

MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

STAKEHOLDER INVOLVEMENT, TEAM CAPACITY AND PERFORMANCE OF RURAL ELECTRIFICATION PROJECTS IN SOUTH WESTERN UGANDA.

BY

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PLAN A

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DECLARATION

I, Ainomugisha Sarah declare that this research dissertation titled "stakeholder involvement, team capacity and performance of Rural Electrification Projects in south western Uganda" is a result of my independent effort and investigation. To the best of my knowledge, it has never been submitted to any university or other institution of higher learning for any award.

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APPROVAL

This research dissertation has been submitted for examination with our approval as University Supervisors

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DEDICATION

I dedicate this thesis to my loving family and friends, whose steady support, encouragement and sacrifices have been the driving force behind my academic pursuits. Their belief in me and constant encouragement have been my guiding light throughout this journey.

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ABSTRACT

The purpose of this study was to investigate the relationship between Stakeholder Involvement, Team Capacity and Performance of Rural Electrification Projects in South Western Uganda. It was guided by three objectives which included: to establish the relationship between stakeholder involvement and Performance of Rural Electrification Projects in South Western Uganda, to establish the relationship between team capacity and Performance of Rural Electrification Projects in South Western Uganda and to establish the combined effect of stakeholder involvement and team capacity on Performance of Rural Electrification Projects in South Western Uganda. The study adopted a cross-sectional research design. Using Krejcie & Morgan's (1970) table for determining the sample size, the sample size for this study comprised of 34 projects. Given the nature of the research objectives and research questions, inferential statistics were used. The results indicated that Stakeholder Involvement had a positive significant relationship with Performance of Rural Electrification Projects in South Western Uganda. The results also indicated that Team Capacity has a positive significant relationship with Performance of Rural Electrification Projects in South Western Uganda. Finally the regression results indicate that 41.9% (Adjusted R Square=.419) of the variations in project performance is explained by Stakeholder involvement and team capacity, this also implies that the remaining 58.1% is explained by other factors not considered in this study. It also be recommended that there is a need to train head engineers and project managers by ERA this will develop their communication, compliance and engagement skills, help increase their knowledge, critical thinking abilities and attitude thus increasing project performance. A Combination of both engaged stakeholders and strengthened team capacity is crucial for the increase in project performance in Rural Electrification Projects in South Western Uganda.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework.

1.1 Background to the study

Project performance holds great value, particularly because of its emphasis on continuous improvement via different project types (Al-Nabae, & Samoan, 2021). The primary objective behind project performance is to increase the success of the project's outcome (Mohamed et al., 2017). Globally, projects are used in all economic and non-economic fields as means of organizing activities aimed at achievement of desired objectives (Ioana, Emil & Razvan, 2016). Whilst there may exist differences in the project performance definition, authors agree on the inclusion of the "iron triangle" or "triple constraint" of cost, time and quality criteria in an attempt to define the achievement or attainment of project objectives (Al-Nabae & Sammani, 2021) and stakeholder involvement and team capacity significantly impact project performance. Engaging stakeholders ensures their needs are met, risks are managed, and resources are available. Meanwhile, a capable project team with the right skills, collaboration, and adaptability enhances productivity, quality, and timely delivery.

Stakeholder involvement is defined as the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions (Dwivedi & Dwivedi, 2021). Involving stakeholders and putting their interests' priority is key to

any project's performance (Turner and Zolin, (2017). So, recognizing and identifying stakeholders' needs and involving them in decision making will contribute to the creation of a suitable environment and be catalyst for success (Probst, 2016). The high failure rate of many projects has been attributed to a lack of attention to stakeholders (Turner and Zolin 2017). Stakeholders' negative attitudes towards a project can cause cost overruns and time schedule delays due to conflicts over project design and implementation (Ouyabaka, 2017). According to Discenza and Forman, (2017), stakeholder involvement is one of the factors that increase the performance rate of the project. (Discenza and Forman, 2017) states that communication, compliance and involvement are essential elements of stakeholder involvement. This is further explained by the stakeholder theory which contends that an organization is to maximize business value creation based on relevant stakeholder interests, and fair allocation of business value to stakeholders (Phillips et al., 2003).

In order to understand the project performance, stakeholder theory posits two views: moral and strategic (Freeman, 1999). The moral view suggests that those impacted by an organization's operations have a right to be informed and to demand certain standards of performance (Freeman, 1984; Mitchell et al., 1997), indicating a balancing of interests and benefits. In contrast, the strategic view tends to underscore the benefits to the organization in terms of its ability to fulfill its objectives (Freeman, 1984). In addition, the stewardship theory indicates that team capacity is very key for the performance of projects (Davis et al., 1997). It defines the steward theory "a steward as protecting and maximizing shareholders wealth through firm performance, because by so doing, the stewards' utility functions are maximized." In this perspective, stewards are company executives and managers working for the shareholders, protects and make profits for the shareholders.

Team capacity has also been linked to project performance (Baker et al., 2018). As established by Dasí et.al, (2021), team capacity is the core feature for project performance in a work setting. Team capacities at the individual level are the characteristics that a team member has in order to successfully engage in teamwork (Baker et al., 2018). The relationship between capacity and success of a business remains a vital issue within project performance literature (Crook et al., 2017). Globally, Capacities have given corporations their competitive advantage over their opponents. This has been achieved through companies developing capacities that are not easily transferable from one business to another. Some fundamental capacities that are hard to replicate can be established through the company's reputation, service, traditions and image (Dasí et.al, (2021); Clardy, (2018)). When projects come together, there is an increased pool of expertise as different employees with great experiences, skills and competencies come together and share ideas. The pool of professionals brings about creativity and innovation which is converted to better products and services for customers hence profitability (Soderquist et al., 2016).

In Uganda, rural electrification constitutes a critical part of the GOU's long-range program to eradicate rural poverty and to foster opportunities for rural Ugandans in every part of the national territory to prosper (Ministry of Energy and Mineral Development, 2013). In 2018, the government launched the Electricity Connection Policy giving customers an electricity connection for just UGX 20,000 (about U.S. $5.50), aiming to ensure access for 60% of households by 2027 (Nile Post, 2021; Rural Electrification Agency, 2018). Despite these efforts, the most recent official statistics show that only 26.7% of households have access to electricity, including just 18% in rural areas (Uganda Bureau of Statistics, 2019). In addition to the limited grid, barriers include high electricity tariffs and connection charges (Nabukeera, 2020; Blimpo, McRae, & Steinbuks, 2018).

In South Western Uganda, the Rural Electrification Programme is one of the programme the government started so as to ensure that electricity is supplied all over the country with policies put in place. Despite the significant contribution of Rural Electrification Projects in the development of South Western Uganda, the projects' performance has remained a major constraint affecting their performance as shown in a report by Auditor general (2021) and this is evidenced by shortages of funds which has slowed down its implementation including suspension of the Electricity Connection Policy in late 2020. Also out of the fifty four (54) projects that were supposed to be completed by EXIM Bank-TBEA which is under Electricity Regulatory Authority by 2021 in South western Uganda, only sixteen (16) (30%) projects had been fully achieved, and thirty (38) (70%) were partially achieved (NTV News, 2020; Kakumba, 2021). Kakumba, (2021) recently carried out a survey that provided an on-the-ground look at electricity access in the south western part of the country and the findings showed that only about half of south western Ugandans live in zones served by the electric grid, and only a quarter live in households that are connected to the grid (Kakumba, 2021).

Therefore in order to improve the performance of rural electrification projects, numerous studies have been conducted throughout the Uganda (Blimpo et al., 2018; Blimpo & Cosgrove-Davies, 2019; Chingwete, Felton & Logan, 2019) however, the majority of these studies had not specifically studied South Western Uganda therefore, the goal of the current study was to determine how well rural electrification projects in South Western Uganda were performing in respect to stakeholder involvement, team capacity, and performance.

1.2 Statement of the problem

Despite the significant contribution of Rural Electrification Projects in the development of South Western Uganda, the projects' performance has remained a major constraint affecting their performance. This is shown in a report by Auditor general (2021) which indicated that out of the fifty four (54) projects that were supposed to be completed by EXIM Bank-TBEA which is under Electricity Regulatory Authority by 2021 in south western Uganda, sixteen (16) (30%) projects had been fully achieved, and thirty (38) (70%) were partially achieved. The report further indicated that out of the budgeted revenue of UGX 28.57Bn which were meant to accomplish all the projects, a sum of UGX. 27.70Bn was released representing a performance of 98% of the total funds and 65% of the total projects are not even half way complete. The Auditor General report (2022) further indicated that in the completed projects were not meeting the standards set by Uganda Electricity Regulatory Authority since 3% of the electric poles had already fallen. The report noted Non-compliance to Quality-of-Service Standards (QoS) by Distribution Licensees, with an average of 45% compliance. If this deteriorating project performance of Rural Electrification Project in South Western Uganda remains unchecked, it may impede the Uganda's efforts to achieve the Vision 2040, the Sustainable development goals by 2030 and the western region of Uganda will have more poverty levels thus needed to carry out this study.

1.3 Purpose of the study

The purpose of this study was to investigate the relationship between Stakeholder Involvement, Team Capacity and Performance of Rural Electrification Projects in South Western Uganda.

1.4 Objectives of the study

The study was guided by the following objectives;

i. To establish the relationship between stakeholder involvement and Performance of Rural Electrification Projects in South Western Uganda.

ii. To establish the relationship between team capacity and Performance of Rural Electrification Projects in South Western Uganda.

iii. To establish the combined effect of stakeholder involvement and team capacity on Performance of Rural Electrification Projects in South Western Uganda.

1.5 Research Questions

This study sought to answer the following research questions:

i. What is a relationship between stakeholder involvement and Performance of Rural Electrification Projects in South Western Uganda?

ii. What is a relationship between team capacity and Performance of Rural Electrification Projects in South Western Uganda?

iii. What is the combined effect of the stakeholder involvement, team capacity and performance of rural electrification projects in south western Uganda?

1.6 Scope of the study

1.6.1 Subject Scope

The study was limited to stakeholder involvement, team capacity and Performance of Rural Electrification Projects in South Western Uganda.

1.6.2 Time scope

The research was based on a cross-sectional research design where data was collected at a specific point in time. The data for this study was collected in June 2023.

1.6.3 Geographic scope

The study covered selected Rural Electrification Projects in South Western Uganda. This was to ensure adequate representation in the sample studied.

1.7 Significance of the Study

- A general conceptual framework model will provide basic guidelines to scholars and academicians as it will act as a source of reference for future researchers who may be interested in carrying out a similar study.
- The study will contribute to the quest for knowledge on the relationship between stakeholder involvement, team capacity and Performance of Rural Electrification Projects in South Western Uganda and provide possible solutions to the problem statement.
- It is envisaged that this study will create new knowledge and awareness in the area of Project Performance in Rural Electrification Projects in South Western Uganda to the researcher and various stakeholders eg project managers in reviewing their strategies while implementing subsequent projects.
- The academia, research institutions, public and private sectors will benefit from the findings and make decision from an informed point of view.
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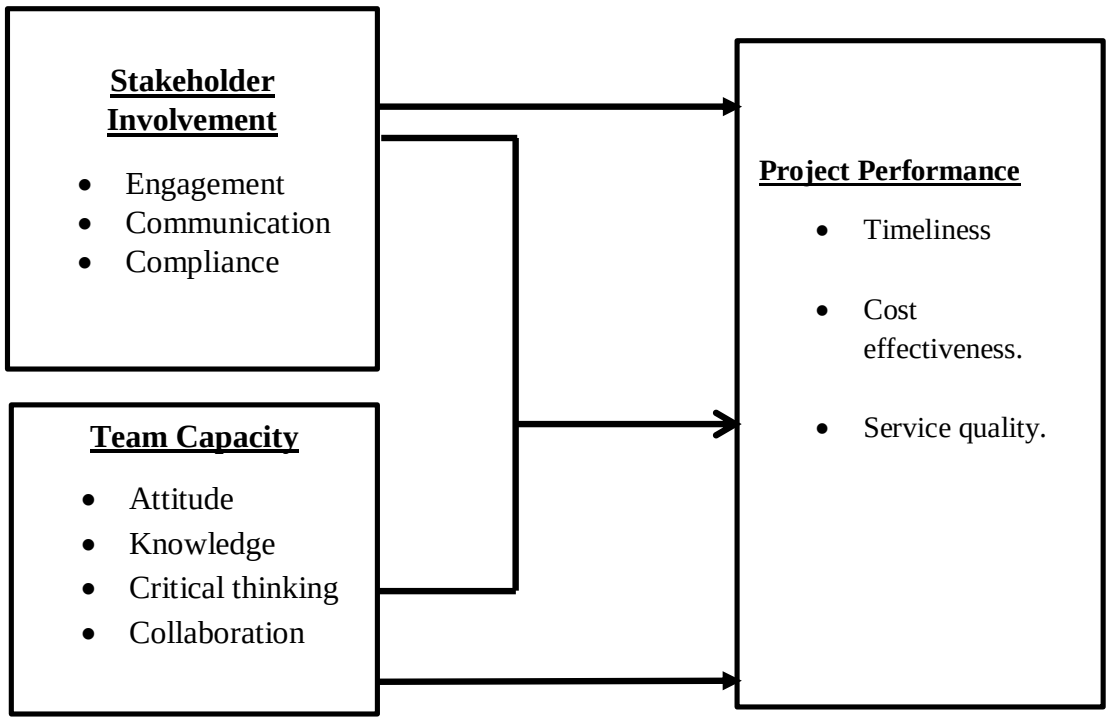

Source: Adapted from existing literature and modified (Al-Nabae & Sammani, 2021; Clardy, 2018; Ioana, Emil & Razvan, 2016).

The conceptual framework in figure 1 shows the relationship between the variables under study. The independent variables are stake holder involvement and team capacity; the dependent variable is project performance. The model shows that there is a relationship between stakeholder involvement and project performance implying that if there is an improvement in stakeholder involvement in terms of engagement, communication and compliance, then the project performance of Rural Electrification Projects will improve in terms of timeliness, cost effectiveness and service quality. It also shows the relationship between team capacity and project performance implying that when there is an improvement in team capacity in terms of skills, knowledge, attitude, critical thinking and collaboration of the team players, then there will be an improvement of project performance in Rural Electrification Projects. It also shows that there is a relationship between stakeholder involvement, team capacity and project performance meaning

when Rural Electrification Projects improve in their stakeholder involvement and team capacity, the Project Performance among Rural Electrification Projects in South Western Uganda will, in turn, be improved.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers overview, study variables, theories used and the relationship between the variables.

2.1. Overview of Rural Electrification Projects in South Western Uganda

Rural electrification is an integral component of the Government's overall policy and program to promote national economic and social development and integration. About 15 years ago, Uganda experienced a power crisis, with electricity demand exceeding the available supply by a 2:1 ratio due to delayed capacity additions and low water levels in Lake Victoria (RMI, 2020). Today the country generates a surplus of electricity. Production capacity of 1,254 megawatts as of 2019 (Electricity Regulatory Authority, 2019) was expected to reach 1,800 megawatts if Karuma Dam was commissioned later that year. Yet Ugandans can only consume about 600 megawatts at peak (Global Press Journal, 2020), in large part because the limited national electric grid doesn't reach most households. In an attempt to address this supply-demand gap, the government put in place National Development Plans I & II and the Rural Electrification Strategy and Plan between 2010 and 2015, aiming not only to expand the national electric grid but also to accelerate the pace of gains in electricity access and service penetration (Ministry of Energy and Mineral Development, 2018). In 2018, the government launched the Electricity Connection Policy giving customers an electricity connection for just UGX 20,000 (about U.S. $5.50), aiming to ensure access for 60% of households by 2027 (Nile Post, 2021; Rural Electrification Agency, 2018). Despite these efforts, more households use solar energy than electricity from the national grid (Nile Post, 2021). Lack of access and connection to the national electric grid is especially common for the poorest citizens,

rural residents especially those in the South Western regions (Nabukeera, 2020). Furthermore, currently, less than 7% of the rural population has electricity service (Kakumba, 2021).

This level of electrification is an impediment to the achievement of the desired performance of rural electrification projects in the south western region of Uganda thus the need for an investigation.

2.2 Study variables.

2.2.1 Project Performance

Project success is among the most researched topics in project management literature. Although there is a vast amount of studies which provide an in-depth investigation of project success, there is no consensus on different aspects of it (Davis 2016). According to Kerzner (2015), project performance encompasses completion of project tasks within the allocated time period, within the budgeted cost, at the proper performance or specification level accepted by customer, with minimum or mutually agreed upon scope of changes, without disturbing the main work flow of the organization, and without changing the corporate culture. Other researchers suggested that in addition to the measurement of time, budget, quality and customer satisfaction, the overall stakeholders' satisfaction should be considered for project performance (Koops et al. (2017). As knowledge in project management field developed, the "golden triangle" was considered not enough to define project performance. Project performance was recognized to be a complex, multi-dimensional concept encompassing many attributes (Davis 2016; Tabish and Jha 2011). Projects are unique, reason why project performance criteria differ from one project to another (Turner and Zolin 2012). A combination of factors determines the success or failure of a project and influencing these factors at the right time makes success more probable (Ika and Donnelly, 2017).

2.2.2 Stakeholder Involvement

According to Turner and Zolin, (2017) stakeholder involvement refers to the practice whereby an organization agrees to positively engage stakeholders in its activities. Stakeholder involvement is a process which is concerned with engagement of stakeholders to decide in advance what, when, why, how, and who shall do the work (Discenza and Forman, 2017). Probst (2016) stated that stakeholder involvement in decision-making promotes the extent to which employers communicate and allow or encourage stakeholders to share or participate in organizational decision-making. Stakeholder involvement also encourages participatory decision making, productivity is expected to increase since commitment by stakeholders towards implementation of decisions to achieve enhanced productivity and overall organizational goals will be high and help reduce agitations, misconceptions and lack of commitment on the part of employees (Ouyabaka, 2017). It is a creative process that gives ownership of decisions to the whole group, thus favoring individual input in the management of the organization. Balogun and Johnson (2018) suggest that an effective organization is likely to involve all key stakeholders in the development and implementation of strategy and policy. Stakeholder involvement is essential throughout the implementation process, and a communication strategy is needed to inform and engage the stakeholders. The need for stakeholder involvement in communication during project implementation stems from the unique intermediary role played by the public (Robyn, 2016). The effectiveness of stakeholder involvement in communication is tested when institutions fail or there is a wave of failures.

2.2.3 Team Capacity.

Team capacity at the individual level are the characteristics that a team member ought to have to successfully get involved in teamwork (Baker et al., 2018). A capacity is generally defined as a

combination of skills, knowledge, attributes and behaviors that enables an individual to perform a task or an activity successfully within a given job (Brooks & Silva, 2016). Figl (2017) further explains that team capacity can also be broken down to knowledge, critical thinking, collaboration, attitude, and skill competencies. Eagly & Chaiken (2017) defined attitude as a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor. Knowledge is the practical or theoretical understanding of subjects (Brooks & Silva, 2016). Brooks & Silva, (2016) further defined skills as natural or learned capacities to perform acts. Collaboration involves working with others to achieve a common goal (Zaim et al., 2017) whereas Critical thinking involves using reasoning and criteria to conceptualize, evaluate or synthesize ideas (Figl, 2017).

Boyatzis and Boyatzis (2018) analyzed managerial capacity and defined capacity as an underlying characteristic of someone that could be a motive, trait, skill, facet of one's self-image, social role, or a body of information that he or she uses. These characteristics are disclosed in noticeable and recognizable patterns of behavior, associated with job performance and frequently embody knowledge, skill, and capabilities (Kozlowski and Bell, 2017). In another definition, capacity is indicated as a way of being able to perform a labor role to an outlined customary concerning real operating environments (Zaim et al., 2017).

Several studies showed that capacity is a cluster of linked Knowledge, skills characteristics, and attitudes that correlate with effective performance (Hirschfeld et al., 2017). The present study will adopt Figl (2014) definition since it identifies traits which will be used as indicators to measure Team capacity that embody knowledge, skills, critical thinking, collaboration and attitudes that allow team members to work together effectively to attain a standard goal.

2.3 Review of theories

The study is based on the stakeholder theory and the stewardship theory to explain the relationship between stakeholders' involvement, team capacity and project performance of Rural Electrification Projects.

2.3.1 Stakeholder Theory

Stakeholder theory posits two views: moral and strategic (Freeman, 1999). The moral view suggests that those impacted by an organization's operations have a right to be informed and to demand certain standards of performance (Freeman, 1984; Mitchell et al., 1997), indicating a balancing of interests and benefits. Williams and Adams (2013) applied the moral view to investigate employee disclosures from a stakeholder perspective. In contrast, the strategic view tends to underscore the benefits to the organization in terms of its ability to fulfill its objectives (Freeman, 1984). Greenwood (2007) further delineates the strategic view into the managerialist and social control/construction. The managerialist view, similar to Freeman's (1984) strategic view, recognizes that the stakeholders can provide benefits to the organization in such ways as legitimization and social license to operate, risk management, and learning (Sillanpaa, 1998). The social control/construction emerges from the critical theories and suggests a dominance of the organization over the stakeholders in an immoral or unethical manner (Livesey and Kearins, 2002). Therefore, stakeholders can be managed in various ways depending on the organizational value in expected outcomes (Logsdon and Lewellyn, 2000; Rasche and Esser, 2006). Consequently, companies develop diverse types of relationships with their stakeholders

2.3.2 The stewardship theory

The theoretical framework that will underpin the study was Davis et al. (1997) stewardship theory. They defined the steward theory "a steward as protecting and maximizing shareholders wealth

through firm performance, because by so doing, the stewards' utility functions are maximized." In this perspective, stewards are company executives and managers working for the shareholders, protects and make profits for the shareholders. Unlike agency theory, stewardship theory stresses not on the perspective of individualism (Donaldson & Davis, 1991), but rather on the role of top management being as stewards, integrating their goals as part of the organization. The stewardship perspective suggests that are satisfied and motivated when organization success is attained.

Agyris (1973) further argues theory looks at an employee or people as an economic being, which suppresses an individual's own aspirations. However, stewardship theory recognizes the importance of structures that empower the steward and offers maximum autonomy built on trust as adapted by Donaldson & Davis, (1991). It stresses on the position of employees or executives to act more autonomously so that the shareholders' returns are maximized, indeed, this can minimize the costs aimed at monitoring and controlling behaviors (Daviset al., 1997).

On the other end, Daly et al. (2003) argued that in order to protect their reputations as decision makers in organizations, executives and directors are inclined to operate the firm to maximize financial performance as well as well as shareholders' profits. In this sense, it is believed that the firm's performance can directly impact perceptions of their individual performance. Indeed, Fama (1980) contend that executives and directors are also managing their careers in order to be seen as effective stewards of their organization.

Basing on the above the theories above that is the stakeholder and stewardship theories assumptions, these theories are important in this study because they help the researcher to understand how knowledge, skills and abilities possessed, communication, engagement, and compliance by stakeholders and team members of rural electrification projects influence the project performance.

2.4 Relationship between the variables.

2.4.1 Stakeholder involvement and Project Performance

According to the PMI (2017), stakeholder involvement is one of the factors that increase the performance rate of the project (Project Management Institute, 2017) for example In a study conducted by Johansen, Eik-Andresen and Ekambaram (2018) on stakeholder benefit assessment and project performance using a qualitative methodology, findings revealed that stakeholder involvement might be a challenge to project performance in terms of creating disagreements and uncertainties. However, stakeholders strongly influenced project performance, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for successful project management and implementation.

This is supported by Sachs and Ruhli (2017), whose study, using a descriptive design revealed that the extent to which the firm devotes efforts to engage its stakeholders represents a strategic choice for managers about their firms' activities and has a bearing on project success. This is in line with a study carried out by Edelenbos, &Klijn, (2016) using a combined longitudinal data set consisting of a representative sample of 69 Dutch local governments and 3,434 clients of the Social Support Act. The study established that it becomes very easy for the stakeholders to buy in and to implement the plan if they have been involved in the decision-making process therefore stakeholders' involvement had a positive influence towards project performance.

Menoka, (2016) carried out a study on stakeholder Involvement and sustainability-related project performance in construction. The study focused on stakeholder Involvement with the aim to improve the construction project performance through achieving construction sustainability. A framework was developed which integrated stakeholders with sustainability driven project performance. This research performed an empirical investigation through mixed-method research

as the appropriate research technique. ANOVA revealed the variation of the perception of participant's roles and companies' strategic focuses towards the stakeholder's Involvement, construction sustainability and construction project performance. Based on the findings from the interview and questionnaire survey a conceptual framework was set out that underlined the preparation and presentation of stakeholder Involvement to improve the construction project performance through achieving construction sustainability.

This derived framework demonstrated that such Involvement can be valuable in anticipating the expectations of the different stakeholders from the projects, which may impact on behavior.

Pavez et al., (2021) assessed the effectiveness of organizations through interviews with managers of twenty (20) different projects. The projects covered energy, aerospace, and chemical endeavors. According to their study, stakeholder Involvement in solving problems was found preferable to project performance. They termed communication among the managers as a critical need. Furthermore, they found the project variables such as, clearly defined cost effectiveness, timeliness, service quality in response to need and a team engagement, as critical variables for performance.

On the contrary, Dvir et al., (2008) noted that stakeholders may have varying opinions which affect project success. Johansen et al., (2018) also stated that stakeholder involvement might be a challenge to project performance in terms of creating disagreements and uncertainties. Therefore, there is a need for comprehensive criteria that reflect the interests and views of all stakeholders in order for them not to hinder project performance. Whereas the literature shows that stakeholder

involvement is important in projects, there is little mention on how the involvement of stakeholder influences project performance, an area which this study will look into.

2.4.2 Team Capacity and Project Performance

Team capacity is usually seen as a cluster of connected knowledge, skills, and attitudes that affects a significant part of one's job (a role or responsibility), that correlates with performance on the work that can be measured against well-accepted standards, which may be improved via training and development. (Özçelik and Ferman, 2016).

Brunow & Blien, (2016) claim that there is a study association between capacity and project performance. It is majorly because; organizations have noticed that the ability and knowledge utilization of their workforce is the key to realize sustainable competitive advantage

A stable and effective team with a strategic outlook and accentuating human resources is crucial for project performance (Lau & William, 2018). If the team is functioning effectively and performing well, it becomes expensive to imitate which in turn will improve its performance for example transitional economies, like China (Barclay & Osei-Bryson, 2019). Once this team incorporates a proactive market-focused strategic orientation, a project will be able to attain a higher level of innovation and firm performance (Zhou et al., 2019). Team capacity additionally allows the project to remodel resources into price offerings, therefore increasing the project's performance (Lau & Lo, 2018).

Morgan and Autry (2019) additionally added that it's not enough to possess resources and capabilities, how capabilities are deployed is more vital for making and sustaining competitive advantage than their mere possession. It is, therefore, the mixture of team skills (technical, human

and abstract skills) and the conversion of those skills into performance to result into project performance (Morgan and Autry, 2019).

2.4.3 Stakeholder involvement, Team Capacity and Project Performance

Gido and Clements (2019) concluded that high degree of cooperation, trust, open, timely effective communication and ethical behavior were important factors for project performance. Previous studies in scope of team capacity and stakeholder involvement remarked that the performance of a project is heavily dependent on appropriate management of internal conflicts, effective communication, setting and compliance on comprehensible goals and critical thinking of the team and engagement of the stakeholders (Kerzner and Saladis, 2015; Dalal, 2014). Effective communication of stakeholders and critical thinking of team has been strongly linked with project performance (Clutterbuck, 2017; Hernon and Rossiter, 2016).

Kerzner (2015) indicated that inadequate communication and poor attitude as well as skills is a major drawback to the development of projects as it induces low motivation levels, drops in team spirit; and it contributes to poorly stated targets and poor project control, coordination and flow of work.

Stevens and Campion (2014) reviewed literature on knowledge, skills, ability need for as well as compliance ,communication and concluded that good interpersonal relations, team initiative approaches, honesty, respect, trust, openness and collaborative behavior and cooperative attitude of team members as well as effective communication to the stakeholders are particularly attractive and unique factors linked to good project performance.

Scarnati (2017) pointed out that by following proper structure of organization, enduring effective communication, making resources available, developing skills among team members, promoting

respect for culture differences of the corporate and the conditions in which teamwork is conducted and stakeholders involved can lead to effective and high performing projects.

Camilleri (2017) stated that knowledgeability and attitude of the team, management skills, employee commitment, participation and effective communication to stakeholders at all levels as well as engagement of the stakeholders are the important factors for the successful outcomes of projects.

Chan and Tam (2018) concluded that the influential factors affecting performance of the project from quality point of view include the effectiveness of communication by the project manager. They also indicated that nature, scope and complexity of the project, role of construction team leader, critical thinking, knowledge and skills of the team, environment, procurement method and client size are also additional factors that affect the performance of the project.

2.4.4 Conclusion

It can be realized from the above extant literature that stakeholder involvement, team capacity, and project performance are correlated. The literature on team capacity identify traits such as knowledge, attitude, critical thinking and collaboration as the major factors that influence project performance. While the literature on stakeholder involvement identifies engagement, communication and compliance as determinants of project performance. Project performance can, therefore, be improved if these indicators are optimized but there is still ambiguity regarding the appropriate variables that might serve as proxies for project performance and therefore the need for the current study.

Besides, the literature on the independent variables and the dependent variable were conducted in isolation as the literature on the three variables together is scanty therefore the current study intends

to fill the gap. The study intends to investigate the stakeholder involvement, team capacity and performance of rural electrification projects in south western Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The chapter covers research design, study population, study sample size, study unit of inquiry, study unit of analysis, analysis, sampling techniques, data collection methods, research instruments, operationalization and measurement of variables, reliability and validity, data analysis, ethical considerations and limitations of the study.

3.1 Research Design

A quantitative cross sectional design was used to answer the research questions. This design was used because according to Polit and Beck (2010), this design gives rise to a more economical mode of collection of data at one point in time and which is a fundamental objective in analysis due to the timing similarity. The research employed a survey design comprising of quantitative data collection approach, to allow the collection of large amount of data from a sizable population in a highly economical way. The quantitative data was collected and analyzed quantitatively using inferential statistics in order to be able to establish and assess relationships between the study variables as intended by the study objectives (Saunders et al., 2009).

3.2 Study Population

The population of the study was 38 projects (Auditor general, 2022). These projects comprised of only projects which were not completed in time.

3.3. Study Sample size

Using Krejcie & Morgan's (1970) table for determining the sample size, the sample size for this study comprised of 34 projects.

3.4 Study unit of Inquiry and Analysis.

3.4.1 Unit analysis

The unit of analysis was the rural electrification projects in south western Uganda which were not yet completed and their time to be completed had expired or they were behind the schedule.

3.4.2 Unit inquiry

The unit of inquiry was one project manager, 3 foremen for each project and 2 heads of engineering for each project.

3.5 Sampling techniques

The study adopted a simple random sampling technique to select a representative sample of the projects. This is because simple random sampling helps to avoid selection bias (Sekaran, 2003). On the selection of the respondents, purposive sampling was used because the respondents chosen have the knowledge on the subject matter. A lottery method was employed to select the number of projects required, this involved writing the names of all the projects on different small pieces of paper, then placed in a box, and picked one by one without replacement until the required number would be achieved.

3.6 Sources of Data and Data Collection Instruments

Primary data formed the main data source for this study. Data was collected using a self–administered close-ended questionnaire. The questionnaire was divided into major sections to address specifically every variable in the model. These included; background information, stakeholder involvement, team capacity and project performance.

3.7 Operationalization and Measurement of Variables

The independent variables were stakeholder involvement and team capacity while the dependent variable was project performance. These variables were measured using item scales developed by previous scholars drawn from existing literature and theories. The items required the respondents to assess themselves with the statements using a 5-point Likert scale, that is; 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree

Stakeholder involvement was measured in terms of engagement, communication and compliance (Discenza and Forman, 2017; Probst (2016). Flagestad (2016) defined stakeholder involvement as the practice whereby an organization agrees to positively involve stakeholders in its activities.

Discenza and Forman, (2017) states that communication, compliance and involvement are essential elements of stakeholder involvement.

Team capacity was measured in terms of attitude, knowledge and critical thinking and collaboration (Brooks & Silva, 2016; Figl, 2017). As established by Dasí et.al, (2021), team capacity is the core feature for project performance in a work setting. Team capacities at the individual level are the characteristics that a team member has in order to successfully engage in teamwork (Baker et al., 2018). Capacities are a cluster of correlated knowledge, skills, characteristics, and attitudes that correlates with effective performance (Özçelik & Ferman, 2016). Teams play the crucial role of bridging the relationship between individual performance and project performance (Hirschfeld et al., 2017).

Project performance was measured in terms of timeliness, cost effectiveness, service quality and scope (Davis 2016; Tabish and Jha 2011). This is further summarized in the table 3.1.

Table 3.1: Operationalization and Measurement of Variables

Variables	Constructs	Definition & Measurement	Authors
project performance	Timeliness, Cost effectiveness, Service quality Scope	Project performance is among the most researched topics in project management literature. Although there is a vast amount of studies which provide an in-depth investigation of project success, there is no consensus on different aspects of it (Davis 2016).	Davis 2016; Tabish and Jha 2011
Stakeholder involvement	Engagement, Communication Compliance	According to Turner and Zolin, (2017) stakeholder involvement refers to the practice whereby an organization agrees to positively engage stakeholders in its activities. Stakeholder involvement is a process which is concerned with engagement of stakeholders	Discenza and Forman, 2017; Probst (2016

		to decide in advance what, when, why, how, and who shall do the work (Discenza and Forman, 2017).	
Team capacity	Attitude, Knowledge and critical thinking Collaboration	Team capacity at the individual level are the characteristics that a team member ought to have to successfully get involved in teamwork (Baker et al., 2018). A capacity is generally defined as a combination of skills, knowledge, attributes and behaviors that enables an individual to perform a task or an activity successfully within a given job (Brooks & Silva, 2016).	Brooks & Silva, 2016; Figl, 2017

3.8 Validity and Reliability

To ensure that the data collected was of good quality, validity and reliability of the research instrument was carried out (Pallent, 2005)

3.8.1 Validity

Validity is the extent to which research instruments measure what they are intended to measure (Osoand, 2008). The researcher used the expert judgment to verify the validity of the instruments. Five experts were approached to rate the instruments including three academicians and two practitioners in the field of management. The experts rated each item as either relevant or not relevant. Validity was determined using Content Validity Index (CVI). CVI=Items rated relevant by both judges were divided by the total number of items in the questionnaire as shown here under.

$$CVI = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}}$$

As recommended by Amin (2005), for the instrument to be valid, the CVI should be at least 0.7.

3.8.2 Reliability

Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003). Reliability tests indicate the extent to which it is without bias or free from error, and hence ensures consistent measurement across time and across the various items in the instrument. The Cronbach alpha's coefficient test was used to measure the consistency of the scale used in this study.

Table 3.2: Validity and reliability results

Variable	CVIs	Chronbach's Alpha
1. Project Performance	0.814	0.917
2. Stakeholder Involvement	0.769	0.878
3. Team Capacity	0.862	0.739

3.9 Data Processing and Analysis

Data from the field was encoded, entered into SPSS, edited, cleaned and aggregated using a contract as a breaking variable. The process of cleaning included missing value analysis, testing for outliers and aggregation of the data given the fact that three individuals were taken from each contracts. This was followed by testing the parametric assumptions. This was necessary given the nature of the research objectives. Data analysis techniques to be adopted included Pearson's correlation to test the associations between the study variables and regression analysis to determine the predictive power of the variables.

3.10 Ethical Considerations

The major ethical problem that was anticipated in this study was that of privacy and confidentiality of the subject's information. To ensure privacy, the subjects were informed upfront that indeed their names were not be required (Mugenda & Mugenda, 2003). To ensure confidentiality, the

subjects were informed upfront that the information that they gave was solely used for academic purposes and data obtained on private matters was treated with confidentiality (Amin, 2005).

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.

This chapter presents the findings of the study generated from data analysis and relevant interpretations in relation to the objectives of the study and the research questions. It includes descriptive statistics, Pearson correlations and multiple regression analysis. The results were presented in an effort to satisfy the following research objectives;

i. To establish the relationship between stakeholder involvement and Performance of Rural Electrification Projects in South Western Uganda.
ii. To establish the relationship between team capacity and Performance of Rural Electrification Projects in South Western Uganda.

iii. To establish the combined effect of stakeholder involvement and team capacity on Performance of Rural Electrification Projects in South Western Uganda.

4.1 Participation rate

Out of the 34 projects that were targeted, the researcher managed to collect data from 32 projects this made the participation rate 94.1% which is sufficient enough to represent the sample targeted. Within the 32 projects, the researcher managed to retrieve all the questionnaires from all respondents

Demographic characteristics of the Rural Electrification projects staff.

The demographics of the owners/managers of Rural Electrification projects staff in south western Uganda was distributed as indicated in Table 4.1.

Table 4.1: **Demographic characteristics for the respondents**

Category	Item	Frequency	Percent
Gender			
	male	115	58.7
	female	81	41.3
Age			
	21-30	11	5.6
	31-40	93	47.4
	41-50	84	42.9
	above 50	8	4.1
	Total	196	100
Education			
	Bachelors	77	39.3
	Masters	112	57.1

	PhD	7	3.6
	Total	196	100
Status			
	Married	162	82.7
	Single	34	17.3
	Total	196	100

The results in Table 4.1 indicate that majority of the respondents were male (58.7%) and their female counterparts were 41.3%. This implies that both categories of female and male were fully represented and the combination of both male and female bridges the gap of affirmative action which promotes high performance.

In addition, the findings indicated that the age bracket of 31-40 had the highest number of respondents, with 93 individuals, comprising 47.4% of the total. This suggests a significant concentration of participants in their thirties and the age bracket of 41-50, were 84 respondents, representing 42.9% of the total sample. This age group constitutes a substantial portion of the participants had worked with the organization. Furthermore, the majority of the respondents, 112 individuals, held master's degree as their highest educational attainment. This group accounts for 57.1% of the total, indicating a significant proportion of well-educated participants. There were 7 respondents with a doctorate degree, making up 3.6% of the total. This indicates a notable presence of individuals with advanced degrees in the study. Additionally, a number of 162 respondents were married making up 82.7% of the total whereas 34 of the total were found single making up 17.3% of the total.

Table 4.2: **Distribution by demographic characteristics of Rural Electrification Projects.**

Category	**Item**	**Frequency**	**Percent**
Time spent			
	1-5years	12	38.2
	6-10years	15	47.1
	more than 10years	5	14.7
Number of employees			
	21-30	2	5.9

	31-40	16	50
	41-50	13	41.2
	above 50	1	2.9
	Total	**32**	**100**

The majority of the Rural Electrification Projects in South western Uganda 16 in total, have 31-40 employees, representing 50% of the sample. This indicates that a significant proportion of the Rural Electrification Projects in South western Uganda surveyed fall within this employee range whilst 1 Rural Electrification Projects in South western Uganda have above 50 employees, making up 2.9% of the total. This suggests a smaller proportion of Rural Electrification Projects in South western Uganda with larger employee counts in the study. In addition, the Rural Electrification Projects Existence Period in south western Uganda, The majority of the Rural Electrification projects 15 in total, have an existence period ranging from 6 to 10 years, accounting for 47.1% of the sample. This indicates a significant concentration of Rural electrification projects in South western Uganda that have been operating within this time frame and 5 Rural electrification projects have an existence period of more than 10 years in south western Uganda making up 14.7% of the total. This suggests an even smaller proportion of Rural electrification projects that have been operating for a slightly longer duration in south western Uganda.

In summary, the majority of the surveyed Rural electrification projects in this study have 31-40 employees and an existence period ranging from 6 to 10 years. These findings provide insights into the demographic characteristics of the Rural electrification projects in South western Uganda in terms of their size and operational experience. Further analysis could explore the relationship between the number of employees and the existence period of Rural electrification projects with Stakeholder involvement and team capacity with project performance in Rural Electrification Projects in South Western Uganda.

4.2 Pearson Correlation matrix

Pearson's Correlation analysis was conducted to measure the strength of linear associations between the study variables and is denoted by r. The Pearson correlation coefficient, *r*, can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. The study variables were measured on a continuous scale, and thus Pearson correlation was found to be the most appropriate to test the relationships between the variables.

Table 4.3: Correlation Results

Variables	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Stakeholder involvement -1	1									
engagement-2	.311**	1								
communication-3	.577**	.379**	1							
Compliance-4	.332**	0.09	0.085	1						
Team capacity -5	.595**	.762**	.726**	.536**	1					
attitude-6	.345**	.790**	.302**	.263**	.689**	1				
critical thinking-7	.624**	.331**	.624**	0.064	.654**	.310**	1			
knowledge-8	.663**	.200**	.171*	.728**	.515**	.310**	.140*	1		
Collaboration-9	-0.132	0.08	-0.098	0.055	0.02	0.005	-0.089	-0.025	1	
Project Performance -10	.636**	.593**	.568**	.464**	.501**	.679**	.598**	.592**	.431**	1

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Stakeholder Involvement and Project Performance in Rural Electrification Projects in South Western Uganda.

The results in Table 4.2.1 indicate that there is a positive significant relationship between stakeholder Involvement and Project Performance in Rural Electrification Projects in South Western Uganda is ($r=.636$, $p<.01$). This implies that any positive change in stakeholder Involvement will result in a positive change in Project Performance in Rural Electrification Projects in South Western Uganda.

Team Capacity and Project Performance in Rural Electrification Projects in South Western Uganda:

The results in Table 4.2.1 indicate that there is a positive significant relationship between Team Capacity and Project Performance in Rural Electrification Projects in South Western Uganda ($r=.501$, $p<.01$). This implies that any positive change in Team Capacity will result in to a positive change in Project Performance in Rural Electrification Projects in South Western Uganda.

The combined effect of stakeholder involvement and team capacity on Performance of Rural Electrification Projects in South Western Uganda.

The combined effect of stakeholder involvement and team capacity on Performance of Rural Electrification Projects in South Western Uganda was achieved by running a regression analysis which provides adjusted coefficient of determination which provides the contribution of the two variables on the dependent variable. The results are presented in Table 4.2.2.

Multiple regression analysis

A multiple regression analysis was run to explain the predictive power of the independent variables to the dependent variable and to show the causal relationship among the study variables.

Table 4.4: Multiple regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.726	.347		-2.092	.0038
	Stakeholder involvement	.38	.146	.238	2.604	.001
	Team capacity	.612	.166	.446	4.885	.000
R	.652[a]					
R Square	.425					
Adjusted R Square	.419					
F	198.311					
Sig.	.000[b]					

a. Dependent Variable: Project Performance

The regression analysis results reveal the presence of significant relationships between Stakeholder involvement and team capacity with project performance in Rural Electrification Projects in South Western Uganda. The significance rate, as indicated by the p-values, provides crucial information about the statistical significance of these relationships.

Stake holder involvement has positive significant relationship with project performance in Rural Electrification Projects in South Western Uganda (Beta=.238, $p<.05$). Thus implying that a unit increase in Stakeholder involvement is associated with a significant increase of 0.238 in project performance in Rural Electrification Projects.

Likewise, Team capacity has a positive significant relationship with project performance in Rural Electrification Projects in South Western Uganda (Beta=.446, $p<.05$). This implies that any unit increase in Team capacity is associated with a statistically significant increase of 0.446 in project performance in Rural Electrification Projects.

In summary, the analysis demonstrates a statistically significant relationship between both Stakeholder involvement and team capacity with project performance in Rural Electrification

Projects in South Western Uganda. These findings underscore the importance of considering and enhancing these factors to improve the likelihood of successful project performance. Finally the regression results indicate that 41.9% (Adjusted R Square=.419) of the variations in project performance is explained by Stakeholder involvement and team capacity, this also implies that the remaining 58.1% is explained by other factors not considered in this study.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses all the findings reported in chapter four based on the research questions and objectives, draws conclusions and suggests recommendations for the findings, limitations of the study and also proposes some areas for further research.

5.1 Discussion of Findings

The discussions of results were based on the objectives and findings of the study as below;

5.1.1 Stakeholder involvement and project performance

From the findings, it indicated that there is a positive significant relationship between Stakeholder involvement and project performance in Rural Electrification Projects in South Western Uganda. This implies that any positive change in Stakeholder involvement will result in to a positive change in project performance. In other words, the project management engaging in the feasibility study, the project managers being aware of demands, looking for workers, being engaged during demarcation of where poles are supposed to pass, being engaged during compensation thus improving project performance. Furthermore it can be noted that with Project management team

communicating to the workers all they need to do during construction, The government communicating well about the relevancy of the power lines, Project management team communicating to the workers about communication channels to follow in case of any complaint therefore workers are aware about the procedures to follow in case they are not paid thus improving project performance in rural electrification.

It can further more be noted that a positive change in compliance results into better project performance. In other words, All the standards were given to the workers before the project started, the workers know the power routes well, workers know all the steps to be followed before power lines are started and workers followed guidelines from ERA thus improving project performance in rural electrification in south western Uganda.

According to Iqbal (2022), higher interest rates encourage businesses to take on projects with a lesser chance of success but bigger payoffs if they succeed. Muhammad et al (2019) also stated that because the financial institution cannot control all borrowers' actions due to imperfect and costly information, the MFI will formulate loan contract terms to encourage borrowers to act in the financial institution's best interests and to attract low-risk borrowers.

According to Shiferaw & Abuye (2019), the interest rate has an impact on the loan's utilization, repayment, and overall business performance. When the interest rate is high, borrowers have a tendency to keep a portion of the borrowed money to pay the interest or to use business capital to pay the interest. Interest on borrowing, according to Shu-Teng et al, (2015), is one of the expenses of production. Because as the costs of servicing the loan (interest rate) rises, the chance of loan repayment default also rises.

According to Coker & Audu (2015), an increase in interest rates has a detrimental impact on borrowers since it reduces their incentive to take actions that help them repay their loans. According to Firafis (2015), the grace period is the time offered to the borrower by the financial institution before the first installment is due. In other words, it is the period of time between the disbursement of the loan to the loan applicant and the payment of the first installment.

Makorere (2014) discovered when conducting research in Tanzania that most financial institutions only provide a one-month grace period, which was deemed insufficient for small business owners to begin realizing enough money to begin repaying their loans. Makerere (2014) also discovered that enterprises who are given enough grace time never default. Ssekiziyivu et al, (2018) noticed that if the loan duration is too short, the borrower is unable to create sufficient money to make repayments, whereas a longer loan term may cause the customer to become extravagant, resulting in the client's failure to repay. Small and Medium Enterprises will not seek for loans if they believe the payback time is not flexible, according to Kakuru (2008). The loan conditions should fit the cash patterns in order to help the client budget financial flows (Stiglitz & Weiss, 1981). According to Atieno (2001), strict lending restrictions deter borrowers from applying for bank loans, even when they are looking for money to fund viable investment initiatives. For example, pledging business collateral inhibits a company's capacity to get future loans from other lenders, putting the lending bank in a position of power (Charles & Mori, 2017). According to the PMI (2017), stakeholder involvement is one of the factors that increase the performance rate of the project (Project Management Institute, 2017) for example In a study conducted by Johansen, Eik-Andresen and Ekambaram (2018) on stakeholder benefit assessment and project performance using a qualitative methodology, findings revealed that stakeholder involvement might be a challenge to project performance in terms of creating disagreements and uncertainties. However,

stakeholders strongly influenced project performance, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for successful project management and implementation.

This is supported by Sachs and Ruhli (2017), whose study, using a descriptive design revealed that the extent to which the firm devotes efforts to engage its stakeholders represents a strategic choice for managers about their firms' activities and has a bearing on project success. This is in line with a study carried out by Edelenbos, &Klijn, (2016) using a combined longitudinal data set consisting of a representative sample of 69 Dutch local governments and 3,434 clients of the Social Support Act. The study established that it becomes very easy for the stakeholders to buy in and to implement the plan if they have been involved in the decision-making process therefore stakeholders' involvement had a positive influence towards project performance.

Menoka, (2016) carried out a study on stakeholder Involvement and sustainability-related project performance in construction. The study focused on stakeholder Involvement with the aim to improve the construction project performance through achieving construction sustainability. A framework was developed which integrated stakeholders with sustainability driven project performance. This research performed an empirical investigation through mixed-method research as the appropriate research technique. ANOVA revealed the variation of the perception of participant's roles and companies' strategic focuses towards the stakeholder's Involvement, construction sustainability and construction project performance. Based on the findings from the interview and questionnaire survey a conceptual framework was set out that underlined the preparation and presentation of stakeholder Involvement to improve the construction project performance through achieving construction sustainability.

5.1.2 Team Capacity and Project Performance.

From the findings, it indicated that there is a positive significant relationship between Team Capacity and Project Performance in Rural Electrification Projects in South Western Uganda. This implies that any positive change in managerial competencies will result in to a positive change in loan repayment performance. In other words, having the right attitude in terms of wanting to see the project finished in time, having a right attitude towards fellow employees, project managers taking positively the advice from employees, having positive attitude towards the local people ideas, listening to supervisors well improves project performance in Rural Electrification Projects in South Western Uganda. Furthermore, a positive change in Critical thinking in terms of project managers thinking through any idea before its put in practice, thinking critically about the beneficiaries of the project, having a room for thinking about the new ways of finishing the project in time in turn improves the project performance in Rural Electrification Projects in South Western Uganda. It has furthermore been noted that project managers with the knowledge on how to run day to day work, knowledge about local demands, knowledge on what the government wants, knowledge on the standards required are more likely to improve the project performance of Rural Electrification Projects in South Western Uganda.

Coloration as a skill amongst project managers in terms of proper collaboration with the local people, with the government, with supervisors as well as with employees improves project performance in Rural Electrification Projects in South Western Uganda

Brunow & Blien, (2016) claim that there is a sturdy association between capacity and project performance. It is majorly because; organizations have noticed that the ability and knowledge utilization of their workforce is the key to realize sustainable competitive advantage

A stable and effective team with a strategic outlook and accentuating human resources is crucial for project performance (Lau & William, 2018). If the team is functioning effectively and performing well, it becomes expensive to imitate which in turn will improve its performance for example transitional economies, like China (Barclay & Osei-Bryson, 2019). Once this team incorporates a proactive market-focused strategic orientation, a project will be able to attain a higher level of innovation and firm performance (Zhou et al., 2019). Team capacity additionally allows the project to remodel resources into price offerings, therefore increasing the project's performance (Lau & Lo, 2018).

Morgan and Autry (2019) additionally added that it's not enough to possess resources and capabilities, how capabilities are deployed is more vital for making and sustaining competitive advantage than their mere possession. It is, therefore, the mixture of team skills (technical, human and abstract skills) and the conversion of those skills into performance to result into project performance (Morgan and Autry, 2019).

5.1.3 The combined effect of stakeholder involvement and team capacity on Performance of Rural Electrification Projects in South Western Uganda.

As the predictive power of stakeholder involvement and team capacity on Performance of Rural Electrification Projects in South Western Uganda is 41.9% of the variations in project performance is explained by stakeholder involvement and team capacity. This explains that a statistically positive significant relationship between both stakeholder involvement and team capacity on

Performance of Rural Electrification Projects. These findings underscore the importance of project managers positively engaging stakeholders in project activities**,** stakeholder involvement in communication and compliance during project implementation, enhancing team capacity in terms of attitude, critical thinking, knowledge and coloration thus improving the likelihood of project performance.

Gido and Clements (2019) concluded that high degree of cooperation, trust, open, timely effective communication and ethical behavior were important factors for project performance. Previous studies in scope of team capacity and stakeholder involvement remarked that the performance of a project is heavily dependent on appropriate management of internal conflicts, effective communication, setting and compliance on comprehensible goals and critical thinking of the team and engagement of the stakeholders (Kerzner and Saladis, 2015; Dalal, 2014). Effective communication of stakeholders and critical thinking of team has been strongly linked with project performance (Clutterbuck, 2017; Hernon and Rossiter, 2016).

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Stevens and Campion (2014) reviewed literature on knowledge, skills, ability need for as well as compliance ,communication and concluded that good interpersonal relations, team initiative approaches, honesty, respect, trust, openness and collaborative behavior and cooperative attitude of team members as well as effective communication to the stakeholders are particularly attractive and unique factors linked to good project performance.

Scarnati (2017) pointed out that by following proper structure of organization, enduring effective communication, making resources available, developing skills among team members, promoting respect for culture differences of the corporate and the conditions in which teamwork is conducted and stakeholders involved can lead to effective and high performing projects.

Camilleri (2017) stated that knowledge ability and attitude of the team, management skills, employee commitment, participation and effective communication to stakeholders at all levels as well as engagement of the stakeholders are the important factors for the successful outcomes of projects.

Chan and Tam (2018) concluded that the influential factors affecting performance of the project from quality point of view include the effectiveness of communication by the project manager. They also indicated that nature, scope and complexity of the project, role of construction team leader, critical thinking, knowledge and skills of the team, environment, and procurement method and client size are also additional factors that affect the performance of the project.

5.2 Conclusions

From the findings, it can be concluded that engagement is a significant predictor of Stakeholder involvement and project performance in Rural Electrification Projects in South Western Uganda since it is confirmed by both correlation and regression results. This can further imply that Stakeholder involvement in Rural Electrification Projects will improve if there is an improvement in engagement, communication and compliance amongst the stake holders thus resulting into a positive change in project performance in rural electrification projects in south western Uganda. It can further more be concluded that any positive change in the team capacity of the project managers will result into better project performance. It is therefore vital for the managers in Rural

Electrification Projects to improve their Attitude, critical thinking, knowledge and coloration since these will improve their ability to complete projects on time set as well completing projections with the amount set for them thus improving project performance.

5.3 Recommendations

It also be recommended that there is a need to train head engineers and project managers by ERA this will develop their communication, compliance and engagement skills, help increase their knowledge, critical thinking abilities and attitude thus increasing project performance.

A Combination of both engaged stakeholders and strengthened team capacity is crucial for the increase in project performance in Rural Electrification Projects in South Western Uganda.

5.4. Limitations of the study

The current study adopted a quantitative design leaving out the qualitative aspects that would provide an explanation for the situation

The current study also adopts a cross sectional approach where a single period data was considered. Therefore the chronological aspects of team capacity affecting the project performance in Rural Electrification Projects in South Western Uganda.

The current study only consider Rural Electrification leaving out other institutions that provide Rural Electrification regulations. Only Stake holder involvement and team capacity were put into consideration leaving out other factors that influence project performance in Rural Electrification Projects in South Western Uganda

5.5. Areas of further research

i. The study adopted a cross sectional design where data is collected at one point in time and the findings from such studies are always limited to the current period only hence future

studies should look at a longitudinal research design where project performance is monitored for a long period of time

ii. The study was restricted to a quantitative approach using a structured questionnaire to elicit information from the respondents meaning that other features that can be observed were not included in the findings and thus future research should incorporate qualitative factors using for example observations and interview guide.

iii. In this study, the variables of stakeholder involvement and team capacity contributed 41.9% towards project performance. Further research should explore other determinants of project performance and if possible, variables that need to be combined with these variables in order to stimulate loan repayment performance in project performance in Rural Electrification Projects in South Western Uganda.

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APPENDIX 1: RESEARCH QUESTIONNAIRE

Dear respondent,

Your entity has been selected to participate in a study titled "between stakeholder involvement, team capacity and Performance of Rural Electrification Projects in South Western Uganda". **This study is being carried out by …..a student pursuing …… at Makerere University Business School.** This study is intended for only academic purpose. The information provided will be treated as highly CONFIDENTIAL. The researcher guarantees the destruction of the acquired information by burning once the data has been analyzed and inferences drawn. Your co-operation is highly appreciated.

SECTION A: Background information

SECTION A: Background Information

For each of the following questions, please tick what applies to you.

Ai. Bio data

A1. Gender

Please (indicate your gender)

(1) Male ☐ (2) Female ☐

A2 .Age Indicate your age bracket

(1) 10-20 ☐ (2) 21-30 ☐ (3) 31-40 ☐ (4) 41-50 ☐ (5) above 50 ☐

A3. Education (Select your highest level of education qualification)

(1)Certificate ☐ (2) Diploma ☐ (3) Bachelors ☐

(4) Masters ☐ (5) PhD ☐

A4. Status (Indicate your marital status)

(1) Married ☐ (2) Single ☐ (3) Divorced ☐

A5. Time spent by the project?

(1) Less than 1year ☐ (2) 1-5years ☐ (3) 6-10years ☐ (4) more than 10years ☐

A5 .Number of employees

(1) 10-20 ☐ (2) 21-30 ☐ (3) 31-40 ☐ (4) 41-50 ☐ (5) above 50 ☐

Section B: Stakeholder involvement

	Engagement	**Strongly disagree**	**disagree**	**Not Sure**	**Agree**	**Strongly agree**
e1	We engaged in the feasibility study	1	2	3	4	5
e2	The project managers are aware of our demands	1	2	3	4	5
e3	We were engaged when they were looking for workers	1	2	3	4	5
e4	We were engaged during demarcation of where poles are supposed to pass	1	2	3	4	5
e5	We were engaged during compensation	1	2	3	4	5
	Communication					
co1	Project team communicated to us all we need to do during construction	1	2	3	4	5
co2	The government communicated well about the relevancy of the power lines	1	2	3	4	5
co3	Project team communicated to us about communication channels to follow in case of any complaint	1	2	3	4	5
co4	we are aware about the procedures to follow in case were not paid	1	2	3	4	5
	Compliance	1	2	3	4	5
c1	All the standards were given to use before the project started	1	2	3	4	5
c2	We know the power routes well	1	2	3	4	5
c3	We know all the steps to be followed before power lines are started	1	2	3	4	5
c4	We followed guidelines from ERA	1	2	3	4	5

SECTION C: Team capacity

	Attitude	**Strongly disagree**	**disagree**	**Not Sure**	**Agree**	**Strongly agree**
at1	We want to see the project finished in time	1	2	3	4	5
at2	We have a right attitude towards our fellow employees	1	2	3	4	5
at3	We take positively the advice from our employees	1	2	3	4	5
id4	We have positive attitude towards the local people ideas	1	2	3	4	5
id5	We listen to our supervisors well	1	2	3	4	5
	Critical thinking					
cr1	We think through any idea before its put in practice	1	2	3	4	5
cr2	We think critically about the beneficiaries of the project	1	2	3	4	5
cr3	we have a room for thinking about the new ways of finishing the project in time	1	2	3	4	5
	Knowledge	Strongly disagree	disagree	Not Sure	Agree	Strongly agree
kk1	We have knowledge on how to run day to day work	1	2	3	4	5
kk2	We have knowledge about local demands	1	2	3	4	5
kk3	We are well knowledgeable about what the government wants	1	2	3	4	5
kk4	We are knowledgeable about the standards required	1	2	3	4	5
	Collaboration					
cc1	We have a proper collaboration with the local people	1	2	3	4	5
cc2	We collaborate well with the government	1	2	3	4	5
cc3	We collaborate well with our supervisors	1	2	3	4	5
cc4	We collaborate well with our fellow employees	1	2	3	4	5

Section D: Project Performance

		Strongly disagree	**disagree**	**Not Sure**	**Agree**	**Strongly agree**
pp1	The project is being completed based on the time set	1	2	3	4	5
pp2	The project will be completed with the amount allocated for it	1	2	3	4	5
pp3	We are within the scope of the project	1	2	3	4	5
pp4	We are meeting all the standards set by government	1	2	3	4	5
pp5	We are meeting all the deadlines in time	1	2	3	4	5

Thank you for participating

Appendix 2: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	300	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: "N" is population size

"S" is sample size.