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STRATEGIC PROJECT MANAGEMENT AND STAKEHOLDER SATISFACTION OF SELECTED SERVICE FIRMS IN NIGERIA

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ABSTRACT

The management of sustainable stakeholder relationships for continuous existence is critical for service firms since they are expected to create value for all stakeholders including those who can impact or be impacted by the actions and inactions of the firm's purpose and objectives. However, being able to create as much value as possible that will satisfy the needs of stakeholders through project implementation remains a challenge. The study therefore examined strategic project management components and stakeholder satisfaction of selected service firms in Nigeria.

Quantitative method and survey research design was employed in the study. The primary population was twenty-four (24) selected service firms (Deposit Money Banks, Insurance, Telecommunication) while the secondary population for the study consisted eight hundred and fifty-three (853) project team members. Stratified random sampling technique was adopted to obtain responses from the participants. A validated self-developed questionnaire with KMO >0.5 <1 and AVE >0.5 was administered to the participants to collect primary data. A reliability test of the questionnaire was achieved with Cronbach Alpha values between 0.722 and 0.806.

Descriptive and inferential statistics (multiple regression analysis) were used analyse the data and test the hypotheses.

Data analysis of the study revealed strategic project management components have statistically positive and significant effect on stakeholder satisfaction of selected service firms in Nigeria (Adj R^2 =0.819, p=0.000, Q^2 =0.571). The study concluded that strategic project management affect stakeholder satisfaction of selected service firms in Nigeria. The study recommended that the project team members of service firms should place high emphasis on project scope management, project risk management and project cost management while executing project in order to improve the satisfaction of project stakeholders.

Keywords: Project Cost Management, Project Planning, Project Risk Management, Project Scope Management, Stakeholder Satisfaction, Strategic Project Management.

JEL Classification: M10; M11; M15

1.0 Introduction

The management of sustainable stakeholder relationships for continuous existence is critical for service firms since they are expected to create value for all stakeholders including those who can impact or be impacted by the actions and inactions of the firm's purpose and objectives. However, being able to create as much value as possible that will satisfy the needs of stakeholders through project implementation remains a challenge. The study therefore examined strategic project management components and stakeholder satisfaction of selected service firms in Nigeria.

The sector contributes to economic growth through activities such as providing employment, quality service offerings and various expansion strategies geared towards satisfying customer and stakeholders (Yousuf & Ahmed, 2019) and with the volatile economic environment that pervade service firms in Nigeria, be it at the beginning of their existence or as already established firms, there are many challenges that impact stakeholder confidence and satisfaction among service firms. These include inability to retain skilled project team members (Bucata, 2018) and high overhead cost while implementing projects. There was observed the challenge of lack of contingency plans to mitigate risks that threaten successful project completion in addition to the challenge of inadequate provision of project resources (tangible and intangible resources) needed for adequate project planning, project scope management, project cost management and also project risk management (Eja & Ramegowda, 2020; Johnson & Sorenson, 2019).).

Based on the foregoing, the objective of this paper is to establish the effect of strategic project management components on stakeholder satisfaction of selected service firms in Nigeria. To achieve this objective, the paper focused on the research question – "What is effect of strategic project management components on stakeholder satisfaction of selected service firms in Nigeria?". The paper is arranged as follows: the introductory section of the paper (section one) that reviewed the background issues that led to the topic, while section two focused on the review of related literature in line with the concepts, theory, and empirics relating to the study

variables. Section three was devoted to the methodology adopted for the study with specific emphasis on the population and sample size determination together with data collection. In the fourth section, the data collected were presented, summarized, analyzed and corresponding findings were discussed, while the fifth section covered the discussion, conclusion and recommendations flowing from the findings of the study.

2.0 Literature Review

Stakeholder satisfaction is the fulfilment of stakeholders' pre-project expectations in the actual performance which are measurable at different project stages (Oppong, Chan, & Dansoh, 2017). However, Liang, Yu, and Guo, (2017) defined stakeholder satisfaction as the values received based on defined critical success factors that affect project success. Characteristically Benn, Abratt, and O'Leary, 2016; Zarewa, (2019) explained that stakeholder satisfaction is influenced by power (a relationship among parties whereby one party can get another party to do something they would have not originally intended to do), legitimacy (socially accepted norms and behaviours that are desirable, applicable, and acceptable) and urgency (the extent to which stakeholder claims are time sensitive and significant require immediate attention). Stakeholders can be classified into primary stakeholders (these are the ones without whose continuing participation the corporation cannot survive as a going concern - shareholders, employees, customers, and suppliers). Darskuviene and Bendoraitiene (2014) explained that stakeholder satisfaction characteristics are usually classified based on stakeholder groups such as shareholders (who demands high profits, growth and share prices), employees (that want trainings and their abilities development, safety at work), customers, suppliers and community. Stakeholders characteristics also include corporation wealth (where resource based group imposes employees, investors and customers), industry structure (such as union, regulatory authorities, supply chain associates, joint ventures partners and alliances. As part of advantages, stakeholder satisfaction helps improve requirements analysis, risk assessment, and troubleshooting in project and it has a higher weight on project success than other metrics of project performance (Liang et al., 2017). Its limitation includes the fact that conflict between primary stakeholders can lead to project delay or cancellation and also, non-satisfaction of stakeholder expectations can lead to project failure (Zarewa, 2019).

Project scope management is the process of defining and controlling what should or should not be included in a project in addition to defining the baseline for performance measurements and for controlling the project, and communicating clear responsibilities (Marnada, Raharjo, Hardian, & Prasetyo, 2022). In another study by Fashina, Abdilahi, Hassan, and Fakunle (2020) project scope management is defined as all practices that are needed in ensuring that all the required works alone are carried out in the course of a project work. In terms of characteristics, while implementing Agile project management methodology, frequent changes to project scope are welcomed including the addition of fresh ideas at later stages of the project, therefore, volatility in the project scope is accepted. During each iteration phase, the product owner and the customer collaborated to control and verify the scope. This process defines which features are accepted or rejected that are completed during the iteration phase (Marnada, Raharjo, Hardian, & Prasetyo, 2022).

Project scope management creates the advantage of providing a clear communication of the extent and functionality of the project, between the proposers, sponsors, designers, implementers and the users or purchasers. It also tightly guides the boundary of the project product (features and functions that governs the product or service) to help ensure limits are in place for the final

state of the project since this boundary can involve political, social, technological, organisational and economic forces. Some of the limitations include the fact that scope management in the Agile approach potentially brings a new risk to the project. Changes occur more frequently during the development phase, and there is a possibility of undesired changes at the end of the iteration (Marnada, Raharjo, Hardian, & Prasetyo, 2022).

Project risk management is defined as the procedure used in the identification, measurement and controlling risks that can negatively impact projects (Kinyua, Ogollah, & Mburu, 2015). Further project risk management is defined as the art and science of identifying, analysing, and responding to risk throughout the life of a project and in the best interests of meeting project objectives (Pimchangthong & Boonjing, 2017). The study of Maritim and Chelule (2018) also explained that the characteristics of project risk management includes identification, assessment, treatment or response, reporting and controlling or monitoring. It also includes the development of procedures to measure the impact of concealed technical, economic, political, managerial and social risks associated with project implementation and adopts appropriate risk strategy to minimize the loss due to these identified risks. Its characteristics also include the understanding of potential problems that might occur on a project and how they might impede project success (Pimchangthong & Boonjing, 2017; Roque & Marly, 2013).

As an advantage, project risk management help in providing mitigation plans that can reduce event probability or eliminate risks. With project risk management, project managers can understand potential problems that might occur on the project and how they can impede project success. Project risk management makes a greater significant positive contribution to project performance at low levels of inherent uncertainty than at high levels. Software projects with risk management practices produce better results than software projects with no risk management (Maritim & Chelule, 2018; Pimchangthong & Boonjing, 2017).

Project cost management is the control of costs through the formal process of budget development, monitoring and adjustment to achieve the maximum amount of work at a specified level of quality where unknowns and uncertainty may cause costs to increase beyond acceptable levels (Chigara, Moyo, & Mudzengerere, 2013). Project cost management is the deliberate alignment of firms' resources and associated cost structure with long-term strategy and short-term tactics (Henri, Boiral, & Roy, 2016). Characteristically, project cost management is concerned with the cost of resources through estimating, budgeting and cost control, cost-value reconciliation, earned value analysis, variance analysis, cash flow forecasting, schedule, project status report, profit and loss at valuation dates. It also considers cost overrun measures (actual out-turn costs minus estimated as a percentage of estimated costs (Chigara et al., 2013). Project cost management has stages which include the initial stage, planning stage, execution stage, controlling stage and the completion stage. Project execution is expected to pass through all these stages (Simanjuntak & Agung, 2018). Project cost management provides the advantage of helping in planning, controlling and developing competitive strategies especially in profit maximisation (Chigara et al., 2013).

Igwe and Ude (2018) explained that project planning can be defined as the process of stating project objectives and then determining the most effective activities (time, cost targets and the performance milestones) or accomplishments necessary to reach the objectives. From the Nigerian context, Idoro (2012) considered the project stakeholders and defined project planning as the process of defining project objectives, determining the framework, methods, strategies, tactics, targets and deadlines to achieve the objectives and the techniques of communicating

them to project stakeholders. Idoro (2012) also added to project planning characteristics and explained that it is a key tool that stakeholders use to ensure that projects are successful and it is used to meet up with clients' time, cost and quality objectives. Project planning is a continuous process throughout the delivery of a project and can be classified into pre-implementation and implementation planning. It can also be classified into conception, design, tendering and construction planning and even planning to close the delivery of a project. Project planning involves the definition of project objectives and formulation of strategies to achieve project objectives. Adequacy of project planning is influenced by the level of professionalism available in the human resources for the project. Project planning ends with communicating the objectives and the frameworks, methods, strategies, targets/deadlines to achieve them to people, parties and organisations concerned with their implementation, monitoring and control (PMBOK guide, 2017).

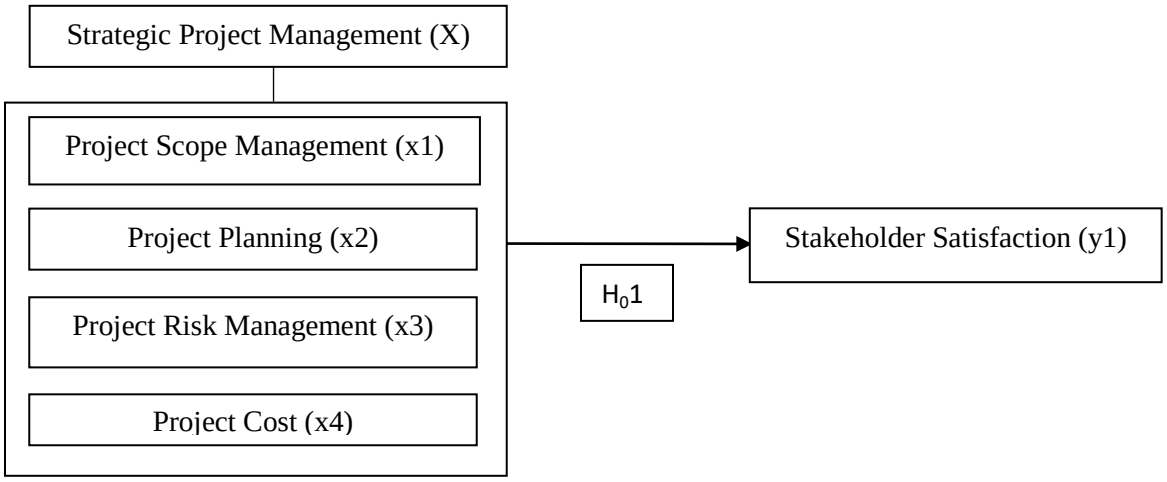
Idoro (2012) also explained that project planning helps in meeting up with project delivery time, cost and quality which assist in meeting up with the primary objective of performance, implying that the measures of the effectiveness of project planning and the measures of the performance of the project itself are the same. It also provides the advantage of planning to be classified according to project delivery stage. Project planning has the limitation of time consumption used to prepare for project implementation and project sponsors may not have that patience. Also they tend to make even simple projects very complicated because of multiple steps needed for its documentation and requires frequent updates (PMBOK guide, 2017).

The study of Ngetich and Gakuu (2019) revealed that planning activities of stakeholder analysis, stakeholder mapping and stakeholder engagement positively influence stakeholder satisfaction and firm performance in projects. Further in the study, it was revealed that strategic project management variables of project management office (PMO) structure, the design of the PMO functions have significant influence on stakeholder satisfaction variables of conflict management, tension, goals, interest group, balance of power in a firm. In addition, external environment factors (work climate, collaboration and accountability, project management maturity and performance, portfolio management and performance) influences SPM through the PMO and the satisfaction of the stakeholders involved (Babalho, Toledo & Da Silva, 2019). In the study of Khan, Zubair, Khurram, and Khan (2020) it was revealed that website design, trust, privacy and reliability positively and significantly affect customer satisfaction while in another study, Tarurhor and Osazevbaru (2021) revealed that strategic supplier partnership has a positive and significant effect on stakeholder (customer) satisfaction. However, the study also showed that there is a non-significant relationship that exist between information technology and stakeholder satisfaction.

Theoretically, the interaction between strategic project management and stakeholder satisfaction is supported by the stakeholder theory. The foundations of the theory claim that firms have an ethical duty to stakeholders above and beyond what is required by law and, in particular, ethical duties that require the firm to operate in ways that will foreseeably reduce long-term profits and emphasizes the importance of the corporate responsiveness of the firm to the stakeholders. This implies that managers must formulate and implement processes, which satisfy all and only those groups who have a stake in the business. In so doing so, stakeholder theory ensure that structured processes are in place to help manage associated risks on projects that can impede intended business objectives meant to satisfy the needs of the stakeholders (Uribe, Ortiz-Marcos, & Uruburu, 2018).

Arising from the theory, the theoretical framework for the study is thus represented in figure 1 below;

Figure 1: Researcher's Model



Source: Researcher's model (2020)

The above framework is further illustrated in the model equation below:

$y_1 = \beta_0 + \beta_1 PRM + \beta_1 PPL + \beta_1 PRM + \beta_1 PCM + \mu_i$ ---------- equation 1

From equation (1), SCO is project scope management, PPL is project planning, RSK is project risk management, COS project cost management, β_0 is the intercept, β_1 is the Beta coefficient which captures all other variables that can explain stakeholder satisfaction outside the model.

3.0 Methodology

This study employed quantitative method and survey research design to study the effect of strategic project management components on stakeholder satisfaction of selected service firms in Nigeria. The sampling technique used was stratified random sampling technique. The study also used proportionate sampling technique. Quantitative method was employed in the study for analysis of numerical data using specific statistical techniques to support or refute alternative knowledge claims as needed in this study. Self-developed structured questionnaire was used to gather primary data for the study.

The primary population for the study consisted twenty-four (24) selected service firms in Nigeria. These firms include ten (10) Deposit Money Banks, ten (10) Insurance firms and four (4) telecommunication firms. The Deposit Money Banks and Insurance firms were selected based on the strength of their total assets which cumulatively accounts for more than 70% of all the assets of Deposit Money Banks in Nigeria in the year 2020 (National insurance commission [NAICOM], 2020; Research policy, international relations, insurance and, surveillance department [RPIRD & ISD] report, 2020). The telecommunication firms were chosen because they are the market leaders in the industry and cumulatively accounts for more than 70% of subscribers in Nigeria (Nigeria communications commission [NCC] subscriber data, 2020). The secondary population for the study consisted eight hundred and fifty-three (853) project team members of the selected service firms which comprise project sponsor, project managers, coordinators, architects, testers/QAs, Product/Service owners. Cochran formula (1997) was used

for sample size determination for the study and with an addition of 30% due to anticipated non-response (Anokye, 2020; Taherdoost, 2016), the sample size for the study was five hundred and one (501). Proportionate sampling method was used to distribute the sample size into proportions among the service firms. The research instrument was subjected to construct and content validity to ensure that the variables measurements were accurate. Validity of the instrument was confirmed with AVE and KMO values greater than 0.5 while the overall Cronbach's alpha reliability coefficient was between 0.722 and 0.806. Response rate from the administered five hundred and one (501) copies of the instrument was 94.1%.

4.0 Data Analysis

Data analyses were performed by checking for consistency of filled questionnaire by respondents to ensure appropriate data cleansing, sorting and coding. Normality, Linearity, Homoscedasticity and Multicollinearity tests were performed on the data collected in line with the study objective. Data were analysed using descriptive and inferential statistics. Descriptive statistics involved percentage distribution, mean and standard deviation while inferential statistics used PLS-SEM for multiple regression. The objective of the study sought to establish the effect of strategic project management components on stakeholder satisfaction of selected service firms in Nigeria. Study respondents were asked to indicate on a six-point Likert-type scale, their level of agreement on several statements describing strategic project management components in relation to stakeholder satisfaction.

The descriptive statistics are as contained in Tables 4.1, 4.2, 4.3, 4.4, 4.5 below:

Table 4.1: Descriptive statistics of Project Scope Management

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Project resource allocation efforts of the firm	15.7%	23.2%	33.9%	16.1%	10.0%	1.0%	4.15	1.223
Project requirements definition	14.4%	24.9%	33.3%	17.6%	7.1%	2.7%	4.13	1.231
Creation of work break down structure (WBS) based on requirements	9.6%	34.5%	27.8%	18.2%	8.4%	1.5%	4.14	1.166
Project scope management planning	15.7%	28.5%	29.1%	18.0%	8.4%	0.4%	4.23	1.187
Project scope verification	15.5%	32.2%	25.5%	18.2%	7.7%	0.8%	4.26	1.199
Average Mean							4.18	1.201

Source: Researcher's Field Survey, 2022

Table 4.1 showed that average mean score of the statements for project scope management is 4.18 with a standard deviation of 1.201 which means that on average the respondents agreed to the statements under project scope management scale as adopted by selected service firms in Nigeria.

Table 4.2 Descriptive statistics of Project Planning

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Identification of distinct variables across project phases	18.2%	33.3%	26.2%	11.9%	9.0%	1.5%	4.35	1.244
Effective milestones determination	17.8%	27.0%	25.9%	18.6%	8.4%	2.3%	4.20	1.292
Resource planning (human, material, equipment)	14.9%	30.5%	28.7%	15.5%	9.0%	1.5%	4.22	1.224
Functional characteristics planning	16.9%	31.2%	26.4%	16.1%	8.4%	1.0%	4.29	1.223
Selection of best alternative course of action to achieve project objective	17.8%	31.8%	28.0%	15.5%	5.6%	1.3%	4.36	1.179
Average Mean							4.28	1.232

Source: Researcher's Field Survey, 2022

According to the Table 4.2 above, the average mean score of the statements for project planning is 4.28 with a standard deviation of 1.232 which means that on average, the respondents agreed to the statements under project planning scale as adopted by selected service firms in Nigeria.

Table 4.3: Descriptive statistics of Project Risk Management

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Risk identification	9.2%	24.5%	37.4%	15.5%	12.3%	1.0%	3.99	1.165
Project risk administration layout	8.4%	23.6%	37.2%	18.0%	11.3%	1.5%	3.95	1.155
Risk response planning	12.3%	31.8%	27.8%	18.6%	7.1%	2.3%	4.16	1.210
Risk monitoring and control	18.2%	31.0%	24.9%	16.1%	9.0%	0.8%	4.30	1.241
Project risk reporting	19.5%	31.6%	23.4%	16.1%	8.2%	1.3%	4.34	1.257
Average Mean							4.15	1.206

Source: Researcher's Field Survey, 2022

In Table 4.3 the average mean score of the statements for project risk management is 4.15 with a standard deviation of 1.206 which means that on average the respondents agreed to the statements under project risk management scale as adopted by selected service firms in Nigeria.

Table 4.4 Descriptive Statistics of Project Cost Management

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Project schedule utilisation	21.8%	32.8%	23.4%	13.8%	7.9%	0.2%	4.46	1.210
Project resource cost management	20.5%	25.1%	27.8%	18.6%	6.5%	1.5%	4.30	1.249
Project cashflow analysis	13.8%	34.5%	25.5%	13.8%	10.9%	1.5%	4.22	1.247
Cost estimating efforts	15.1%	31.4%	27.8%	15.1%	8.4%	2.3%	4.22	1.249
Cost budgeting efforts	9.8%	36.8%	28.5%	15.7%	8.4%	0.8%	4.21	1.133
Average Mean							4.28	1.220

Source: Researcher's Field Survey, 2022

Table 4.4 revealed that the average mean score of the statements for project cost management is 4.28 with a standard deviation of 1.220 which means that on average the respondents agreed to the statements under project cost management scale as adopted by selected service firms in Nigeria.

Table 4.5 Descriptive Statistics of Stakeholder Satisfaction

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Understanding of stakeholders' power influence	18.2%	37.2%	24.3%	13.2%	6.1%	1.0%	4.45	1.169
Understanding of stakeholders' needs	20.5%	26.4%	27.8%	17.2%	6.7%	1.5%	4.32	1.246
Influence of project sponsor on project	14.9%	32.2%	29.5%	14.9%	7.3%	1.3%	4.28	1.179
Stakeholders' communication requirements	15.9%	32.2%	28.9%	17.2%	5.4%	0.4%	4.34	1.125
Closeness of project stakeholders	14.0%	37.4%	28.0%	11.7%	8.2%	0.6%	4.35	1.145
Average Mean							4.35	1.173

Source: Researcher's Field Survey, 2022

In Table 4.5 the average mean score of the statements for stakeholder satisfaction is 4.35 with a standard deviation of 1.173 which means that on average the respondents agreed to the statements under stakeholder satisfaction scale as adopted by selected service firms in Nigeria.

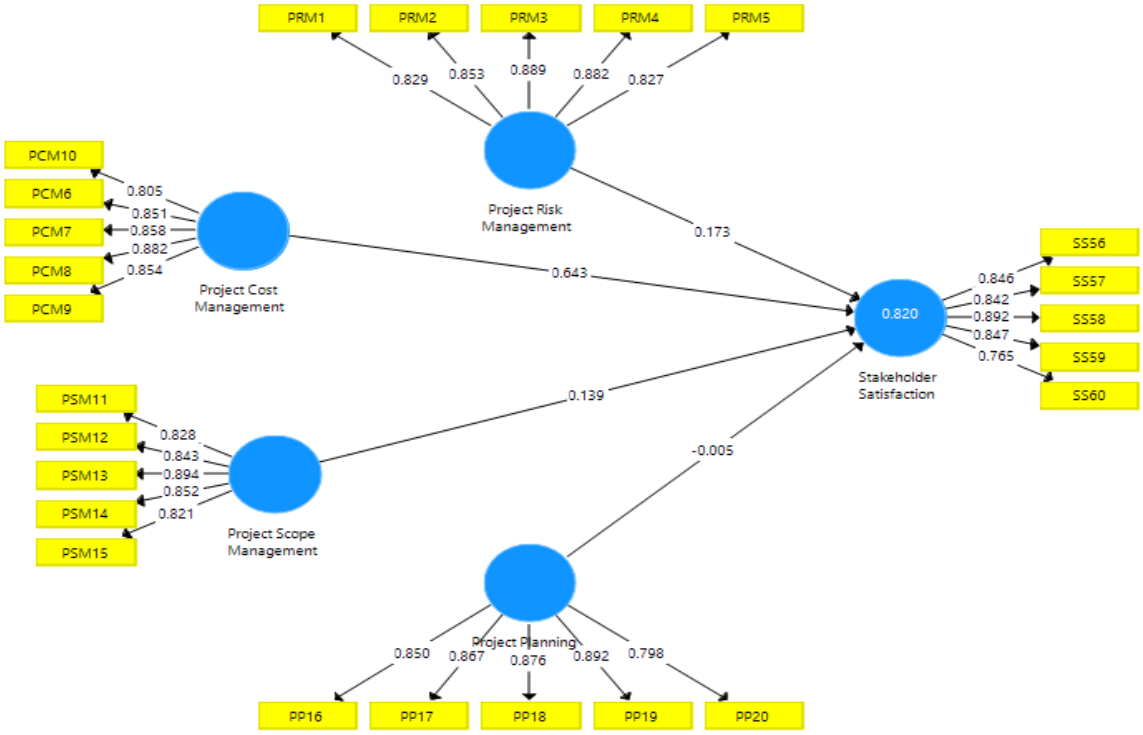


Figure 4.1a. PLS Algorithm Model 1 (Measurement Model for Hypothesis One)
Source: Author Data, Smart PLS 3.2.9

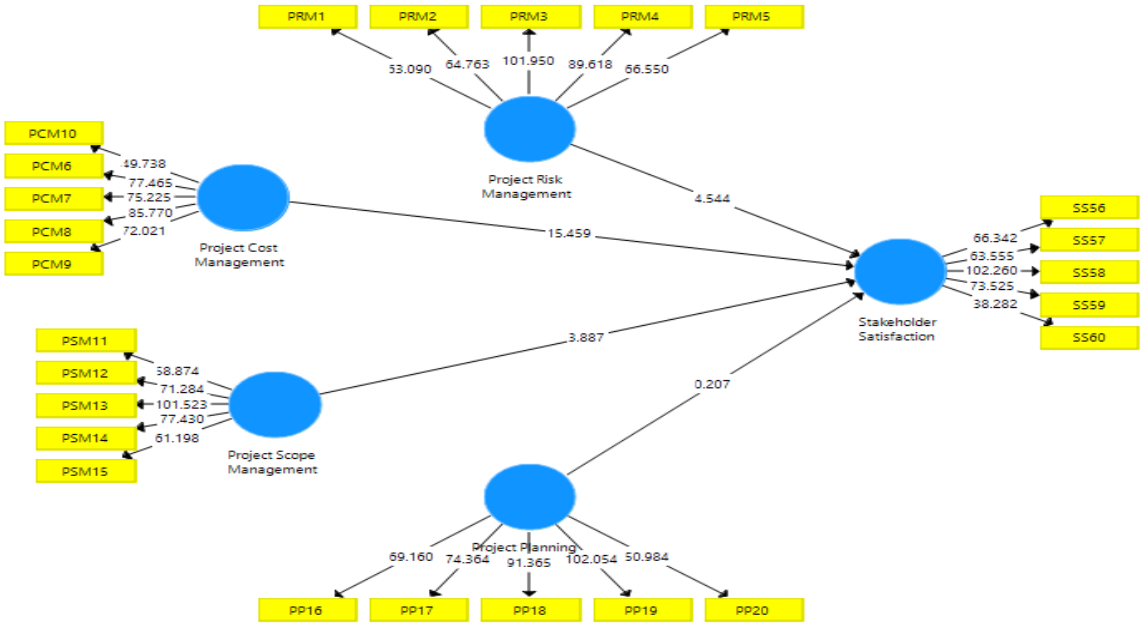


Figure 4.1b. PLS Bootstrapping Model with β and T-values.
Source: Author Data, Smart PLS 3.2.9

Table 4.6: PLS-SEM Results for the Effect of Strategic Project Management on Stakeholder Satisfaction

Interaction	Beta Coefficients	T	Sig.	F^2	R^2	Adj. R^2	Q^2 (=1-SSE/SSO)
Project Cost Management -> Stakeholder Satisfaction	0.643	15.459	0.000	0.067	0.820	0.819	0.571
Project Planning -> Stakeholder Satisfaction	-0.005	0.207	0.836	0.000			
Project Risk Management -> Stakeholder Satisfaction	0.173	4.544	0.000	0.042			
Project Scope Management -> Stakeholder Satisfaction	0.139	3.887	0.000	0.031			

Source: Field Survey Data (2022)

Table 4.3.6 shows the PLS-SEM results for the effect of strategic project management on stakeholder satisfaction of selected service firms in Nigeria. The results revealed that Project Cost Management ($\beta = 0.643$, $t = 15.459$, $p<0.05$), Project Risk Management ($\beta = 0.173$, $t = 4.544$, $p<0.05$) and Project Scope Management ($\beta = 0.139$, $t = 3.887$, $p<0.05$) have significant, positive, and direct effect on stakeholder satisfaction of selected service firms in Nigeria while project planning ($\beta = 0.046$, $t = 1.935$, $p>0.05$) has negative and insignificant direct effect on stakeholder satisfaction.

From the results, the adjusted coefficient of determination (*Adj* R^2) was 0.819 showed that strategic project management components explained 81.9% of the changes in stakeholder satisfaction of selected service firms under studying while the remaining 8.1% variation in stakeholder satisfaction is explained by other exogenous variable different from strategic project management dimensions considered in this study. The result implies that the linear combination of strategic project management components explains 81.9% of the stakeholder satisfaction of selected service firms in Nigeria. The effect sizes (f^2) of the strategic project management components revealed that project cost management, project risk management and project scope management had weak effect sizes (0.067, 0.042, and 0.031, respectively) on stakeholder satisfaction, while project planning was found to have no effect size (0.000) on stakeholder satisfaction.

The multiple regression model generated from the data in Table 4. 6 is thus expressed as:

$SS = \alpha + 0.643PCM - 0.005PPL + 0.173PRM + 0.139PSM + U_i$----------Eqn i (Predictive Model)

$SS = \alpha + 0.643PCM + 0.173PRM + 0.139PSM + U_i$ ----------Eqn i (Prescriptive Model)

5.0 Discussion

The main objective of the study was to examine the interaction between strategic project management components (project planning, project risk, project cost, project scope and project

planning) and stakeholder satisfaction of selected service firms in Nigeria. This objective has been determined in this study where analyses of results were presented in the Tables 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6 above and also discussed. The regression result from PLS-SEM revealed that strategic project management components have statistically significant effect on stakeholder satisfaction of selected service firms in Nigeria. This implies that for service firms in Nigeria to achieve optimal stakeholder satisfaction, they must pay adequate attention to strategic project management components (project scope management, project risk management, project cost management and project planning).

Conceptually the definitions of Dziekonski (2019); Fashina, Abdilahi, Hassan, and Fakunle (2020); Maritim and Chelule (2018); Pimchangthong and Boonjing (2017); Simanjuntak and Agung, (2018) aligned with the finding of the study where they defined project scope management, project risk management, project cost management and project planning as the management of projects in order to ensure that they optimally influence productivity. Further, Marnada, Raharjo, Hardian, and Prasetyo (2022) affirmed the result of this by explaining that in order to satisfy project stakeholders, project scope management, which is important to project success, must involve the process of defining and controlling the boundary of a project in addition to defining the baseline for performance measurements. In addition, the study on project risk management explained that it involves identification, analyses, and responding to risk throughout the life of a project in the best interests of meeting project objectives laid down by stakeholders of the project (Pimchangthong & Boonjing, 2017). Also, the study of Henri, Boiral, and Roy (2016) on project cost management revealed that it is a deliberate alignment of firms' resources and associated cost structure with long-term strategy and short-term tactics as expected by the stakeholders of the firm thus implying that strategic project cost management activities are expected to be focused on satisfying the project stakeholders. Aligning with the study findings further, Idoro (2012) explained that project planning being a process of defining project objectives, determining the framework, methods, strategies, tactics, targets and deadlines ensures alignment with the set of objectives of the firm and also provides the techniques of communicating these objectives to project stakeholders.

However, the study revealed that strategic project management component of project planning has an insignificant direct effect on stakeholder satisfaction of selected service firms in Nigeria. Tarurhor and Osazevbaru (2021) in their study also showed that there is a non-significant relationship that exist between planning for information technology and stakeholder satisfaction. This is in alignment with the finding of this study while the study of Ngetich and Gakuu (2019) revealed that planning activities of stakeholder analysis, stakeholder mapping and stakeholder engagement positively influence stakeholder satisfaction and firm performance.

The result of the study is in line with the stakeholder theory which explains that the main task in project management is to manage and integrate the relationships and interests of shareholders, employees, customers, suppliers, communities and other groups in a way that guarantees the long-term success of the firm (Bello & Abu, 2021). Further, the stakeholders have the ultimate interest in the firm and will act for or against a focal firm depending on whether their interests are being affected positively or negatively (Albasu & Nyameh, 2017; Dmytriyev, Freeman, & Horisch, 2021).

5.1 Conclusion and Recommendation

The study concluded that concluded that strategic project management components (project cost management, project risk management, project scope management) have effect on stakeholder

satisfaction and the more accurate project management components (project cost management, project risk management, project scope management) are during project execution, the more the stakeholder satisfaction for service firms in Nigeria. Therefore, this study recommended that the project team members of service firms should place high emphasis on project scope management, project risk management and project cost management while executing project in order to improve the satisfaction of project stakeholders.

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