

Effect of Stakeholder Engagement on Project Performance in Federal Capital Development Authority (FCDA)

Kindness Chubby Ben-Walson, Nasamu Gambo, Chinedu George Iwenofu

Department of Business Administration, Nile University of Nigeria Abuja

doi: <https://doi.org/10.37745/bjms.2013/vol14n27388>

Published July 14, 2026

Citation: Ben-Walson K.C., Gambo N., Iwenofu C.G. (2026) Effect of Stakeholder Engagement on Project Performance in Federal Capital Development Authority (FCDA), *British Journal of Marketing Studies*,14(2),73-88

Abstract: *Project performance in the public sector is significantly influenced by stakeholder engagement throughout the project lifecycle. This study assessed the effect of stakeholder engagement on the project performance of public sector initiatives, using the Federal Capital Development Authority (FCDA) in Nigeria as a case study. The research focused specifically on three dimensions of engagement—community engagement, employee engagement, and stakeholder communication—and their impact on timely project delivery. A quantitative research approach was adopted, utilizing a structured questionnaire administered to 222 FCDA employees across project management, engineering, and stakeholder coordination roles. A total of 210 valid responses were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis through SPSS. Findings revealed that both community and employee engagement positively influence timely project delivery, with employee engagement demonstrating a stronger correlation ($r = 0.592$, $p = 0.000$) compared to community engagement ($r = 0.468$, $p = 0.000$). Regression results confirmed that both forms of engagement are statistically significant predictors of project timeliness, with community engagement ($\beta = 0.262$, $p = 0.000$) and employee engagement ($\beta = 0.382$, $p = 0.000$) contributing meaningfully to performance outcomes. The study also found that stakeholder communication ($\beta = 0.854$, $p = 0.000$) have positive and significant effect on timely delivery. The study concluded that both stakeholder engagement is significant contributors to project performance. The study recommends that FCDA institutionalize structured community engagement practices throughout the project lifecycle, and enhance employee involvement through transparent communication.*

Keywords: stakeholder engagement, project performance, public sector projects, timely project delivery, stakeholder communication.

INTRODUCTION

Stakeholder engagement has emerged as a pivotal component in determining the success or failure of public sector projects, particularly in complex environments such as Nigeria. In project management literature, stakeholder engagement refers to the systematic involvement of individuals, groups, or organizations that have a vested interest in the outcome of a project (Freeman et al., 2022). This engagement, when effectively executed, contributes significantly to improving project performance indicators such as timeliness, cost efficiency, and stakeholder satisfaction (Bryson et al., 2022). In contrast, poor engagement can lead to resistance, delays, resource mismanagement, and eventual project failure (Olander & Landin, 2023).

Public sector projects typically involve diverse stakeholders including government agencies, local communities, and employees. Three critical dimensions of stakeholder engagement are community engagement, employee engagement, and stakeholder communication. Community engagement entails integrating local residents and leaders into project planning and decision-making processes. This alignment ensures that projects reflect community priorities and are met with local support rather than opposition (Mwesigwa et al., 2024). For instance, when communities are excluded from infrastructure planning, misunderstandings often lead to protests, legal battles, or the obstruction of project sites, all of which delay implementation and inflate costs. FCDA projects, such as road and housing developments in Abuja, have faced setbacks due to inadequate community consultations, resulting in land disputes and public resistance (Eja & Ramegowda, 2023).

Employee engagement is equally crucial, involving the participation of internal stakeholders, project staff, engineers, and administrative personnel, who are directly responsible for execution. Engaged employees demonstrate higher levels of commitment, proactive communication, and alignment with project goals, which in turn reduce rework and enhance schedule adherence (Jha & Ghosh, 2024). According to Johnson and Lee (2023), project environments that foster open communication and empower staff are significantly more likely to deliver projects on time and within budget. In FCDA projects, poor employee engagement has been linked to mismanagement and lack of accountability, hindering project progress (Eja & Ramegowda, 2023).

In addition, stakeholder communication plays a crucial role in determining project performance in public sector organizations. Stakeholder communication refers to the systematic process of sharing project-related information among stakeholders to ensure mutual understanding, alignment of expectations, and timely decision-making (Project Management Institute [PMI], 2021). Effective stakeholder communication ensures that project goals, timelines, and responsibilities are clearly conveyed to both internal and external stakeholders. In project environments such as the FCDA, structured communication processes such as regular meetings, progress reporting, and feedback mechanisms significantly shape how effectively stakeholders are informed and how project teams respond to emerging challenges (Ishola et al., 2024).

In Nigeria, the Federal Capital Development Authority (FCDA), tasked with developing the Federal Capital Territory, presents a relevant case for examining stakeholder engagement on project performance. Despite notable investments in infrastructure and urban development, many FCDA projects such as road expansions and housing schemes have faced recurring delays and cost overruns. However, failures in engagement, and communication present potential significant challenges, including cost overruns and delays in housing and infrastructure projects due to community opposition and internal inefficiencies (Eja & Ramegowda, 2023).

This study, therefore, aims to determine the effect of stakeholder engagement on the performance of public sector projects, with a focus on timely project delivery. It specifically investigates how community, employee engagement, and stakeholder communication contribute to or hinder timely project completion in FCDA projects. By examining these dynamics, the study seeks to provide insights for improving public sector project management.

Statement of Problem

Public sector projects in Nigeria, including those executed by the Federal Capital Development Authority (FCDA), continue to experience persistent challenges such as project delays, cost overruns, and failure to meet expected performance standards despite substantial government investment and policy attention. These challenges are often linked to inadequate stakeholder engagement processes, where community members and employees are insufficiently involved in project planning and implementation, leading to resistance, misalignment of expectations, and operational disruptions. In addition, ineffective stakeholder communication within project governance structures has been observed to influence how effectively stakeholders are coordinated, how decisions are conveyed, and how project teams respond to implementation pressures, yet this relationship remains underexplored in the context of FCDA projects. Effective stakeholder communication ensures the timely exchange of accurate information among stakeholders, promotes transparency, and supports collaborative decision-making processes necessary for successful project execution. Existing studies have tended to examine community engagement, employees engagement, and stakeholder communication separately, with limited attention to how these variables interact to influence project performance outcomes in public sector infrastructure development. The research aims to assess the effect of stakeholder engagement on project performance in public sector projects: a case study of the Federal Capital Development Authority. The study has the following objectives.

1. To assess the effect of community engagement on the timely project delivery in FCDA.
1. To determine the effect of employee engagement on the timely project delivery in FCDA.
2. To examine the effect of stakeholder communication on timely project delivery in FCDA.

The findings of this study will be valuable to managers and decision-makers within public sector organizations, particularly the Federal Capital Development Authority (FCDA). It will provide insights into how stakeholder engagement and communication can be effectively integrated to enhance project delivery, improve coordination among stakeholders, and reduce inefficiencies that often lead to project delays and cost overruns. This study will also be significant to policymakers, government agencies, and public sector project regulators by highlighting the importance of strengthening stakeholder engagement processes alongside adopting effective communication in the management of public infrastructure projects. This study contributes to existing literature by integrating stakeholder engagement in explaining project performance in public sector projects. While previous studies have often examined stakeholder engagement or stakeholder communication independently, this research provides a more holistic perspective by combining both variables to assess their joint influence on project performance.

The scope of this study is focused on examining the influence of stakeholder engagement on project performance in public sector projects, with particular reference to the Federal Capital Development Authority (FCDA). Geographically, the study is limited to FCDA operations within the Federal Capital Territory (FCT), Abuja, where major public infrastructure projects such as road construction, housing schemes, and urban development initiatives are implemented, providing a practical context for assessing project performance outcomes. The study covers three main aspects of stakeholder engagement: community engagement, employee engagement and stakeholder communication, and their relationship with project outcomes.

LITERATURE REVIEW

Stakeholder Engagement

Stakeholder engagement is an essential aspect of organizational management that refers to the process through which organizations interact with their stakeholders to foster collaboration and gather insights (Bennett, 2023). Harrison & Lockhart (2024), emphasized the importance of effective stakeholder engagement as a mechanism for building trust, ensuring transparency, and promoting sustainable practices. It involves systematically identifying stakeholders, understanding their interests and concerns, and incorporating their feedback into decision-making processes (Elliott & Thomas, 2023). According to Patel and Chatterjee (2022), stakeholder engagement can be conceptualized as a dynamic and ongoing process that involves understanding stakeholder interests, integrating their feedback into decision-making, and responding to their concerns. Olander & Landin (2023), emphasize the role of stakeholders in shaping project outcomes, highlighting that effective engagement practices can lead to improved project performance, including enhanced satisfaction and reduced risks. Active stakeholder participation fosters collaboration and encourages buy-in, which can mitigate resistance, delay and increase project success rates (Freeman et al., 2022).

Community Engagement

Harris and Taylor (2022) define community engagement as the structured involvement of diverse community stakeholders in project decision-making, ensuring their perspectives meaningfully shape project outcomes. Similarly, Nicolopolous (2023) describes community engagement as a cooperative process where community members and organizations build relationships, work together to address challenges, share resources, and drive collective action. This engagement is crucial in mitigating potential disruptions and resistance, as it builds trust and transparency, allowing for smoother project execution. According to Mwesigwa et al. (2024), community engagement involves the active participation of local stakeholders in project planning and decision-making, aiming to align project goals with community needs and values. This engagement is critical for minimizing disruptions and delays in construction projects by fostering trust, reducing resistance, and promoting project acceptance.

Employee Engagement

Macey and Schneider (2022) define employee engagement as a multifaceted concept encompassing cognitive, emotional, and behavioral dimensions. They assert that engaged employees exhibit a profound sense of commitment to their roles, which manifests through proactive communication and collaboration. Effective communication channels facilitate the timely sharing of information, thereby minimizing rework and ensuring projects are delivered on schedule. Similarly, Jha and Ghosh (2024), assert that employee engagement involves the active participation and involvement of employees in decision-making processes, ensuring their feedback is integrated into project objectives. This definition highlights the necessity of two-way communication, positing that when employees feel their insights are valued, they are more likely to align their efforts with project objectives, reducing the potential for rework and inefficiencies.

Stakeholder Communication

Stakeholder communication refers to the consistent processes, channels, and methods used to share information, exchange feedback, and coordinate activities among individuals or groups involved in a

project toward the achievement of organisational goals. It shapes how decisions are conveyed, how information flows among stakeholders, and how employees and external parties are informed and motivated to support project performance targets. According to the Project Management Institute (PMI, 2021), stakeholder communication is defined as the systematic planning, creation, distribution, storage, retrieval, and disposition of project information to ensure that stakeholders receive timely and appropriate information required for effective decision-making. Similarly, (Shakeri & Khalilzadek, 2020) stated that effective communications management creates a culture that promotes trust between the project manager and the stakeholders, encourages stakeholder participation in project decision making, and improves project performance.

Project Performance

Project performance is defined as the extent to which a project meets its objectives in terms of time, quality, and cost. López and Martinez (2024) assert that successful project performance is marked by the delivery of outputs that not only adhere to predetermined budget and schedule parameters but also meet the established quality benchmarks and fulfill stakeholder expectations. The author's highlights the interdependence of the traditional triple constraints—time, cost, and quality—while emphasizing the critical role of stakeholder fulfillment in evaluating project success. Similarly, Müller (2025) suggests that project performance should be understood as a multidimensional concept that includes efficiency (managing time and cost), effectiveness (achieving quality outcomes), and stakeholder satisfaction.

Timely Project Delivery

According to Martin and Turner (2023), timely project delivery is not merely an operational metric; it is a manifestation of effective communication between project teams and community members. The authors suggest that engaging the community in project processes helps align expectations and resource allocation, which further contributes to meeting deadlines efficiently. Johnson and Wang (2024) emphasize that employee engagement plays a pivotal role in project timeliness. Engaged employees are more likely to be proactive, thereby streamlining processes and mitigating delays. Their research indicates that organizations that prioritize employee satisfaction often achieve more reliable project timelines. Zhang and Wang (2024) emphasize that timely delivery is not just a matter of adhering to deadlines but also involves effective resource management and stakeholder engagement. They highlight that delays often stem from poor planning and communication, where proactive risk management strategies can mitigate these challenges. Similarly, Syamil et al. (2021), timely delivery is not just about meeting deadlines but also about ensuring that project deliverables meet the scope, cost, quality, and stakeholder satisfaction. They argue that effective time management strategies can significantly enhance project performance and stakeholder satisfaction.

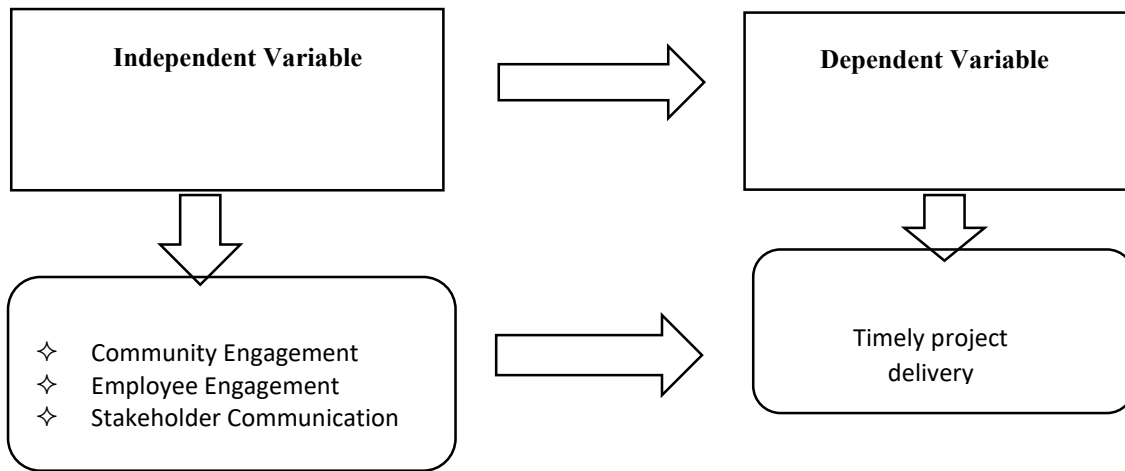


Figure 2.1: Conceptual Framework by the Authors (2026)

Theoretical Review

Stakeholder Theory

Stakeholder theory was originally introduced by Freeman (1984). The theory posits that organizations should consider the interests of all stakeholders in their decision-making processes. Stakeholders encompass a diverse range of individuals and groups, including employees, customers, suppliers, communities, and regulators. The recognition of these varying interests challenges the traditional view of the firm as primarily accountable to its shareholders (Freeman et al., 2022). Recent developments have expanded this framework to include behavioral and strategic dimensions. Bridoux and Stoelhorst (2022) highlight the integration of behavioral stakeholder theory, which examines how stakeholders' behaviors and interactions influence organizational outcomes. Stakeholder theory emphasizes the importance of identifying and engaging with stakeholders throughout the project lifecycle. This involves understanding stakeholder expectations, fostering open communication, and integrating feedback into project planning and execution. Such engagement is crucial for aligning project objectives with stakeholder needs, thereby enhancing project performance and reducing the likelihood of conflicts or delays (Awa et al., 2024).

Shannon–Weaver Model of Communication

The Shannon–Weaver Model of Communication was propounded by Claude Shannon and Warren Weaver in 1949. The theory explains communication as a linear process involving a sender, message, channel, receiver, and the possibility of noise that may distort the intended message. The theory emphasizes that effective communication occurs when information transmitted by the sender is accurately received and understood by the receiver without distortion or interference. In the context of project management, the model highlights the importance of clear messaging, appropriate communication channels, and feedback mechanisms to reduce misunderstandings and improve coordination. Relating this to the current study, effective stakeholder communication in public sector projects such as those executed by the FCDA depends on the clarity, timeliness, and accuracy of information shared among stakeholders, including government agencies, contractors, and community

members. When communication is poorly structured or disrupted by “noise” such as misinformation, delays, or bureaucratic bottlenecks, it can lead to misunderstandings, resistance, project delays, and cost overruns. Therefore, the Shannon–Weaver Model provides a useful theoretical foundation for understanding how effective communication influences stakeholder coordination and ultimately enhances project performance in public sector infrastructure development.

Empirical Review

In a quantitative study by Smith and Jones (2023), the researchers investigated the relationship between stakeholder engagement and project performance within the construction industry. Utilizing a cross-sectional survey design, they gathered data from 250 project managers using stratified random sampling. The study's objective was to identify key engagement practices that enhance project outcomes. Data analysis was performed using regression analysis to establish correlations between stakeholder engagement levels and project success metrics. The findings revealed a significant positive relationship, suggesting that effective stakeholder engagement leads to improved project delivery times and quality. The authors recommend implementing structured communication strategies to foster deeper stakeholder involvement.

Johnson and Smith (2023) conducted a mixed-methods study to evaluate the role of community engagement in project delivery within urban infrastructure projects. The research used purposive sampling to select 30 projects across five cities for qualitative interviews with project managers and community stakeholders. The study's objective was to assess how community engagement mechanisms influenced project timelines. Data analysis employed thematic analysis to identify patterns related to stakeholder involvement. Findings revealed that projects with high community engagement were 25% more likely to meet their deadlines compared to projects with low engagement. The authors recommend implementing structured community engagement strategies early in the project lifecycle to enhance timeliness.

Williams, Thompson, and Clark (2024) explored employee engagement as a key factor in project management efficiency. Utilizing a survey methodology, they distributed questionnaires to 200 employees involved in various projects across different sectors. The objective was to determine the correlation between employee engagement levels and project delivery timelines. Statistical analysis, including regression models, was employed to analyze the data. Results indicated that higher levels of employee engagement were associated with a 30% improvement in project completion rates. The study advocates for organizations to foster environments that promote employee participation and engagement throughout project phases to enhance delivery effectiveness.

Mojidra et al. (2024) examined stakeholder communication and coordination as critical factors influencing project outcomes. Employing a survey-based research design, the study collected data from stakeholders involved in construction and infrastructure projects to assess how communication practices and coordination mechanisms affect project success. The primary objective was to evaluate the relationship between effective stakeholder communication and overall project performance. The researchers utilized statistical analysis techniques, including correlation and regression models, to interpret the data. Findings revealed that effective stakeholder communication and coordination significantly improved project outcomes by reducing misunderstandings, minimizing rework, and enhancing decision-making processes, ultimately leading to better adherence to project timelines and

budgets. Consequently, the authors recommend that project managers prioritize structured communication strategies and proactive stakeholder coordination throughout all project phases to improve efficiency and ensure successful project delivery.

METHODOLOGY

This study adopts a descriptive survey design to assess the effect of stakeholder engagement on project performance in public sector projects, using the Federal Capital Development Authority (FCDA) as a case study. A survey design is appropriate as it allows the researcher to collect quantitative data systematically and efficiently from a large number of respondents, enabling robust statistical analysis of the relationships between stakeholder engagement practices and project outcomes (Creswell and Creswell, 2023).

The target population consists of 500 employees of FCDA actively engaged in project management, stakeholder coordination, engineering, and sustainability roles. The sample size for the study was determined using the Taro Yamane formula at a 5% margin of error, resulting in a sample size of 222 respondents. To ensure comprehensive representation, a combination of stratified and purposive sampling techniques was employed.

Data was collected through a structured questionnaire distributed electronically via Google Forms to enhance accessibility and response rates. The questionnaire was divided into two sections: Section A focused on demographic data such as gender, years of experience, and department. Section B focuses on the variables of interest and employs a 5-point Likert scale, consisting of 16 items to measure the extent of stakeholder engagement practices (community engagement, employee engagement, and stakeholder communication), and their perceived effects on the timely project delivery in FCDA.

The collected data was systematically analyzed and interpreted through the use of simple percentages, frequencies, and tables. Statistical analyses are conducted using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics was employed to summarize the data, providing insights through measures such as means, standard deviations, percentages, and frequencies. Additionally, inferential statistics, specifically multiple linear regression analysis, were utilized to explore the strength and direction of the relationship between the independent variables and dependent variable. Additionally, Pearson correlation analysis was conducted to examine the relationships between variables.

Model Specification

This study adapts and modifies a multiple regression model advanced by Zhang and Li (2024) in their study titled "Assessing the nexus of stakeholder engagement and project budget adherence: A quantitative analysis" presented in 3.1 below:

$$PBA = \beta_1 SE + \beta_2 CE + \beta_3 EE + \epsilon \dots \dots \dots 3.1$$

where

PBA = Project Budget Adherence

SE = Stakeholder Engagement

CE = Customer Engagement

EE = Employee Engagement

$\beta_1, \beta_2, \beta_3$ = Regression coefficients indicating the impact of each independent variable on project success

ε = Error term

While Zhang and Li (2024) focused on budget adherence and stakeholder factors, this study integrates additional variables such as Timely Project Delivery (TPD), Stakeholder Communication (SC), and Community Engagement (CE). Employee Engagement (EE) is retained from the original model.

$$TPD = \beta_1 CE + \beta_2 EE + \beta_3 SC + \varepsilon \dots \dots \dots 3.2$$

where

TPD = Timely Project Delivery

CE = Community Engagement

EE = Employee Engagement

SC = Stakeholder Communication

β_1, β_2 = Regression coefficients indicating the impact of each independent variable on project success

ε = Error term

RESULTS AND DISCUSSION

This chapter presents the data collected from the sample population and outlines the findings of the study, interpreting them based on the results of the analysis. Descriptive statistics, correlation, and regression analyses were employed to examine the data. The study aimed to gather responses from a total of 222 targeted respondents through the distribution of questionnaires. However, 210 completed questionnaires were received. This represents a response rate of approximately 94%, indicating a high level of participation, which enhances the reliability and validity of the study's findings.

Table 3. Bio-Data of Respondents

Characteristics	Distribution	Frequency	Percentage (%)
Gender	Male	125	59.5
	Female	85	40.5
	Total	210	100.0
Educational Qualification	HND/B.Sc.	95	45.2
	MBA/M.Sc./Ph.D	115	54.8
	Total	210	100.0
Job Role	Project Manager	50	23.8
	Engineer	55	26.2
	Procurement Officer	32	15.2
	Monitoring & Evaluation Officer	38	18.1
	Community Liaison Officer	35	16.7
	Total	210	100.0
Years of Experience	1 – 5 years	59	28.1
	6 – 10 years	90	42.9
	10 years & above	61	29.0
	Total	210	100.0

The bio-data of respondents from the Federal Capital Development Authority (FCDA) shows a fairly balanced gender distribution, with males at 59.5% (125 individuals) and females at 40.5% (85

individuals) out of 210 respondents, reflecting inclusive perspectives. In terms of educational qualification, 54.8% (115 individuals) hold advanced degrees (MBA, M.Sc., Ph.D.), while 45.2% (95 individuals) possess undergraduate qualifications (HND/B.Sc.), indicating a highly knowledgeable sample. The job roles are well distributed, with engineers and project managers making up 50% (105 individuals), alongside procurement officers (15.2%), monitoring and evaluation officers (18.1%), and community liaison officers (16.7%), ensuring diverse insights across project functions. Regarding work experience, 42.9% (90 individuals) have 6–10 years, while 28.1% (59 individuals) have 1–5 years and 29.0% (61 individuals) have over 10 years, providing a balanced mix of early-career and experienced professionals.

Table 4. Response to Community Engagement

S/N	ITEM	Mean	Standard Deviation
1.	Regular consultation with community members reduces disruptions and delays in FCDA project execution.	4.61	0.59
2.	Incorporating community feedback into FCDA project decision-making aligns project goals with community needs, enhancing timely delivery.	4.29	0.84
3.	Active involvement of community stakeholders in FCDA project planning helps ensure projects are completed on schedule.	4.44	0.84
4.	Timely delivery of FCDA projects improves when communities are actively involved throughout the project lifecycle.	4.29	1.26

Average mean 4.41

Source: Researcher's Computation, 2026

Table 4 indicates that community engagement significantly influences timely project delivery in FCDA projects, with mean scores ranging from 4.29 to 4.61. Regular consultation with community members has the highest mean (mean = 4.61, SD = 0.59), showing strong agreement on its role in reducing disruptions and delays. Other factors, including incorporating community feedback (mean = 4.29, SD = 0.84), involvement in planning (mean = 4.44, SD = 0.84), and engagement throughout the project lifecycle (mean = 4.29, SD = 1.26), also show high agreement, although the higher variability for lifecycle involvement indicates differing views. The overall mean of 4.41 confirms that community engagement is widely regarded as a key factor in achieving timely project delivery.

Table 5. Response to Employee Engagement

S/N	ITEM	Mean	Standard Deviation
5.	Active participation of FCDA employees in decision-making processes minimizes rework and ensures projects stay on schedule.	4.19	0.81
6.	Open dialogue and clear communication from FCDA management to employees reduces rework and ensure timely delivery.	4.43	0.57
7.	Employees clearly understand project objectives due to effective internal communication thereby reducing delays in project timelines.	4.37	0.68
8.	Employees who feel valued and involved in FCDA project decision-making processes contribute to meeting project deadlines.	4.06	0.98

Average mean 4.26

Source: Researcher's Computation, 2026

Table 5 shows that employee engagement plays a significant role in ensuring timely project delivery in FCDA projects, with mean scores ranging from 4.06 to 4.43. The highest mean is for open dialogue and clear communication (mean = 4.43, SD = 0.57), indicating strong agreement on its importance in reducing delays. Other factors, including employees' understanding of project objectives (mean = 4.37, SD = 0.68), participation in decision-making (mean = 4.19, SD = 0.81), and feeling valued (mean = 4.06, SD = 0.98), also show strong agreement, though the higher variability for feeling valued suggests differing perceptions. The overall mean of 4.27 highlights that employee engagement, especially through communication and participation, is widely perceived as a key driver of timely project delivery.

Table 6. Response to Stakeholder Communication

S/N	ITEM	Mean	Standard Deviation
1.	Stakeholders are regularly informed about project progress and updates.	3.6381	1.36339
2.	Communication between project team members and stakeholders is help reduce project delays.	3.4810	1.38761
3.	Feedback from stakeholders help make changes that impact project quality positively.	3.7381	1.32079
5.	There is effective coordination and information sharing among all stakeholders involved in the project.	3.7810	1.39706

Source: Researcher's Computation, 2026

Table 6 shows that stakeholder communication plays a significant role in ensuring timely project delivery in FCDA projects. Effective coordination and information sharing among all stakeholders had

highest mean score (3.78), strong communication among stakeholders. Other factors, including providing regular information about project progress and updates to stakeholders, reduces project delays due to communication between project team members and stakeholders, and positive project quality due to feedback from stakeholders had mean scores of 3.6381, 3.4810, and 3.7381 respectively which shows the positive influence of stakeholder communication on project delivery.

Table 7. Response to Timely Project Delivery

S/N	ITEM	Mean	Standard Deviation
9.	Effective stakeholder engagement in all project life cycle contributes to the timely project delivery.	4.43	0.57
10.	Effective stakeholder collaboration in FCDA projects reduces delays caused by misaligned expectations.	4.37	0.68
11.	Stakeholder engagement in FCDA projects enhance resource allocation, contributing to timely project delivery.	4.19	0.81
12.	Strong stakeholder relationships in FCDA projects foster trust and cooperation, leading to improved project timeliness.	4.06	0.98

Average Mean 4.26

Source: Researcher's Computation, 2026

Table 6 presents responses concerning the overall impact of stakeholder engagement on timely project delivery in FCDA projects. The four items have mean scores ranging from 4.06 to 4.43. The item stating that "effective stakeholder engagement in all project lifecycle contributes to timely project delivery" has the highest mean score of 4.43 (SD = 0.57), indicating strong agreement that comprehensive stakeholder engagement is crucial for timeliness. Other items, including stakeholder collaboration reducing delays (mean = 4.37, SD = 0.68), enhanced resource allocation through engagement (mean = 4.19, SD = 0.81), and strong stakeholder relationships fostering trust (mean = 4.06, SD = 0.98), also reflect high agreement. The higher standard deviation for the last item (SD = 0.98) suggests some variability in perceptions about the role of trust and cooperation. The high average mean of 4.26 indicates that respondents strongly believe stakeholder engagement across the project lifecycle enhances timely delivery, with moderate variability in responses, particularly regarding trust and cooperation.

Table 7. Pearson Correlation Matrix

Variables	Timely Project Delivery
Community Engagement	0.468
Employee Engagement	0.592
Stakeholder communication	0.838

Source: Researcher's Computation from SPSS, 2026

The correlation analysis in Table 7 shows that both community engagement and employee engagement have positive and statistically significant relationships with timely project delivery in FCDA projects. Community engagement exhibits a moderate positive correlation ($r = 0.468$, $p < 0.05$), indicating that increased community involvement contributes to improved project timeliness, though not strongly. Employee engagement demonstrates a stronger positive relationship ($r = 0.592$, $p < 0.05$), suggesting that active participation, communication, and involvement of employees play a more substantial role in ensuring projects are completed on time. Additionally, the relationship between stakeholder communication and community engagement is positive and strong ($r = 0.838$, $p < 0.05$), indicating that all the independent variables strongly relate with the dependent variable.

Table 8. Regression result for Community and Stakeholder Engagement on Timely project Delivery

Predictor Variable	R	R ²	F	p-value	B	Std. Error	t	Sig.
(Constant)	0.639	0.408	71.340	0.000	1.280	0.330	3.879	0.000
Community Engagement (CE)					0.375	0.093	4.032	0.000
Employee Engagement (EE)					0.515	0.088	5.852	0.000
Stakeholder communication					0.854	0.039	22.155	0.000

Source: Researcher's Computation from SPSS, 2026

The regression analysis in Table 8 shows a significant impact of stakeholder engagement on timely project delivery in FCDA projects, with an R-squared value of 0.408 ($p < 0.001$), indicating that 40.8% of the variation in timely project delivery is explained by community engagement (CE) and employee engagement (EE). The model is statistically significant ($F = 71.34$, $p = 0.000$), confirming the importance of stakeholder engagement, although other factors may also influence project timeliness. Community engagement has a positive and significant effect ($\beta = 0.262$, $p = 0.000$), supported by its moderate correlation ($r = 0.468$), suggesting that practices like consultations and feedback integration help reduce disruptions and improve alignment with community needs. This aligns with Johnson and Smith (2023) and Smith et al. (2023), who reported improvements of 25% and 30% in project timeliness due to strong community engagement.

Employee engagement shows a stronger positive effect on timely project delivery ($\beta = 0.382$, $p = 0.000$), with a higher correlation ($r = 0.592$), indicating that internal participation and communication are more influential drivers. This suggests that open dialogue and employee involvement in decision-making significantly enhance timely completion. The finding is consistent with Williams, Thompson, and Clark (2024), who reported a 30% improvement in project completion rates, as well as Johnson

(2024), who found a 25% reduction in delays, and Tor et al. (2025), who confirmed the importance of employee engagement in construction project success in Nigeria.

Furthermore, stakeholder communication exhibits a positive and significant effect on project delivery ($\beta = 0.854$, $t = 22.155$, $p = 0.000$). This indicates that improvements in communication with stakeholders lead to significant improvements in meeting project deadlines. That is, a one unit increase in stakeholder communication. This aligns with the study of Mojidra et al. (2024) who found that effective stakeholder communication and coordination significantly improved project outcomes by reducing misunderstandings, minimizing rework, and enhancing decision-making processes, ultimately leading to better adherence to project timelines and budgets.

CONCLUSIONS AND RECOMMENDATIONS

This study examined the effect of stakeholder engagement on the timely delivery of public sector projects, using the Federal Capital Development Authority (FCDA) as a case study. The findings revealed that community engagement and employee engagement have a statistically significant positive impact on timely project delivery. Employee engagement demonstrated a stronger influence, suggesting that active participation, open communication, and a sense of ownership among staff are critical for minimizing delays and ensuring project efficiency. Similarly, community engagement, particularly through regular consultations and feedback integration, was found to reduce disruptions and align project outcomes with community needs. In addition, the study found that stakeholder communication has a significant and positive impact on project delivery. These results emphasizing the critical role of stakeholder involvement in public sector project success.

Following the findings and conclusions, the study made the following recommendations.

- i. It is recommended that the FCDA institutionalize structured community engagement frameworks across all project phases. This should include early consultations, transparent communication of project goals, and ongoing feedback mechanisms to build trust and minimize resistance.
- ii. It is recommended that the FCDA strengthen internal engagement by promoting inclusive decision-making, enhancing internal communication channels, and recognizing employee contributions. Training programs focused on participatory collaborative project management should also be implemented to further improve workforce commitment and project alignment.
- iii. It is recommended that organizations should institutionalize structured stakeholder communication frameworks across all phases of project execution. Project managers should prioritize clear, consistent, and transparent communication with all relevant stakeholders. This can be achieved through regular progress updates, feedback channels, stakeholder meetings, and the use of digital communication platforms.

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