

Influence of Stakeholder Engagement on Strategy Implementation in Selected Nigerian Government Agencies

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ABSTRACT: *Effective strategy implementation has remained a huge challenge in Nigerian Government Agencies. This study investigates stakeholder engagement practices across Nigerian government agencies to evaluate their impact on strategy implementation effectiveness. The research focuses on four key dimensions: Effective Communication, Stakeholder Inclusiveness and Diversity, Mechanisms of Stakeholder Engagement, and Stakeholder Satisfaction, specifically assessing their influence on resource allocation. Using a descriptive survey design, three pivotal government agencies INEC, the Central Bank of Nigeria, and the Nigerian Electricity Regulatory Commission were purposively selected. Data was collected from 384 respondents, and multiple regression was used in the analysis. Findings reveal that transparent internal communication significantly influences increased resource allocation ($B = 0.558, p < 0.005$). Moreover, agencies incorporating diverse stakeholder input observe larger allocations to strategic priorities ($B = 0.083, p = 0.005$). Also, Mechanisms of stakeholder engagement ($B = 0.101, p < 0.005$) exhibit significant positive relationship. Equally, higher satisfaction among stakeholders correlates with greater deployment of resources ($B = 0.205, p < 0.005$). The study recommends that Nigerian government agencies enhance internal communication, promote inclusive stakeholder engagement, and refine resource allocation strategies. Emphasizing diverse perspectives and stakeholder satisfaction is crucial, while investments in organizational and management capacities alongside technical planning can solidify agencies' effectiveness in securing resources for proactive strategic changes.*

KEYWORDS: stakeholder engagement, strategy implementation, inclusiveness, diversity

INTRODUCTION

The effectiveness of public policies and strategies depends not only on their formulation but also on their successful execution (Demirkesen and Reinhardt, 2021). Governments in a variety of countries are realizing how crucial it is to involve a broad range of stakeholders, such as citizens, corporations, and civil society, in order to make sure that strategies meet the demands and expectations of society. Stakeholder engagement serves as a mechanism for fostering transparency, accountability, and responsiveness in public administration, allowing for better-informed decision-making and the identification of potential challenges early in the implementation process (Ashaye and Irani, 2019). The worldwide movement highlights the transition from hierarchical, top-down methods to more collaborative models that utilize group intelligence and foster agreement. The conversation about efficient public administration and governance has grown in importance in recent years, particularly when it comes to developing countries like Nigeria. Nigerian government agencies are faced with a complex environment defined by dynamic stakeholder relationships as they adopt varied policies and strategies to address the nation's socio-economic concerns (Tawse and Tabesh, 2021).

Government agencies should prioritize stakeholder involvement since it is the foundation for inclusive, transparent, and efficient governance (Kujala et al., 2020). The engaging stakeholders, including citizens, interest groups, and other governmental bodies, has been widely acknowledged as a key factor in the success of policy implementation. Stakeholders often possess valuable insights and resources for informing government priorities. Early and ongoing engagement with a diversity of stakeholders also enlists their cooperation and support for new policies and strategic programs. Actively engaging stakeholders facilitates the identification of potential challenges and opportunities, enabling government agencies to craft more informed and contextually relevant strategies. Furthermore, it nurtures a sense of civic participation, reinforcing democratic principles by giving a voice to those affected by government policies. It should be noted that strategy implementation is crucial for transforming organizational vision into tangible actions (Mambwe et al., 2021). Effective resource allocation guides the deployment of financial, human, and technological resources towards objectives. This aligns efforts with goals, enhances operational efficiency, and maximizes strategy execution. Strategic resource allocation is essential for achieving desired outcomes and determining an organization's adaptability and resilience in dynamic external challenges.

Through the promotion of cooperation, openness, and legitimacy, stakeholder involvement is essential to improving strategy execution within government agencies (Berebon and Sorbarikor, 2020). Involving a wide range of stakeholders, such as individuals, interest groups, and other governmental organizations, actively guarantees a thorough grasp of the needs and expectations of society. Government organizations can obtain important insights, secure support, and forge consensus around strategic objectives by being inclusive and communicating effectively. Engaging stakeholders fosters a shared feeling of accountability and ownership, which helps to match a range of interests with strategic objectives.

According to Ahmed et al. (2020), most of the plans created by Nigerian government entities to support national development goals are not successfully implemented. Progress across sectors is undermined, according to some estimates, when a respectable percentage of development initiatives stall or are abandoned during execution. A common explanation cites disconnects between strategy design by central agency elites and realities community stakeholders experience on-the-ground (Ngene et al., 2021). Agencies frequently exclude non-governmental participants from strategy development, lacking mechanisms to gather grassroots insights that reflect true constraints and enablers. Therefore, many strategic plans and policies misalign with public priorities and implementation capacity barriers across Nigeria's diverse regions. Additionally, excluded stakeholder groups often withhold their buy-in and cooperation when not adequately consulted, robbing implementation managers of essential political and community support. Yet there remains limited empirical evidence evaluating whether enhancing stakeholder engagement processes can help agencies design more contextual strategies and drive successful execution. While extensive research examines stakeholder engagement influence on ethical corporate strategy and responsibility, few have transferred findings to a public sector context. Furthermore, current government plan implementation studies ignore stakeholder participation as a precondition in favor of paying close attention to organizational structure, leadership, and culture (Akpan et al., 2023; Nwobilor et al., 2023). This study therefore assessed stakeholder engagement practices across Nigerian government agencies to determine its influence on strategy implementation effectiveness. Therefore, the specific objectives were to;

- i. examine the influence of Effective Communication on Resource allocation in Nigerian Government Agencies;
- ii. assess the influence of Stakeholder Inclusiveness and Diversity on Resource allocation in Nigerian Government Agencies;
- iii. examine the influence of Mechanisms of stakeholder engagement on Resource allocation in Nigerian Government Agencies;
- iv. assess the influence of Stakeholder Satisfaction on Resource allocation in Nigerian Government Agencies.

The study tested the following hypotheses:

- i. HO₁: Effective Communication have no significant influence on Resource allocation in Nigerian Government Agencies.
- ii. HO₂: Stakeholder Inclusiveness and Diversity have no significant influence on Resource allocation in Nigerian Government Agencies.
- iii. HO₃: Mechanisms of stakeholder engagement have no significant influence on Resource allocation in Nigerian Government Agencies.

- iv. HO₄: Stakeholder Satisfaction have no significant influence on Resource allocation in Nigerian Government Agencies.

LITERATURE REVIEW

The concepts, theoretical background, and empirical research submissions on relationship between stakeholder engagement and strategy implementation were presented.

Conceptual Review

Stakeholder Engagement: The majority of the strategies developed by Nigerian government agencies to support national development goals are not implemented with sufficient efficacy (Ahmed et al., 2020). The process through which a company incorporates individuals and groups interested in its operations, such as partners, employees, local communities, etc., is known as stakeholder engagement (Akpan et al., 2023). As stated by Bwogen and Muthoni (2023), it can also relate to the process of establishing and preserving favorable connections with people, groups, or organizations that have a "stake" or vested interest in a specific project, organization, or effort. The degree of stakeholder engagement can be determined by a number of important proxies. Efficient communication with stakeholders is among these indicators. This calls for frequent, transparent, and unambiguous communication via a variety of channels in order to deliver information quickly and get input (Kujala et al., 2022). Effective communication leads to better understanding and facilitates productive collaboration with stakeholders.

Equally, inclusiveness and diversity in stakeholder engagement is critical (Jayasuriya et al., 2020). Organizations should proactively identify their key stakeholders and make concerted efforts to engage groups that are minority or marginalized. An inclusive approach covers stakeholders across roles, demographics, and geographies, which leads to decisions reflecting diverse viewpoints (Ashaye & Irani, 2019). Furthermore, mechanisms for engagement like stakeholder advisory panels, focus groups and partnerships are essential for facilitating quality engagement (O'Brien et al., 2021). Structured mechanisms with clearly defined roles and expectations can enable meaningful stakeholder participation and advice to inform decisions. Also monitoring overall stakeholder satisfaction provides a useful proxy for engagement quality. Satisfaction can be measured through surveys and feedback systems. High satisfaction implies stakeholders' interests and expectations are adequately considered (Zarewa, 2019). This drives ongoing participation and support for the organization.

Strategy Implementation: Strategy implementation refers to the process of turning strategic plans into action in order to achieve organizational goals and objectives (Tawse & Tabesh, 2021). It also refers to the process of executing and translating a chosen strategy or plan into actions, initiatives, and operational activities within an organization (Awiti et al., 2020). It involves establishing programs, allocating resources, assigning responsibilities, and measuring

outcomes across all levels in the organization. Effective strategy implementation hinges on prioritizing strategic initiatives and allocating resources accordingly (Gupta et al., 2020). Therefore, Organizations must direct sufficient capital, talent, technology and other resources towards priority strategic goals and initiatives.

Resource Allocation: Proper resource allocation enables effective execution by funding critical programs, hiring and developing strategic roles, and providing the tools/systems integral for implementation. Tracking resource assignments and shifts towards strategic priorities indicates the strength of an organization's strategy execution capabilities (Farrell et al., 2020). When leadership dedicates increasing resources to defined strategic initiatives across departments, they demonstrate commitment to implementing strategy from top to bottom in the organization (Felício et al., 2021). Therefore, strategy implementation requires proper resource allocation across the organization to activate strategic plans, ensure capabilities are developed to support key initiatives, and create infrastructure for executing business strategy.

Conceptual Framework

The conceptual framework provides a structured foundation for exploring the intricate relationships between various variables. Stakeholder Engagement is the independent variable in this study, and it is operationalized through four proxies: Effective Communication, Stakeholder Inclusiveness and Diversity, Mechanisms of Stakeholder Engagement, and Stakeholder Satisfaction. These proxies collectively represent the multifaceted dimensions of stakeholder engagement, capturing aspects such as the quality of communication channels, inclusivity in decision-making processes, the effectiveness of engagement mechanisms, and the overall satisfaction of stakeholders with the agency's initiatives. These dimensions are crucial in understanding how the engagement of diverse stakeholders influences the subsequent implementation of strategies within the Nigerian government context. On the other hand, Strategy Implementation is the dependent variable, and it is measured through the proxy of Resource Allocation to Strategic Initiatives. Resource allocation serves as a tangible indicator of an agency's commitment to translating strategic plans into action. By focusing on resource allocation, the study aims to assess the extent to which the engagement of stakeholders impacts the allocation of resources to strategic initiatives. This conceptual framework provides a comprehensive perspective on the interplay between stakeholder engagement and strategy implementation, offering valuable insights that can inform policymakers and practitioners in Nigerian government agencies on optimizing their approaches to achieve effective strategy execution.

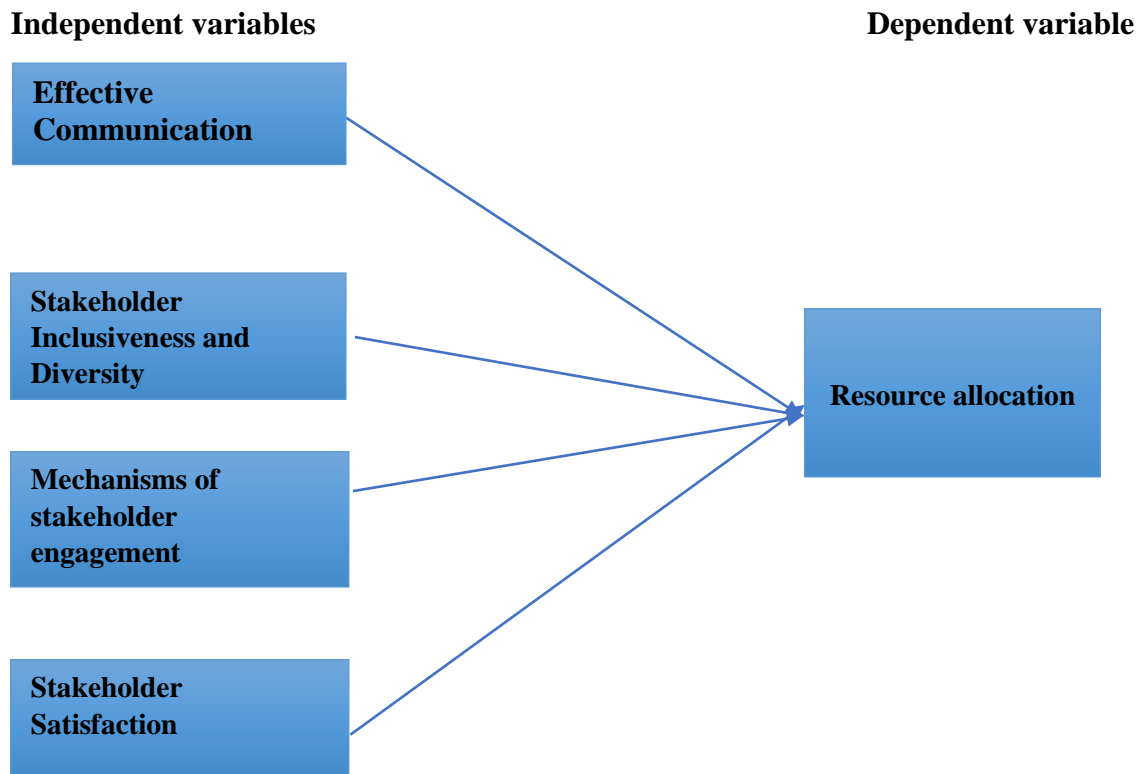


Figure 1: Conceptual framework

Source: Author's Concept

Theoretical Framework

The theoretical framework for the study draws upon several established theories in organizational management and strategic management literature. Specifically, the study relied on the Stakeholder Theory, Resource Dependence Theory, and Institutional Theory. The Stakeholder Theory posits that organizations should consider the interests and expectations of various stakeholders in their decision-making processes (Freeman et al., 2021). This theory underpins the conceptualization of stakeholder engagement as an independent variable, emphasizing the importance of engaging stakeholders in the strategy implementation process.

Additionally, Resource Dependence Theory contributes to the theoretical foundation by highlighting the significance of resource allocation as a strategic choice influenced by external

stakeholders. This theory contends that in order to obtain the resources required for strategy implementation, organizations including government agencies must manage their relationships with stakeholders and rely on outside resources (Roundy & Bayer, 2019).

Furthermore, Institutional Theory provides insights into how organizations conform to external expectations and norms. In the context of this study, the institutional pressures faced by Nigerian government agencies, such as legal requirements, societal expectations, and governmental regulations, may shape their approaches to stakeholder engagement and strategy implementation (Brower & Dacin, 2020). Through the integration of various theoretical frameworks, the research seeks to provide a thorough comprehension of the intricate relationships between strategy implementation and stakeholder engagement in Nigerian government agencies. This will have implications for organizational management and public administration from both a theoretical and practical standpoint.

Empirical Review

In recent years, a number of studies have related stakeholder engagement to performance of organizations. For instance, Kimutai and Kwambai (2018) established the effects of stakeholder engagement on effectiveness of public universities in Kenya. The methodology involved a descriptive survey design using questionnaires for data collection targeting management at University of Eldoret, and the sample size was 65. The findings indicate a strong and favorable relationship between organizational effectiveness and stakeholder engagement. Stakeholders are involved in university decision-making, according to the majority of respondents. The study came to the conclusion that, in order to improve efficiency and effectiveness, stakeholder participation should be a crucial component of all decision-making processes. encourages regular interaction with stakeholders.

Madumere (2018) examined conflicts between oil companies and African host communities and identify means to improve relationships. Using an integrated literature review and case study, it found that involving communities in ownership of operations builds trust and gains their support. It concludes this and collaborating on maximizing benefits sustains relationships. Additionally, Salum (2019) looked into how stakeholders affected Tanzania's public sector's implementation of strategic plans. Stakeholder roles and strategic plan execution were found to have a weakly positive association (with stakeholders impacting only 5.6% of variances) through the use of questionnaires and interviews. The study concludes that stakeholders have an impact on the execution of strategic plans.

Buya (2019) looked into what makes an effective approach in the Kenyan Administration Police Service work within the same time frame. Examining the effects of stakeholder participation, corporate culture, communication, and leadership style on plan implementation was one of the goals. A descriptive quantitative survey of 199 Administration Police employees was part of the approach. The results showed that stakeholder participation, corporate culture, communication,

and leadership style all significantly improved strategy execution. According to the study's findings, the Administration Police might improve the execution of their plan by making the most of these factors.

Comparably, Berebon and Sorbarikor (2020) looked at the connection between organizational decision-making of indigenous oil servicing firms and stakeholder participation. 48 managers from 24 different organizations completed self-administered questions as part of the cross-sectional survey methodology. tested theories with the help of correlation analysis. The interaction and response of oil servicing firms with stakeholders was found to be significantly positively correlated, according to the findings. It was determined that the involvement of stakeholders has a major impact on organizational decision-making. Similarly, Awiti et al. (2020) investigated how stakeholder participation moderated the relationship between strategic management and the effectiveness of NGOs' HIV/AIDS interventions in Kenya's Nyanza Region. Through the use of surveys and interviews, it was discovered that although there is a large amount of stakeholder participation, the moderating influence is negligible but favorable. It concludes that more constructive stakeholder engagement is needed for effective interventions.

Chan (2021) investigated stakeholder management strategies used by university leaders to manage faculty reactions to performance management. Using interviews and a survey, it found strategies centered on open communication, shared goals, consensus building and partnerships. It concludes these align with a stakeholder management model, except a defensive strategy is not used. Similarly, Al-Haddad and Al-Abed (2021) looked at how stakeholders' involvement affected the oil and gas sector in Yemen's performance efficiency (time, cost, and quality). Using an online questionnaire, a sample of 312 employees from three oil and gas companies participated in the quantitative methodology. The findings indicate that performance efficiency and stakeholder engagement have a strong and favorable link. Participation of stakeholders is thought to have a significant impact on costs, schedule, and quality. According to the study's findings, early consideration of stakeholder participation is necessary for efficiency and high-caliber performance during planning, development, implementation, and evaluation phases.

Demirkesen and Reinhardt (2021) also looked at how Polish government project performance was affected by stakeholder involvement. A descriptive research approach with questionnaires was used to sample managers and support staff and choose 13 government projects. The findings indicate a strong and favorable correlation between performance and stakeholder involvement. Stakeholder involvement was favorably and strongly correlated with performance, according to regression analysis. The study comes to the conclusion that, in order to improve efficiency and effectiveness, stakeholder involvement is essential to important decision processes across departments. encourages regular participation of stakeholders in initiatives.

Similarly, Mambwe et al. (2021) assessed how stakeholder participation affected road construction project performance as part of the L400 project in Lusaka, Zambia. Descriptive

design and a quantitative methodology were employed. A total of 95 responders to a questionnaire were employed to gather data from project stakeholders. There is a strong positive association between the project timeline and specifications and stakeholder participation. significant inverse relationship with project cost. A model for involving stakeholders is suggested. Stakeholder participation and project needs, cost, and schedule were found to be significantly correlated by the study. improved participation in order to improve project results. Additionally, Sahal and Bett (2022) looked into how the Kenyan Parliamentary Service Commission performed in relation to stakeholder involvement. A descriptive survey with questionnaires given to 81 respondents, including department heads and staff, was employed as the methodology. Results indicate a strong positive correlation between stakeholder involvement and organizational effectiveness. Stakeholder involvement improves performance, accountability, and policymaking, according to the majority of respondents. The study found that in order to improve efficiency and effectiveness, stakeholder involvement should be a crucial component of decision-making. Additionally, Bwogen & Muthoni (2023) ascertained how the performance of the Bomet County Government, Kenya, was affected by stakeholder involvement. Through the use of surveys, a strong positive association was discovered between the performance of the county government and stakeholder involvement. The study shows that the performance of county governments is greatly impacted by stakeholder involvement.

Literature Gap

Based on the literature review provided, there is a conceptual gap in examining the specific influence of stakeholder engagement on strategy implementation in Nigerian government agencies. The variables used in prior studies relate stakeholder engagement to organizational performance broadly (Awiti et al., 2020; Demirkesen and Reinhardt, 2021), but do not specifically assess its impact on strategy implementation. The variables and proxies suggested for this study focused directly on this relationship between stakeholder engagement factors and resource allocation for strategic initiatives.

Additionally, the geographical context of most studies is Kenya (Kimutai and Kwambai, 2018), Tanzania (Salum, 2019), and Yemen (Al-Haddad and Al-Abed, 2021) to mention a few. However, there is paucity of studies in the Nigerian context. Hence this study addresses this geographical gap by examining Nigerian government agencies specifically. In summary, the literature review indicates conceptual, methodological, and contextual gaps in understanding how stakeholder engagement influences strategy implementation outcomes in public sector organizations, especially for Nigerian government agencies.

METHODOLOGY

The study adopted a descriptive survey research design to assess the Influence of Stakeholder Engagement on Strategy Implementation in Nigerian Government Agencies. The study used purposive sampling technique to select three key government agencies, namely; National

Electoral Commission (INEC), the Central Bank of Nigeria, and the Nigerian Electricity Regulatory Commission. As agencies playing central roles in election administration, monetary policy, and electricity sector regulation which directly impact human development, economic growth and infrastructure frameworks integral for national progress, purposively selecting INEC, CBN and NERC enables assessing stakeholder engagement influence on strategic priorities with economy-wide significance.

Considering the population of the study, a sample size of 384 respondents were selected using simple random sampling technique. Instrument for data collection was developed, validated and tested for reliability. Cronbach’s Alpha reliability testing confirmed all variables had scores above 0.7, indicating excellent internal consistency of the measurement instrument. Data collected was analysed using descriptive statistics involving the use of means, frequency count and percentages, while multiple regression (Ordinary Least Square) was used to test the hypothesis. The analysis was conducted using SPSS Version 25.

Model Specification

In this study, the relationship between the variables was presented following the submission of Ahmed et al. (2020), where the model was specified as;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \dots\dots\dots 3.1$$

Where:

Y = Resource Allocation

X₁= Effective Communication

X₂= Stakeholder Inclusiveness and Diversity

X₃= Mechanisms of Stakeholder Engagement

X₄= Stakeholder Satisfaction

B₀ = Beta coefficient for the constant, β₁, β₂, β₃, and β₄ = Beta coefficients for the independent variables, and ε = Error term

RESULTS

Descriptive Statistics

Table 1 presents the demographic characteristics of the respondents in the study, providing valuable insights into their profiles. In terms of gender distribution, the majority of respondents were male, constituting 68.5%, while females accounted for 31.5% of the total sampled respondents. The age distribution shows a diverse range, with the highest percentage (36.2%) falling within the 41-50 years age group. In terms of educational attainment, a significant portion of the respondents held an HND/Degree (57.8%), followed by those with a Master's degree (33.3%), and a smaller percentage with a Doctorate degree (8.9%). Regarding the government agencies represented, the Independent National Electoral Commission (INEC) had the highest

participation at 66.4%, followed by the Central Bank of Nigeria (27.3%) and the Nigerian Electricity Regulatory Commission (6.3%). The distribution of years of service in the agency varied, with the majority falling within the 11-20 years range (37.8%). Therefore, these results provided some level of clarity on the respondent's demographic characteristics, offering a foundation for understanding the sample composition in the study.

Table 1: Description of the Respondents' Biodata

Variables	Frequency	Percentage (%)
Gender		
Male	263	68.5
Female	121	31.5
Total	384	100.0
Age Group		
20-30 years	46	12.0
31-40 years	127	33.1
41-50 years	139	36.2
51 years and above	72	18.8
Total	384	100.0
Level of Education		
HND/Degree	222	57.8
Master's degree	128	33.3
Doctorate degree	34	8.9
Total	384	100.0
Government Agency		
Independent National Electoral Commission	255	66.4
Central Banks of Nigeria	105	27.3
Nigerian Electricity Regulatory Commission	24	6.3
Total	384	100.0
Years of Service in the Agency		
1 – 10 years	121	31.5
11 – 20 years	145	37.8
21 – 30 years	54	14.1
More than 30 years	64	16.7
Total	384	100.0

Source; Field Survey, 2023

Table 2 outlines the descriptive statistics of key variables in the study, shedding light on the central tendency and variability within the data. The variable "Resource allocation to strategic initiatives" shows a mean score of 4.35 with a relatively low standard deviation of 0.704, indicating a generally high level of resource allocation to strategic initiatives across respondents. Similarly, "Effective Communication" exhibits a mean score of 4.40 and a slightly higher

standard deviation of 0.726, suggesting a consistent but slightly more variable perception of effective communication within the sample. "Stakeholder Inclusiveness and Diversity" records a mean of 4.28 and a standard deviation of 0.886, indicating a relatively high level of inclusiveness and diversity practices with some variability among respondents. The variable "Mechanisms of stakeholder engagement" has a mean score of 4.12 and the highest standard deviation (0.953), suggesting a broader range of responses and potentially more diverse practices in stakeholder engagement mechanisms. Equally, "Stakeholder Satisfaction" demonstrates a mean score of 4.25 with a standard deviation of 0.819, indicating a generally high level of satisfaction among respondents with some variability. These descriptive statistics provide a clear understanding of the central tendencies and dispersion within the measured variables, forming a crucial foundation for further analysis and interpretation.

Table 2: Descriptive Statistics of the Variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Resource allocation to strategic initiatives	384	2	5	4.35	0.704
Effective Communication	384	1	5	4.40	0.726
Stakeholder Inclusiveness and Diversity	384	1	5	4.28	0.886
Mechanisms of stakeholder engagement	384	1	5	4.12	0.953
Stakeholder Satisfaction	384	1	5	4.25	0.819

Source; Field Survey, 2023

Multiple Regression Result

Table 3 presents the model summary for a regression analysis, assessing the relationship between various predictors Stakeholder Satisfaction, Mechanisms of stakeholder engagement, Stakeholder Inclusiveness and Diversity, Effective Communication and the dependent variable, Resource allocation to strategic initiatives. The model demonstrates a substantial overall fit, as indicated by the R Square value of .708, implying that approximately 70.8% of the variability in resource allocation to strategic initiatives can be explained by the combined influence of the predictors. Maintaining a high degree of explanatory power, the Adjusted R Square of .705 accounts for the number of predictors. The low Standard Error of the Estimate (.383) suggests that the model makes accurate predictions. The residuals show no discernible autocorrelation, as indicated by the Durbin-Watson statistic of 1.897. The model's effectiveness is influenced by the predictors taken together, and the findings indicate that stakeholder satisfaction, stakeholder engagement mechanisms, stakeholder inclusivity and diversity, and effective communication are important variables that affect how resources are allocated to strategic initiatives.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.841 ^a	.708	.705	.383	1.897

Source; Field Survey, 2023

a. Predictors: (Constant), Stakeholder Satisfaction, Mechanisms of stakeholder engagement, Stakeholder Inclusiveness and Diversity, Effective Communication

b. Dependent Variable: Resource allocation to strategic initiatives

Table 4 presents the results of the Analysis of Variance (ANOVA) for the regression model, assessing the overall statistical significance of the predictors in explaining the variance in the dependent variable, Resource allocation to strategic initiatives. The ANOVA table reveals that the regression model is statistically significant ($F = 229.309$, $p < .001$), indicating that at least one of the predictors has a significant effect on resource allocation. The Sum of Squares for Regression is 134.228, and the Mean Square is 33.557, suggesting that a substantial proportion of the total variance is explained by the predictors. The Residual Sum of Squares is 55.463, and the Total Sum of Squares is 189.691. The p-value of .000 underscores the statistical significance of the model, implying that the observed results are unlikely to be due to random chance. This ANOVA outcome supports the conclusion that the combined influence of Stakeholder Satisfaction, Mechanisms of stakeholder engagement, Stakeholder Inclusiveness and Diversity, and Effective Communication significantly contributes to explaining the variance in resource allocation to strategic initiatives.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.228	4	33.557	229.309	.000 ^b
	Residual	55.463	379	.146		
	Total	189.691	383			

Source; Field Survey, 2023

a. Predictors: (Constant), Stakeholder Satisfaction, Mechanisms of stakeholder engagement, Stakeholder Inclusiveness and Diversity, Effective Communication

b. Dependent Variable: Resource allocation to strategic initiatives

Table 5 presents the regression coefficients for the model examining the relationship between the predictors Effective Communication, Stakeholder Inclusiveness and Diversity, Mechanisms of stakeholder engagement, Stakeholder Satisfaction and the dependent variable, Resource allocation to strategic initiatives. The constant term ($B = 0.252$, $p = 0.071$) represents the estimated resource allocation when all predictor variables are zero. Effective Communication emerges as a highly significant predictor ($B = 0.558$, $p < 0.005$), with a standardized coefficient (Beta) of 0.576, suggesting that a one-unit increase in Effective Communication is associated with a 0.576 standard deviation increase in resource allocation to strategic initiatives. Similarly, Stakeholder Inclusiveness and Diversity ($B = 0.083$, $p = 0.005$) and Mechanisms of stakeholder engagement ($B = 0.101$, $p < 0.005$) exhibit significant positive relationships, with standardized coefficients of 0.104 and 0.136, respectively. Stakeholder Satisfaction also significantly influences resource allocation ($B = 0.205$, $p < 0.005$) with a Beta of 0.238, indicating a positive association. These results collectively suggest that stakeholders' satisfaction, engagement mechanisms, inclusiveness, and effective communication play crucial roles in influencing resource allocation to strategic initiatives.

The t-values for each predictor are notably high, further emphasizing the robustness of these relationships. The statistically significant coefficients and the directionality of their relationships provide valuable insights for practitioners and policymakers, suggesting that fostering effective communication, inclusive stakeholder engagement mechanisms, diverse stakeholder involvement, and enhancing stakeholder satisfaction are key factors in optimizing resource allocation to strategic initiatives.

Table 5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.252	0.139		1.814	0.071
	Effective Communication	0.558	0.032	0.576	17.627	0.000
	Stakeholder Inclusiveness and Diversity	0.083	0.025	0.104	3.243	0.001
	Mechanisms of stakeholder engagement	0.101	0.024	0.136	4.242	0.000
	Stakeholder Satisfaction	0.205	0.030	0.238	6.809	0.000

Source; Field Survey, 2023

- a. Predictors: (Constant), Stakeholder Satisfaction, Mechanisms of stakeholder engagement, Stakeholder Inclusiveness and Diversity, Effective Communication
- b. Dependent Variable: Resource allocation to strategic initiatives

DISCUSSION

This study assessed the influence of stakeholder engagement on strategy implementation. Specifically, how resource allocation to strategic initiatives in Nigerian government agencies is influenced by effective internal agency communication, inclusive stakeholder engagement practices, diverse stakeholder input, and stakeholder satisfaction levels.

The study results indicated that Nigerian agencies that had more open and transparent internal communications around strategy formulation and implementation were able to secure increased funding from governmental budget committees and public tax revenues. This finding lends credence to the submission of Sahal and Bett (2022) and Kimutai and Kwambai (2018) in Kenya. Additionally, agencies with engagement mechanisms that incorporated input from more diverse sets of stakeholders and enabled inclusive participation for disadvantaged groups saw larger allocations to strategic programming priorities. This is in line with the findings of Mambwe et al. (2021). Moreover, higher satisfaction among both internal and external stakeholders was associated with greater investments in executing on strategic goals versus maintaining existing programming.

These findings have several important implications for Nigerian agencies seeking to fund strategic objectives and major new initiatives. In the first instance, investing in clear communication channels helps foster understanding and support for strategic priorities (Demirkesen and Reinhardt, 2021). Equally, meaningfully engaging diverse stakeholders in planning processes pays dividends when it comes to convincing budget authorities to provide resources. In the same vein, demonstrating agency effectiveness and stakeholder responsiveness appears instrumental in freeing up funding for proactive strategic changes versus just daily operations.

Therefore, by focusing on internal alignment, inclusive external consultation, diversity, meeting stakeholder needs, and communicating vision, Nigerian government agencies may achieve greater success in securing financial resources and political capital necessary for pursuing impactful new strategic plans rather than being confined to business as usual. This suggests that organizational and management capacities deserve just as much attention as technical planning when it comes to backing strategy with budgets over the long term.

CONCLUSION AND RECOMMENDATIONS

In conclusion, this study illuminates the crucial role of stakeholder engagement in shaping strategy implementation within Nigerian government agencies, with a particular emphasis on resource allocation to strategic initiatives. The findings underscore the significance of clear internal communication in securing increased funding, indicating that transparent communication channels positively influence budgetary decisions. Furthermore, the study emphasizes the importance of inclusive stakeholder engagement, particularly incorporating diverse perspectives and ensuring participation from disadvantaged groups, which correlates with larger allocations to strategic priorities. The link between stakeholder satisfaction and increased investments in strategic goals highlights the value of responsive and effective agencies in garnering financial support.

Therefore, the study suggests that Nigerian government agencies should improve internal communication, promote inclusive stakeholder engagement, and allocate resources more effectively. It emphasizes the importance of capturing diverse perspectives and improving stakeholder satisfaction. Investing in organizational and management capacities and technical planning can demonstrate agency effectiveness and secure resources for proactive strategic changes.

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