasticity would lead to unbiased parameter estimates. To test for heteroscedasticity, the Breusch-Pagan/Godfrey test was used. Heteroscedasticity test was run using Breusch-Pagan / Cook-Weisberg test in order to test whether the error terms are correlated across observations in the cross sectional data (Long & Ervin, 2000). The hypothesis was that;

$H_0$ : Data does not suffer from Heteroscedasticity.

If the p-value is less than 0.05, the null hypothesis is rejected. Results are presented in Table 4.

**Table 4: Heteroscedasticity Results**

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Breusch-Pagan / Cook-Weisberg test for heteroscedasticity

Ho: Constant variance

Variable: fitted values of Sustainability

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chi2(1)	=	1.54
Prob > chi2	=	0.2151

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Results in Table 4 show that the p-value is greater than the 5%. Then the alternative hypothesis was rejected at a critical p value of 0.05 since the reported value was  $0.2151 > 0.05$  and thus the data did not suffer from heteroscedasticity.

### 4.3 Factor Analysis

Factor analysis was conducted to assess the convergent validity of the hypothetical constructs. Mabert *et.al* (2003) stated that factor loading with Eigen values (total variance) greater than 0.5 should be extracted and coefficients below 0.5 deleted from matrix since they are not important. It is conducted in order to reduce the data to a meaningful and manageable set of factors (Sekeran, 2006). It also helps to analyze the structure of the interrelationships (correlations) by defining the factors.

#### 4.3.1 Stakeholder Engagement

Factor analysis was conducted on the statements on stakeholder engagement. This was done by subjecting the statement to dimension reduction in SPSS where any sub variable with a value less than 0.5 was removed. Table 5 shows the set of sub variables under the stakeholder engagement.

**Table 5: Factor Analysis for Stakeholder Engagement**

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Statements	Factor Loadings
Our deanery involves all the relevant stakeholder in its project activities	0.5
Our deanery has both internal and external stakeholders and are able to uncover information they are interested in	0.6
Our deanery has strong working relationships between the various stakeholders.	0.5
Our deanery has an effective communication means with stakeholders for understanding and mutual consensus	0.5
Our deanery is open for members on progress monitoring	0.5

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According to Mabert *et al.*, (2003), factor loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. Under stakeholder engagement, all the sub variable were adopted as they had values greater than 0.5.

### 4.3.2 Sustainability of Projects

Factor analysis was conducted on statements on sustainability. This was done by subjecting the statement to dimension reduction in SPSS where any subvariable with a value less than 0.5 was removed. Table 6 shows the set of sub variables under the variable sustainability.

**Table 6: Factor Analysis for Sustainability of Projects**

Statements	Factor Loadings
There has been prolonged beneficiary satisfaction from the church projects	0.5
The deanery funded projects have been reliable for use in the long term to the beneficiaries	0.5
There is regular maintenance of project deliverables and process	0.5
In our deanery, the project meet intended objectives/goals as scheduled	0.6
In our deanery, projects are implemented and completed within the expected timeframe	0.7
In our deanery, the concluded projects normally meet the required quality/standard	0.7

Under sustainability of projects, all other sub variables under sustainability of projects had values more than 0.5 and therefore they were accepted.

### 4.4 Correlation Analysis

Correlation analysis was carried out to determine the association between the variables, stakeholder engagement and sustainability. The mean score for each of the independent variables was calculated and the Pearson’s correlation obtained using SPSS. The correlations were done at 0.05 significance level with one asterisk (\*) or a 0.01 significance level with two asterisks. To determine whether the correlation between variables is significant, one needs to compare the p-value to the significance level used. A significance level (denoted as  $\alpha$  or alpha) of 0.05 works well. An  $\alpha$  of 0.05 indicates that the risk of concluding that a correlation exists when, actually, no correlation exists is 5%. The p-value indicate whether the correlation coefficient is significantly different from 0 or not. When the p-value is less than or equal to 0.05 the correlation is statistically significant. However, if the p-value is greater than 0.05 or the significant level then correlation is not statistically significant (Statistics Solution, 2018). The correlation results are presented in Table 7.

**Table 7: Correlation Matrix**

		Sustainability	Stakeholder Engagement
Sustainability of Projects	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Stakeholder Engagement	Pearson Correlation	.617**	1.000
	Sig. (2-tailed)	0.000	

The results in Table 7 indicated that stakeholder engagement was positively and significantly associated to sustainability of projects ( $r=0.617$ ,  $p=0.00<0.05$ ). This was an indication that stakeholder engagement and sustainability portrayed a strong connection with sustainability of projects.

#### 4.5 Hypotheses Testing

This section presents the findings of tests of hypotheses of the study. The hypothesis describes the relationship between variables of the study as conceptualized and presented in the conceptual model. The hypotheses which were tested related to the influence of stakeholder engagement (independent variable) on sustainability of projects (dependent variable). The evaluation focused on the hypotheses derived from the objectives of the study.

##### 4.5.1 Stakeholder Engagement and Sustainability of Projects

The objective of the study was to demonstrate the relationship between stakeholder engagement and sustainability of projects in Anglican churches of Kenya. A simple regression model was used to test the statistical significance of the independent variable (stakeholder engagement) on the dependent variable (sustainability of projects) in Anglican churches of Kenya. The first hypothesis stated in the null form is as follows:

$H_{01}$ : There is no significant relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya

The hypothesis sought to establish the influence of stakeholder engagement on sustainability of projects. This hypothesis was tested by regressing SE and SUST guided by the equation

$$Y = \beta_0 + \beta_1 SE$$

Where SE represented composite stakeholder involvement, internal and external stakeholders and stakeholder progress monitoring and Y denoted sustainability of projects. The results of the regression are presented in Tables 8, 9 and 10. As presented in the Table 8, the coefficient of determination R Square is 0.525. The model indicates that stakeholder engagement explains 52.5% of the variation in sustainability of projects.

**Table 8: Model Fitness for Stakeholder Engagement**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724a	0.525	0.521	0.32709

This means 52.5% of the sustainability is influenced by stakeholder engagement. This implies that there exists a positive significant relationship between stakeholder engagement and sustainability of projects.

Table 9 shows that the ANOVA for stakeholder engagement.

**Table 9: ANOVA for Stakeholder Engagement**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	50.26	3	16.753	164.493	.000b
Residual	41.554	408	0.102		
Total	91.814	411			

The F-Calculated (3, 411) = 164.493 which is greater than F-Critical (3, 411) = 3.96 at 95% confidence level. The findings further confirm that the regression model of sustainability of projects on stakeholder engagement is significant and supported by F=164.493, p=0.000<0.05.

Table 10 shows the coefficient for stakeholder engagement.

**Table 10: Stakeholder Engagement and Sustainability of Projects**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	2.626	0.046		57.673	0.000
Stakeholder Involvement	0.120	0.017	0.32	7.109	0.000
Internal and External Stakeholders participation	0.061	0.015	0.173	3.976	0.000
Progress Monitoring	0.134	0.017	0.365	8.100	0.000

Findings presented in Table 10 show that when stakeholder engagement through stakeholder involvement, internal and external stakeholders and progress monitoring are held constant, sustainability of projects will remain at 2.626. At the same time, an increase in Stakeholder Involvement by one unit leads to an increase in sustainability of projects by 0.120 units with a p-value of 0.000<0.05 while an increase in one unit of internal and external stakeholders leads to an increase in sustainability of projects by 0.061 with a p-value of 0.000<0.05. Lastly, when progress monitoring increases by one unit, sustainability of projects increases by 0.134 with a p-value of 0.000<0.05.

The study thus, rejected the null hypothesis and adopted the alternative hypothesis that there is a significant relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. This was summarized by the following model:

$$SUST = 2.626 + 0.120SI + 0.061IESP + 0.134PM$$

Where:

SUST= Sustainability

SI= Stakeholder Involvement

IESP= Internal and External Stakeholders

PM= Progress Monitoring

The results are consistent with Menoka (2014) who studied stakeholder engagement and sustainability-related project sustainability where the analysis between stakeholder analysis and construction project sustainability proved that stakeholder analysis has moderate impact on improving the project sustainability. Results showed that prioritizing stakeholders according to their power, impact and urgency has less impact to fulfill the project outcome. Results also identified that though the stakeholder mapping helps to identify the stakeholders' demands and helps to visualize the relationship between the stakeholders, which creates less impact to fulfill the project time objectives.

The results agree with the study conducted by Ochunga (2016) on the influence of stakeholder engagement on sustainability of community development projects implemented. It was also established that there was a moderate significant positive correlation between interactive participation among stakeholders on sustainability of community development projects. A moderate significant positive correlation between the influences of functional participation among stakeholders on sustainability of community development projects was established. There was a moderate significant positive correlation between the influences of optimum participation among stakeholders on sustainability of community development projects.

The results further agree with Osman (2018) who conducted a study on the influence of community engagement on sustainability of development projects and regression analysis established that there is a significant relationship between community participation and project sustainability: when community participation is zero, sustainability of community based projects is negatively influenced. The various aspects of community participation influence sustainability of community based projects with different magnitudes. Community participation in need analysis has the greatest influence followed by community participation in project implementation and then by community participation in monitoring and evaluation. Community participation in project planning has the least influence on sustainability of community based projects.

In addition, Bal, Bryde, Fearon and Ochieng (2013) conducted a study on stakeholder engagement and achieving sustainability in the construction sector. This study reported the results of an exploratory study involving interviews with construction project practitioners that are involved in sustainability in some way. The results suggested that understanding the different sustainability agendas of stakeholders and measuring their performance using key performance indicators are important stages to be emphasized in any stakeholder engagement process to achieve sustainability-related goals.

Mwobobia (2011) study revealed that individuals involved in coming up with objectives of the project are the project managers, project sponsors and project workers. The community members are never involved in this exercise. According to Macharia (2015), for effective church projects, a cross-section of the community must participate in the development process and must do so indefinitely. The community must be in direct or indirect control of the operation and management of its own ventures. They should be allowed to make strategic decisions about the process, from the design phase onwards. This creates perception of ownership by the user community which is an important ingredient for the contribution to the recurrent costs of running and maintaining the

system which need not always be financial in nature. Matthews and Herbert (2014) argued that, to enhance sustainability, the community members must be seen to be capable of steering their own destiny. In this sense, at all stages of project cycle, they should be followed systematically to contribute what they have or know, share and learn what they do not know to increase their capabilities.

Kleemeier (2015) asserts that the new aid paradigm has seen participation as useful not only in enhancing the effectiveness, efficiency, and coverage of the project benefits, but also in encouraging self-reliance of the project participants. Participation is useful for the achievement of sustainability because sustainability depends on the role played by stakeholders, particularly those directly concerned with projects or programs, such as Government and the implementing agency, and those who will gain the benefits, the intended participants (Australian Agency for International Development, 2016; Brinkerhoff & Goldsmith, 2017). The intended participants are important because these people are the ones who can decide to continue or to stop the use of services created by development projects. Thus, genuine stakeholders' participation has become a critical factor in promoting project sustainability.

### **5.1 Conclusions**

The effect of stakeholder engagement was tested using simple regression model. The model proved significant in enhancing sustainability of Anglican Church projects in Kenya. The theory and empirical literature were supported by the findings. The results indicated that stakeholder engagement influenced sustainability of projects, therefore it was concluded that higher sustainability for the projects is due to better stakeholder engagement. This implied that a unit change in stakeholder engagement will increase sustainability of projects by the rate of 0.237. The results indicated that stakeholder engagement influences sustainability of projects, therefore it can be concluded that higher sustainability for the projects is due to better stakeholder engagement.

### **5.2 Recommendations**

Based on this finding, the study recommended that all stakeholders should be given an opportunity to participate in each phase of the project cycle as it is clear that participation influences sustainability. Participation should not just be in isolated episodes but throughout the project cycle. This is because each stakeholder has a role they play in the different phases.

The church leadership to improve awareness and participation of development projects by the local communities and scaling up of sensitization campaigns to reach out more local communities on planning and execution of development projects. Awareness raising is imperative and prerequisite for meaningful and informed member participation in development projects to take place. Accordingly, to improve member's participation, awareness raising and sensitization campaigns have to be proportionally strengthened. The church leadership should motivate the members to unremittingly participate in projects implementation throughout project cycle, and provide regular/progressive feedback to members and other stakeholders as this is useful in adjusting development projects towards objective realization; helps the members get on track and stay focus, enhance familiarization and enhance overall project sustainability.

The church leadership and donors and other implementing agencies ought to make their procedures flexible in order to accommodate input from other project stakeholders. In most cases organizations inform stakeholders about their projects but do not give room for adjustments when the stakeholders give their input. They view stakeholder participation as time consuming and



costly but fail to realize the influence it has on project sustainability. The study recommends that participation of stakeholder's in objective definition, feasibility studies and approval processes, particularly the targeted beneficiaries should be highly participatory and consultative before full sustainability can be realized. The laid out projects guidelines and procedures should expressly capture procedures of stakeholder engagement and the expected stages of participation.

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