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STAKEHOLDERS INVOLVEMENT AND IMPLEMENTATION OF MOTORCYCLE TRANSPORT PROJECT.

EVIDENCE FROM TUBANEHAFI MOTORCYCLE COOPERATIVE

BY

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ABSTRACT

The main objective of this research is to analyze the effects Stakeholders involvement and implementation of motorcycle transport project. Evidence from Tubane hafi Motorcycle Cooperative in Rwanda, Kigali City. The study was conducted within Tubane Hafi motorcycle Cooperative in Kigali City the, Rwanda country office. The study covered a period of five years; from 2016 to 2020. Stakeholder theory and Social Network Theories (SNT) was applied to understand community Involvement in the sense that it is assumed that people were considered the implication of their actions before they decide to engage or not to engage in certain behavior. This study adopted descriptive survey research design. This is because it portrays an accurate profile of persons, events or situations and allows the collection of large amounts of data from a sizeable population in a highly economical way. The target population of the study was

Stakeholders of Tubane Hafi Motorcycle Cooperative making total of 820 members. The study adopted stratified random sampling technique to select respondents who represented the target population. Stratified sampling method was used as it involved dividing the target population into various units based on any unifying characteristics as age, gender etc. The study used primary data. The questionnaire used to collect primary data was close-ended questions. Quantitative data was analyzed using descriptive analysis and correlation analysis techniques with the help of Statistical Packages for Social Sciences (SPSS Version 23). Results indicate that ratio of β test modal results into t value was $t=27.086$. which is greater than 1.96, $p=.000$ is less than p value (0.05) and this respond the first question of this research by saying that Stakeholder Involvement in project Monitoring affect the implementation of TUBANE HAFI motorcycle cooperative. The ratio of β test modal results into t value. $t = 33.313$ t value is greater than

1.96, sig= .000, p value (0.05) and this respond the second question of this research which says that Stakeholder Involvement in project Planning influence the implementation of TUBANE HAFI motorcycle cooperative. The ratio of β test modal results into t value was $t=30.892$. which is greater than 1.96, $p=.000$ is less than p value (0.05) and this respond the third question of this research by saying that Stakeholder Involvement in project Implementation contributes to the implementation and project success of TUBANE HAFI motorcycle cooperative.

Key terms: Stakeholder's, Involvement, Implementation

I. INTRODUCTION

Stakeholder management largely accounts for the success of projects particularly that of complex projects (McElroy and Mills, 2020). Stakeholders can be defined as an individual or a group of individuals, who are influenced by or able to influence a project. The strong cooperation of stakeholders is necessary for project success, since a project can be considered a temporary organization of stakeholders pursuing an aim together. McElroy and Mills (2020), indicated that the purpose of stakeholder management is to achieve project success through the continuing development of their interrelationships. Therefore, identifying how stakeholders influence project success is

an important and fundamental issue of stakeholder management (McElroy and Mills, 2020).

Ofori (2013) asserted that project management is "a discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives". Also, Banica et al. (2017) defined project management as "the application of processes, methods, knowledge, skills, and experience to achieve the project objectives which could be defined in terms of outputs, outcomes or benefits" From these definitions, we can conclude that project management is an essential discipline for today's corporate world in order to achieve successful sustainable goals (Banica et al., 2017).

The number and nature of stakeholders will vary with the life of the project; it would therefore make sense to carry out the review of identification throughout the project (Moodley 2012). Stakeholder Involvement can take place in different parts of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs, predetermination of projects, information sharing, consultation, decision-making, partnership and empowerment. Involvement is both a means and an end. As a means, it is a

process in which people and communities cooperate and collaborate in developing the project (Moodley 2012).

STATEMENT OF THE PROBLEM

The challenges faced by taxi moto operators were first raised in 2016 when members of the federation that groups cooperatives of commercial motorcycle taxi operators across the country (Ferwacotamu) petitioned the Speaker of Parliament, calling for a probe into, among other challenges, corruption, lack of coordination between leaders of cooperatives with their institutions and exploitation by cooperative leaders. At the time, the Ministers of Justice and that of Trade, senior Police Officers and senior management of Rwanda Utility and Regulatory Authority (RURA) and RCA were summoned to parliament to shed more light on the issues raised in the petition. The Director General of RCA, said that most of the issues stemmed from the federation's "disorganised" leadership. He said the leadership is being revamped to improve service delivery to its members. "The cooperatives that exist today are being run by motorcyclists from top to bottom," he said. That, he added, is different from how it used to be in the past where they were being led by people who were not part of their profession such as special taxi operators or bus drivers, (Nasra Bishumba, 2018

Speaking on the sidelines of the training on Friday in Gasabo District's Remera Sector, RCA's Chief Cooperative Inspector in the City of Kigali, Abdul Wahab Ntaganda, told The New Times that it has been realised the motorcycle cooperative managers have in most cases been characterised by greed, which has affected thousands of operators saving with them, not to mention their families. "It is unfathomable that a cooperative with 300 or 400 members who work daily and regularly remit their contributions can have their account with no money on it," he said, (Emmanuel Ntirenganya, 2018).

The issue of not involving cooperative members in planning and implementation has lead the researcher to analyze the effects of stakeholders' approach towards the adoption and successful of project from Tubane hafi motorcycle cooperative, In Rwanda. Kigali City because the main objectives of the cooperative were to find employment and houses for habitation to members of the cooperatives.

GENERAL OBJECTIVE

The main objective of this research is to analyze the effects of Stakeholders involvement and implementation of motorcycle transport project. Evidence from Tubane hafi Motorcycle Cooperative in Rwanda.

SPECIFIC OBJECTIVES

The specific objectives of this research are:

- i To assess the influence of Stakeholder Involvement in Project Identification towards the implementation of Tubane hafi motorcycle cooperative,
- ii To examine the effect of Stakeholder Involvement in Project Planning towards the implementation of Tubane hafi motorcycle cooperative,
- iii To assess the influence of Stakeholder Involvement in Project Implementation towards the implementation of Tubane hafi motorcycle cooperative,
- iv To analyze the effect of Stakeholder Involvement in Project Monitoring towards the implementation of Tubane hafi motorcycle cooperative.

RESEARCH QUESTIONS

A research question is a question that a researcher wants to answer. Operationally, research questions are the main basis for how a research paper was made. The following are the research questions for this study:

- i To what extent can Stakeholder Involvement in project Identification affect the implementation of Tubane hafi motorcycle cooperative?
- ii How does Stakeholder Involvement in project planning influence the

implementation of Tubane hafi motorcycle cooperative?

- iii To what extent Stakeholder Involvement in project Implementation contributes to the implementation of Tubane hafi motorcycle cooperative?
- iv To what extent Stakeholder Involvement in project monitoring affect the implementation of Tubane hafi motorcycle cooperative?

SCOPE OF THE STUDY

The study was conducted within Tubane hafi motorcycle Cooperative in Kigali City the, Rwanda country office. The study was carried in Tubane hafi motorcycle Cooperative only because the information needed for this study should be found from the stakeholders of the cooperatives, to whom they can provide reliable information from motorcycle cooperatives which is located at Kigali city.

The research analyzed stakeholders' approaches (Independent variable) to the adoption and success of project (dependent variable), of Tubane hafi motorcycle cooperative, Rwanda. This study aimed to gathering information about Stakeholder Involvement in project Identification, planning, implementation and monitoring with its influence to the project adoption and success of Tubane hafi motorcycle cooperative. Tubane hafi motorcycle Cooperative was chosen

because is one of motorcycle Cooperative created before others and having many stakeholders, and is the place where the researcher can find full of information and data for achieving the objective of the research. The study covered a period of five years; from 2016 to 2020.

LITERATURE REVIEW

CONCEPT OF KEY TERMS

Project

Projects are organizational strategic instrument that lead innovation and create value. However, their failures and challenges cost global businesses, governments and organizations fortune each year. Project management, on the other hand, represented both by its standards of practical application and by the academic literature, also considers the relationship with stakeholders as one of the indispensable areas for the proper development of any project, where success is not understood without the satisfaction of the main stakeholders. However, project management considers stakeholders in a smaller sphere, not in a broader way that implies the deployment of sustainability, and generally does not consider what happens in the long term with a project, once it ends, (Eslerod and Huemann, 2013).

Stakeholders' approaches

Every project consists of different interests, and those who own these interests are called

project stakeholders (Olander & Landin, 2015). The first definition of the word "stakeholder" expressed at the Stanford Research Institute in 1963 which is "those groups without whose support the organization would cease to exist" (Freeman & Reed, 1983). However, stakeholders could be obstructive, rather than a supportive, and this existence required a new definition. Freeman and Reed have developed a new approach that is the definition used today. The researchers handled the stakeholders in two different perspectives: wide and narrow (Freeman & Reed, 1983). From a wide perspective, stakeholders are called individuals or groups that are influenced or influenced by their organization. For example; other stakeholders, society and so on. On the other hand, in the narrow definition, stakeholders are called actors to maintain the existence of the organization. Examples are employees, customers and suppliers (Freeman & Reed, 1983).

Project adoption and success

Project performance ensures that enterprises maximize on profitability, minimize the consequences of risky and uncertain events in terms of achieving the project's objectives and seizes the chances of the risky events from arising (Kululanga and Kuotcha, 2010).

The study by Keogh, Fourie, Watson, and Gay (2010) on the department of health and science

(MIT) proves the importance of stakeholder involvement in the development of a new curriculum for its success. Toor and Ogunlana (2010) research findings on large public sector development projects moved the topic beyond the traditional iron triangle and concluded that stakeholders' perception and satisfaction is the key to project success. From the base organization's (project owner) viewpoint, Eskerod and Jepsen (2013) reconfirmed the importance of stakeholders by stating that a project can only be successful if stakeholders are first motivated and in return have contributed to the project.

THEORETICAL FRAMEWORK

Stakeholder theory

The core of the theory, aims to integrate the value creation concept with the moral obligations of an organization (Freeman 2013, Parmar et al., 2010). This theory has been applied in several disciplines such as strategic management, finance, accounting, and marketing (Parmar et al., 2010). Particularly in the field of cross sector social partnerships, the applications of the concept can be approached from three different disciplines.

Social Network Theories (SNT)

The concept of SNT developed from social network theory, which is an interdisciplinary endeavor derived from sociology and anthropology, and incorporates mathematical,

statistical, and informational methodologies (Yang, 2014). A "Social network" could be defined as "a specific set of linkages among a defined set of persons, with the additional property that the characteristics of these linkages as a whole may be used to interpret the social behavior of the persons involved". Furthermore, the social network focuses on the links that tie each individual to other individuals. That is, the classical one-mode social network refers to the set of actors and the links between them, which are the two essential elements in a social network (Yang, 2014).

III. METHODOLOGY

This study adopted descriptive survey research design. This is because it portrays an accurate profile of persons, events or situations and allows the collection of large amounts of data from a sizeable population in a highly economical way. Descriptive survey research design was suitable for this study as it helped in gathering data that describe events and then organizes, tabulates, depicts, and describes the data that helped in answering research questions or to test hypothesis of the current status on influence of stakeholders' approaches to the adoption and success of project in Tubane hafi motorcycle cooperative.

POPULATION OF THE STUDY

The target population of the study was Stakeholders of Tubane Hafi Motorcycle Cooperative making total of 820 members.

SAMPLE SIZE DETERMINATION

The sample size of this study was calculated from the Slovin's formula given as: where, **n** is the sample size; **N** is size of the population and **e** is marginal error or level of confidence (Ryan, 2013).

General scientific formula:
$$= \frac{N}{1+N(e)^2};$$

And then the sample size is:
$$n = \frac{820}{1+820(0.05)^2};$$

$$n = \frac{820}{3.05} = 268.85;$$
 then the sample size is 269 respondents. Therefore, for the current sample size of this study size is 269 respondents those selected from stakeholders of Tubane Hafi Motorcycle Cooperative.

RELIABILITY AND VALIDITY

The important criterion of research is validity. Validity is the degree to which an instrument measures what it purports to measure. It estimates how accurately the data in the study represents a given variable or construct in the study (Saunders, Lewis, & Thornhill, 2019).

RELIABILITY

Reliability is the tendency toward consistency and therefore, different measures of the same concept or the same measurements repeated

over time should produce the same results. The index alpha is the most important index of internal consistency and is attributed as the mean of correlations of all the variables, and it does not depend on their arrangement (Williams, 2016). Equivalent-Forms Reliability was adopted to test for reliability of the instrument. The coefficient of stability method of assessing the reliability of the questionnaire involved administering the same instrument twice to the same pilot group of subjects. There were a two-week lapse between the first test and the second one. From the two administrations, spearman rank order correlation was employed to compute the correlation coefficient in order to establish the extent to which the contents of the questionnaires are consistent in eliciting the same responses. A correlation coefficient of [r] of 0.75 was considered high enough to judge the reliability of the instrument (Orodho, 2014). Reliability was ascertained by use of the Karl Pearson's coefficient of correlation (Kothari, 2020).

VALIDITY

During questionnaire construction, validity of the instrument was determined by verifying the content of the questionnaire through study supervisor. Construct validity was assessed by restricting the questions to the conceptualization of the variables and ensuring

that the indicators of each variable fell within the same construct. Furthermore, the quality of a research study depended to a large extent on the accuracy of the data collection procedure.

IV. DATA ANALYSIS, INTERPRETATION AND PRESENTATION

With the ANOVA table no.4.8, the regression equation predicted that the dependent variable was strongly significant as it affected the independent variable. The values showed that a statistical significance was run and the sig. value was 0.000b which is less than 5% (Note that all values less than 0.005 are printed out as 0.000 in SPSS "Statistical Package for Social Sciences"). Since $p < 0.0005$, the regression model was statistically significant and predict the Stakeholder Involvement in Project Identification of the variables. On the other side, the result from the Model Summary shows that, the R value represents the simple correlation equivalent to 0.395, which indicates a low positive degree of correlation between Stakeholder Involvement in Project Identification and Implementation and Success of project, because Stakeholder Involvement in Project Identification affect Implementation and Success of project at the level of 39.5%. The R Square value indicates how much of the total variation in the dependent variable caused by dependent variable. Stakeholder Involvement in Project Identification can be explained by the independent variable; to increase

Implementation and Success of project by 15.6% can be explained at a very low level at Tubane hafi motorcycle cooperative. Which is very low level of increasing that Stakeholder Involvement in Project Identification will impact Implementation and Success of project.

Researcher realized that there is not enough evidence of strong relationship (high correlation) between Stakeholder Involvement in Project Identification and Implementation & Success of project at Tubane hafi motorcycle cooperative.

SUMMARY OF FINDING

The practical contribution of this paper is to create awareness among project managers, and stakeholders as to what factors to consider when adopting a new project management methodology. Cooperatives can also make changes to the current methods and factors they are relying on, based on this paper's recommendation in other to have successful project implementation.

The study recommend that stakeholder Involvement in project identification should be enhanced as this would contribute significantly to motorcycle cooperative control project performance through enhancing support of the project, use of motorcycle cooperative control acts and stakeholder analysis in identifying extent of decision making .The respondents

indicated that stakeholder Involvement in motorcycle cooperative control project enhances assessment of stakeholder resources, enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholders were taken care influencing motorcycle cooperative control project performance.

This study recommends that management should ensure stakeholder Involvement in monitoring of performance of motorcycle cooperative. Stakeholder Involvement in monitoring motorcycle cooperative control project led to cost efficiency and customer satisfaction, reduction in project costs deviation and reduction in operation costs to a great extent

V. CONCLUSION

Results indicate that ratio of β test modal results into t value was $t=27.086$. which is greater than 1.96, hence the probability value is significance (Stakeholder Involvement in project Monitoring contributes to the implementation and project success of TUBANE HAFI motorcycle cooperative) t value, $p=.000$ is less than p value (0.05) and this respond the fourth question of this research by saying that Stakeholder Involvement in project Monitoring affect the implementation of TUBANE HAFI motorcycle

cooperative. Mainly have summarized the information including the affirmations researcher made no objectives and research questions. Lastly, researcher talked much more on recommendations as the researcher believes that this study might have not been able to assess all the perspectives wanted to go for due to limited field of research.

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