

# Stakeholder Engagement and Project Delivery Performance in Facility Management in Nigeria: The Mediating Role of Corporate Social Responsibility

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## Abstract:

*This study examines the influence of stakeholder engagement practices on facility management (FM) project delivery performance in Abuja, Nigeria. Recognising that FM projects involve complex stakeholder interactions, the research explores how engagement practices, compliance, and corporate social responsibility (CSR) initiatives affect project outcomes in terms of time, cost, quality, and client satisfaction. A quantitative research design was employed, using primary data collected through structured questionnaires distributed to professionals across five major facility management agencies within the Federal Capital Territory. A total of 344 valid responses were analysed. The questionnaire adopted a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Descriptive statistics using the Statistical Package for the Social Sciences (SPSS) summarised the demographic data, while inferential analyses were performed using Structural Equation Modelling (SEM) in SmartPLS to test the hypothesised relationships. Results revealed that stakeholder engagement practices, compliance mechanisms, and CSR-related initiatives significantly enhance FM project delivery performance. Additionally, stakeholder trust, commitment, and communication quality mediated the relationship between stakeholder engagement and project outcomes. The study underscores the strategic importance of effective stakeholder management and CSR integration in achieving sustainable facility performance. It concludes with practical implications for policy and management strategies aimed at strengthening collaborative engagement frameworks among FM stakeholders in Nigeria. By fostering trust and transparent communication, facility managers can enhance project success and contribute to broader sustainability objectives within the industry.*

**Keywords:** Stakeholder engagement, facility management, project delivery, corporate social responsibility, Abuja.

## 1. Introduction

The Facility Management (FM) sector in Nigeria plays a pivotal role in optimizing the functionality, comfort, and sustainability of the built

environment (Akinadeet al., 2021). However, the execution of FM projects is frequently plagued by performance deficiencies, including significant time and cost overruns, subpar quality, and low stakeholder satisfaction (Olanrewaju et al., 2020). These challenges are often exacerbated by the complex web of stakeholders - including clients, end-users, community members, regulatory bodies, and contractors - whose diverse and sometimes conflicting interests must be navigated (Adewunmi et al., 2022).

Stakeholder engagement (SE) has emerged as a critical managerial competency for mitigating these challenges. It refers to the process of involving individuals and groups who are affected by or can affect a project's outcomes (Ewejeet al., 2020). Effective SE is linked to enhanced trust, reduced conflict, and improved decision-making, ultimately contributing to better project performance (Yang et al., 2021). However, the direct link between SE and performance, while established, often overlooks the underlying psychological and social mechanisms that facilitate this relationship.

One potential mechanism is Corporate Social Responsibility (CSR). CSR involves a business's initiatives to assess and take responsibility for its effects on environmental and social wellbeing (Ofori & Afful, 2021). In the context of FM projects, CSR can manifest as ethical labor practices, community development initiatives, environmental sustainability efforts, and transparent governance (Dania et al., 2021). Engaging stakeholders effectively often reveals their social and environmental concerns, which can be addressed through targeted CSR practices. This, in turn, builds social capital, enhances the firm's legitimacy, and fosters a cooperative environment conducive to project success (Ogunsanya et al., 2022).

In developing contexts like Nigeria, where construction and facility projects frequently encounter conflicts, delays, and community resistance, effective stakeholder engagement fosters trust and collaboration, while CSR acts as a bridge to sustainable outcomes. Recent studies highlight that integrating these elements can mitigate risks and amplify performance, yet gaps persist in understanding their interplay. This study explores how stakeholder engagement influences project delivery performance in Nigerian facility management, with CSR as the mediating factor, drawing on contemporary evidence to inform policy and practice. Therefore, this study posits that CSR acts as a mediating variable between stakeholder engagement and project delivery performance (PDP) in the Nigerian FM industry. By examining this mediating role, this research aims to provide a more nuanced understanding of how SE translates into tangible project benefits, offering a strategic framework for FM practitioners to enhance performance through socially responsible engagement.

### 1.1. Statement of the Problem

The built environment is a critical driver of socio-economic development in Nigeria, and effective Facility Management (FM) is essential for preserving the functionality, value, and sustainability of these assets (Akinadeet al., 2021). However, the delivery of FM projects in Nigeria is persistently marred by significant performance deficiencies. Empirical evidence and industry reports consistently highlight endemic issues such as severe cost overruns, protracted time delays, substandard work quality, and ultimately, low stakeholder satisfaction (Olanrewaju et al., 2020; Adewunmi et al., 2022). These failures notionalize substantial economic losses but also hinder national development goals and degrade the quality of the built environment.

In response to these challenges, the adoption of strategic management practices like Stakeholder Engagement (SE) has been promoted. SE is premised on the principle that proactively identifying, understanding, and involving all relevant parties is crucial for project success (Ewejeet al., 2020). While extant literature has established a positive correlation between SE and improved project outcomes in developed economies (Yang et al., 2021), the direct application of this relationship within the unique, complex, and often volatile socio-economic context of Nigeria's FM sector remains underexplored. The Nigerian context is characterized by a dense network of stakeholders with powerful, often informal, influence, including community leaders, local government authorities, and tenant associations, whose concerns are frequently overlooked in traditional project management approaches.

Furthermore, while the direct link between SE and performance is acknowledged, the underlying mechanisms that explain how effective engagement translates into superior project delivery performance are not well understood. This constitutes a significant theoretical gap. Recent scholarly discourse suggests that Corporate Social Responsibility (CSR) may be a critical mediating variable in this relationship (Ogunsanyaet al., 2022). It is postulated that effective stakeholder engagement uncovers critical social and environmental concerns, which, when addressed through targeted CSR initiatives, build trust, secure a social license to operate, and foster a collaborative environment (Dania et al., 2021; Ofori &Afful, 2021). However, the nature and extent of this mediating effect have not been empirically investigated within the Nigerian FM sector. Therefore, the core problem this study addresses is the persistent underperformance of FM projects in Nigeria and the inadequate understanding of the mechanisms through which stakeholder engagement drives performance. Without a clear comprehension of the mediating role of CSR, FM firms may continue to view stakeholder engagement and CSR as discrete, peripheral activities rather

than as integrated strategic tools, thereby limiting their potential to achieve project success and contribute to sustainable development.

This study aims to investigate the mediating role of corporate social responsibility in the relationship between stakeholder engagement and project delivery performance in facility management projects in Nigeria. To achieve this aim, the following specific objectives remain the focus points to: examine the effect of stakeholder engagement practices on facility management projects across Nigeria; assess the impact of stakeholder engagement compliance on the performance of facility management projects, specifically measured by cost, time, quality, and stakeholder satisfaction metrics; evaluate the consequence of Corporate Social Responsibility (CSR) practices on facility management firms operating in Nigeria; investigate the outcome of stakeholder engagement with CSR initiatives to enhance project delivery performance for FM practitioners in Nigeria; and explore the mediating effect of Corporate Social Responsibility on the relationship between stakeholder engagement and project delivery performance.

The development of hypotheses for this study stem from the following:

Stakeholder engagement practices, encompassing communication, involvement, and relationship-building, are essential for aligning diverse interests in facility management projects, particularly in Nigeria's context of rapid urbanization and resource constraints (Agbi et al., 2024). These practices influence key performance indicators such as time efficiency, cost control, and quality by reducing conflicts and enhancing collaboration. In Nigerian construction and facility projects, effective engagement has been shown to mitigate delays and improve outcomes, as poor practices often lead to disputes and overruns. Recent empirical evidence from emerging economies, including Nigeria, confirms a positive relationship, where robust engagement practices directly contribute to sustainable project delivery by fostering trust and resource optimization. Supported by evidence in Nigeria's construction sector showing strong link between stakeholder engagement and operational performance. (Agbi, Bags haw, & Lebura, 2024; Tor, Gambo, Muritala, & Ogedengbe, 2025). So based on that, it is posited:

**H1:** Stakeholder engagement practices (identification, communication, participation) are positively associated with facility management project delivery performance (time, cost, quality) in Nigeria.

Compliance in stakeholder engagement refers to adherence to regulatory, ethical, and procedural standards in involving affected parties, which is critical in Nigeria's facility management sector amid institutional challenges and community sensitivities. Non-compliance often results in legal hurdles, protests, and inefficiencies, while strong adherence ensures smoother execution and better alignment with project goals (Oroniyiet al., 2024). In the Nigerian construction landscape, compliance with engagement protocols,

such as those under environmental impact assessments, has been linked to reduced risks and enhanced performance metrics like budget adherence. Studies highlight that compliant practices in public and private projects lead to higher satisfaction and fewer disruptions, underscoring their direct impact on delivery success. Supported by studies showing that stakeholder responsiveness/involvement influences project outcomes in PPP and construction projects in Nigeria. (Ajibade, Dada & Adeyemo, 2025; Nnadi & Oyama, 2023). Thus, it is postulated:

**H2:** Stakeholder engagement compliance (i.e. adherence to stakeholder engagement policies / planned engagement activities) is positively associated with facility management project delivery performance in Nigeria.

The consequences of CSR practices on stakeholder engagement involve how ethical, environmental, and community-focused initiatives shape interactions and expectations in facility management projects. In Nigeria, CSR often emerges as a response to stakeholder pressures, leading to outcomes like improved trust or backlash if perceived as insincere, which in turn affects project viability (Ayuba, 2024). For instance, CSR-driven engagements in the construction sector have been shown to resolve conflicts and boost community support, positively influencing delivery performance. Recent analyses in Nigerian projects indicate that CSR consequences enhance engagement effectiveness, resulting in better timelines and quality by integrating social legitimacy into operations. Supported by CSR projects in Niger Delta where engagement across all stages improves project sustainability (Ayuba, 2024). Therefore, it is hypothesised:

**H3:** CSR-derived stakeholder engagement outcomes (such as inclusion in project identification, planning, implementation, and monitoring & evaluation) positively predict facility management project delivery performance in Nigeria.

Outcomes from stakeholder engagement integrated with CSR initiatives, such as community development programs or sustainable practices, directly impact facility management project delivery by creating shared value and minimizing opposition. In Nigeria's context, these outcomes manifest as enhanced cooperation and reduced externalities, leading to more efficient resource use and higher performance levels (Ngwaet al., 2024). Empirical insights from Nigerian infrastructure projects reveal that CSR-linked engagement outcomes improve metrics like cost efficiency and user satisfaction, particularly in contentious environments. This integration ensures that projects not only meet technical goals but also contribute to long-term societal benefits, amplifying overall delivery success. Supported by mediation evidence in health projects in Uganda (Namiyingoet al.) and



findings in Nigeria on how stakeholder perception/trust influences CSR effectiveness (Ngwa, Ojeh, Amaechi, & Agu, 2024). Thus:

**H4:** The positive effect of stakeholder engagement in CSR initiatives on facility management project delivery performance is mediated by stakeholder commitment/trust.

CSR acts as a mediator in the relationship between stakeholder engagement and facility management project delivery, channelling engagement efforts into tangible performance gains through ethical and social alignments (Namiyingo et al., 2016). In Nigeria, where projects face socio-economic hurdles, CSR bridges gaps by translating stakeholder inputs into sustainable practices, thereby influencing outcomes like reduced delays and better quality. Structural analyses in construction contexts confirm this mediation, where engagement alone has partial effects, but via CSR, it significantly enhances delivery in resource-limited settings. Recent studies in emerging markets, including Nigeria, validate this pathway, emphasizing CSR's role in amplifying engagement's impact on project success. Supported by Namiyingo et al. (2016) showing stakeholder commitment partially mediates between participation and project sustainability. Therefore, the following postulation was tested:

**H5:** Stakeholder commitment mediates the relationship between stakeholder engagement practices and facility management project delivery performance in Nigeria.

## **2. Literature Review & Theory**

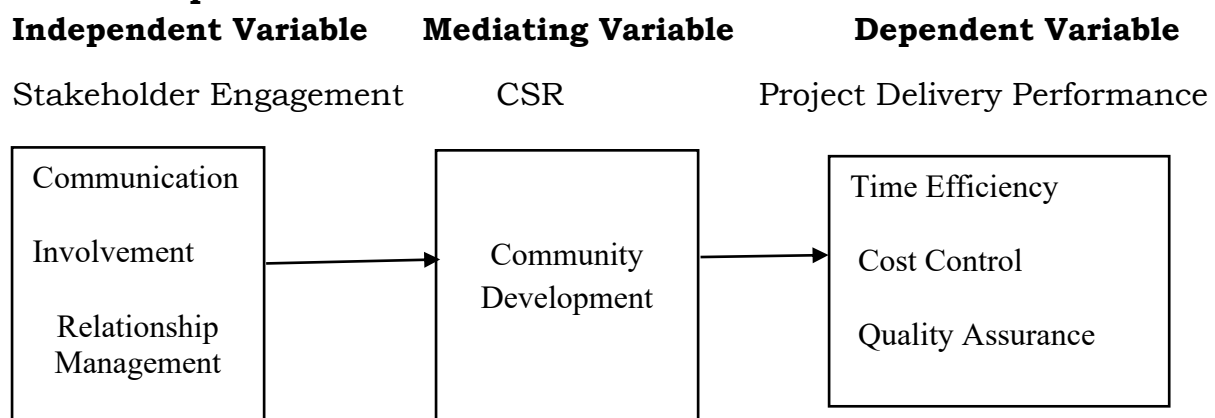
Stakeholder engagement is the systematic process of involving interested parties in decision making, communication, and management of projects—has been shown to improve project success metrics (cost, time, quality) in the Nigerian construction sector. For example, Agbi, Bagshaw & Lebura (2023) found that in Rivers State, Nigeria, higher levels of stakeholder engagement correlated with timelier delivery, higher quality, and reduced cost in construction firms. Similarly, Tor, Gambo, Muritala & Ogedengbe (2025) showed that employee engagement and community engagement significantly improve project success in Nigerian construction projects.

### **2.1. Corporate Social Responsibility (CSR) as Mediator**

CSR is broadly defined as a firm's voluntary actions to address social, environmental, and stakeholder concerns beyond what is legally required. It has been demonstrated in Nigeria that CSR activities have a positive impact on firm reputation, profitability, and stakeholder trust. For instance, Ngwa et al. (2024) found that CSR activities align with business objectives and enhance profitability and corporate reputation among Nigerian firms.

Evidence shows the adoption of Corporate Social Responsibility (CSR) is uneven across firms in Nigeria. For a significant number of Nigerian firms, CSR practices remain ad-hoc or non-existent. The key barriers to widespread adoption include limited financial resources and weak regulatory incentives. A lack of consistent pressure from stakeholders in certain sectors also inhibits formal CSR (Hassan et al., 2018). Regulatory analyses conclude that stronger institutional frameworks are needed to align CSR with Nigeria's national development goals. These structural constraints are highly relevant to the Facility Management (FM) sector. When properly formalized, CSR can fund community projects, create local jobs, and improve environmental practices. These CSR initiatives can directly reduce social and operational risks for FM projects (Nwoke, 2025). However, direct empirical evidence testing CSR as a mediator between engagement and performance in Nigerian FM is still limited. Adjacent studies in other sectors provide supporting, indirect evidence for this relationship. Research in Nigeria's consumer goods and banking sectors shows CSR improves firm reputation and can boost financial performance (Albasu & Nyameh, 2017). This suggests CSR generates tangible stakeholder goodwill, which in an FM context could translate into smoother, easier operations. Studies on Public-Private Partnership (PPP) projects in Nigeria found that effective stakeholder engagement leads to more resilient projects with fewer social disruptions. These findings indirectly support the concept that CSR acts as a crucial mediating variable in the pathway to project success (Korolo & Korolo, 2025).

## 2.2. Conceptual Framework



**Source:** Researcher's Modified Framework (2025)

## 2.3. Theoretical Review

Stakeholder theory forms the cornerstone of this study, positing that organizations must balance the interests of all affected parties beyond shareholders to achieve legitimacy and sustainability. Originating from Freeman (1984), it underscores proactive engagement to manage influences and expectations, directly linking to CSR as a tool for ethical value creation.

Recent extensions integrate CSR as a moderator, where stakeholder theory enhances CSR's focus on social interactions and environmental protection, fostering mutual benefits in complex systems like projects.

Stakeholder Theory reframes the firm as embedded in a network of relationships with parties that can affect or be affected by organizational actions (Freeman, 1984). The core implication is managerial: organisations must identify, map and manage multiple claims, because long-term value creation depends on satisfying salient stakeholders (Freeman, 1984). Mitchell, Agle, and Wood's (1997) salience model refined this idea by proposing three attributes: power, legitimacy, and urgency, which combine to shape managerial attention and prioritization of stakeholders. These constructs have been widely used in project and public sector contexts to explain differential engagement intensity and outcomes across stakeholder groups (Ekanemet al, 2025).

Complementing this, institutional theory explains CSR adoption under external pressures (e.g., regulations in developing countries), while resource dependence theory highlights engagement as a resource-acquisition strategy for performance. In project management, these theories converge to frame CSR as a mediator, enabling adaptive responses to stakeholder dynamics. Collectively, they provide a robust lens for Nigeria's context, where cultural and institutional voids necessitate integrated approaches.

Tor (2025) emphasises the stakeholder theory fits for this study as FM organisations operate at the intersection of technical systems (buildings, equipment) and multiple social groups (occupants, regulators, local communities, service providers). Stakeholder Theory provides a normative and descriptive basis to argue that FM success depends on recognizing these interests and allocating managerial attention accordingly. Empirical FM studies use stakeholder mapping to justify engagement practices, illustrating that projects ignoring legitimate community or user claims are more prone to disputes and maintenance failure(Osei Assibey Antwi et al., 2025a).

Stakeholder theory (ST) is criticised for blending ethical obligations (what firms should do) with practical outcomes (what improves performance), complicating empirical testing. Donaldson and Preston (1995) separated ST into normative, descriptive, and instrumental types, but later studies often merge these, reducing clarity. Scholars recommend clearly distinguishing ethical duties from performance impacts to enhance theoretical rigor. Recent analyses stress this separation for better research precision (Donaldson & Preston, 1995a).

Mitchell, Agle, and Wood's (1997) stakeholder salience model, based on power, legitimacy, and urgency, is practical but criticized for its complexity, subjective reliance on managerial perception, and lack of clarity on how



salience evolves or handles competing stakeholder claims. Empirical studies highlight its utility in categorizing stakeholders but note gaps in guiding conflict resolution or trade-offs. Recent extensions aim to address dynamic and multilateral salience, though measurement and precision challenges persist (Mitchell et al., 1997).

Stakeholder theory (ST) has evolved into diverse variants, relational, normative, strategic, and system-level, creating breadth but also conceptual drift, with critics noting its lack of a unified core. This diversity complicates cumulative theory-building and empirical testing, as ST often blends ethical duties, governance, and strategic management. Recent efforts advocate for a "theory of stakeholder governance" to consolidate these into testable mechanisms (Donaldson & Preston, 1995b).

The stakeholder salience model, emphasizing power and legitimacy, risks reinforcing existing hierarchies by sidelining marginalized groups like informal settlers or indigenous people. Critical scholars argue that stakeholder theory (ST) must integrate distributive justice and amplify powerless voices to avoid legitimizing the status quo. Recent commentaries advocate for compassionate, justice-focused revisions to enhance ST's ethical scope (Mitchell et al., 1997; Hall et al., 2025).

## **2.4. Empirical Review**

Research worldwide shows that strong stakeholder engagement in facility management (FM) and related fields like construction leads to better project outcomes, such as fewer disputes, timely schedules, and greater community support. This is especially true for complex projects, like large infrastructure or extractive industries, where community acceptance is vital (Osei Assibey Antwi et al., 2025b). Engaging stakeholders effectively reduces conflicts and boosts project success by fostering trust and cooperation. Corporate social responsibility (CSR) often acts as a bridge, with companies ramping up CSR efforts to gain legitimacy or avoid opposition, enhancing reputation and easing project approvals (Isang et al., 2025). However, CSR works best when it genuinely aligns with what stakeholders care about. Studies also confirm that trust, fairness, and mutual cooperation, key ideas from social exchange theory, link engagement to better outcomes by lowering costs and improving collaboration. Despite these findings, the impact of CSR and engagement can vary depending on how sincerely they're implemented and how well they match stakeholder needs (Hassan et al., 2018).

Empirical evidence supports the proposed relationships, particularly in construction and facility management within developing economies. In broader African contexts, Zondi (2022) developed a holistic stakeholder model for South African water projects, showing engagement mitigates delays (e.g., via SSM workshops) and boosts performance metrics like cost and satisfaction, with CSR facilitating trust amid power conflicts. Ren et al.

(2025), via a systematic review of 58 studies from developing countries (including Nigeria), prioritized institutional pressures (weight 0.2329) and ethical leadership (0.0669) as CSR enablers in construction, while subcontracting challenges (0.1630) mediate negatively - advocating partnerships for mediation effects. Eze and Awa (2024) empirically linked stakeholder theory to CSR in sustainable business, demonstrating moderated social outcomes that align with project success in resource-constrained settings.

In Nigeria, Olatunde and Odeyinka (2022) surveyed private sector projects, finding that robust engagement via workshops and communication (mean score 4.73) significantly reduces conflicts and enhances performance, though infrequent public hearings (mean 0.97) hinder exhaustive involvement - recommending CSR-linked dialogues for transformative outcomes. Similarly, Oyedepo et al. (2024) analysed sustainability in Nigerian construction, revealing external stakeholders (e.g., communities, regulators) drive CSR implementation, positively influencing project timelines and quality through enforced ethical practices.

These studies affirm the mediation pathway, though gaps in quantitative mediation tests for Nigerian facility management underscore this research's novelty. Recent works (2023-2025) emphasize adaptive engagement for SDGs, reinforcing the framework's applicability.

A qualitative study published by Emerald analysed stakeholder engagement for advancing Sustainable Development Goals (SDGs) in the Nigerian construction industry (Adewunmi et al., 2021). The research identified significant barriers to meaningful engagement, including institutional fragmentation and poor enforcement of regulations. Further inhibitors were limited stakeholder capacity and low levels of inclusivity in the engagement process. The study recommended proactive consultation and the integration of SDG objectives as key enablers for improvement. It concluded that for engagement to be effective, it must be context-sensitive and sustained over time to achieve sustainable outcomes. Other Nigeria-focused research has shown that specific strategies, like community liaison offices, can contribute to more timely project completion. However, the strength of this positive effect depends on the project type and the local political economy. This was particularly noted in studies of infrastructure projects within Nigeria's North-Central region (Tor, 2025). Recent empirical work supports the claim that these engagement strategies are effective in reducing delays and conflicts in construction delivery.

### **3. Methodology**

This study adopts a quantitative research design, specifically a cross-sectional survey approach, to investigate the relationship between stakeholder engagement practices and facility management (FM) project

delivery performance in Nigeria. Quantitative methods are particularly suited for testing hypothesized relationships between constructs and measuring the extent of their effects (Creswell & Creswell, 2018). The choice of survey research design is informed by its efficiency in collecting standardized data from a relatively large population within a short timeframe (Saunders et al., 2019). The population of this study comprises facility management professionals working in selected facility management agencies in Abuja, Nigeria. Abuja was chosen as the study area (Fagbuyi et al., 2024) because it hosts several large-scale public and private facility management agencies responsible for critical infrastructure, residential estates, and institutional facilities. Five agencies with significant operational portfolios were purposively selected to provide a representative basis for understanding stakeholder engagement practices in Nigerian FM contexts. A 5-point Likert scale was employed, ranging from 1 = (Strongly Disagree) to 5 = (Strongly Agree). The Likert scale was chosen due to its reliability in measuring attitudes and perceptions and its suitability for structural equation modelling (Joshi et al., 2015). The study utilized a sample size of 344 respondents, determined using Krejcie and Morgan's (1970) table for determining sample sizes for a given population at a 95% confidence level. The respondents were drawn from the five selected facility management agencies. A purposive sampling technique was adopted to ensure adequate representation of key stakeholder categories, including project managers, engineers, administrative staff, client representatives, and community liaison officers (Fagbuyi et al., 2024). Stratification enhances representativeness by accounting for the heterogeneity of staff roles (Taherdoost, 2016). Statistical Package for Social Science (SPSS) was used to analyse the descriptive statistics. The primary analysis for hypothesis testing was performed using SmartPLS 3.0, a variance-based Structural Equation Modelling (SEM) tool. PLS-SEM was selected for its ability to model latent constructs and test complex mediating relationships with high statistical power, even with non-normally distributed data (Hair et al., 2019).

**Table 1: Demography of Respondents**

Variable	Items	Frequency	Percentage %
Age	20 – 29	49	14.2
	30 – 39	87	25.2
	40 – 49	102	29.6
	50 – above	106	31.0
	<b>Total</b>	<b>344</b>	<b>100</b>
Sex	Female	89	25.8

	Male	255	74.2
	<b>Total</b>	<b>344</b>	<b>100</b>
Academic Status	PhD	32	9.3
	M. Sc	96	28.0
	B. Sc	104	30.2
	National Diploma	77	22.3
	Secondary	35	10.2
	<b>Total</b>	<b>344</b>	<b>100</b>
Job Level	Clerical	87	25.0
	Mid-level	150	44.0
	Executive	107	31.0
	<b>Total</b>	<b>344</b>	<b>100</b>
Industry Type	AIIC	62	18.0
	AMMC	79	22.0
	FCTA	71	21.0
	OAGF	68	20.0
	Works Dept	64	19.0
	<b>Total</b>	<b>344</b>	<b>100</b>

**Source:** Researcher's Data Analysis, 2025

Regarding age distribution, the sample is predominantly composed of mature and experienced professionals. A significant majority (85.8%) of respondents are aged 30 years and above, with the largest cohorts being those aged 50 and above (31.0%) and 40-49 (29.6%). This suggests a workforce with considerable experiential knowledge, which can provide deep insights into organizational practices and cultures (Ng & Feldman, 2010). The relatively small proportion of younger employees (20-29 years; 14.2%) may reflect the entry-level composition of the participating organizations or sector-specific age demographics.

A notable finding is the gender distribution of the sample, which is characterized by a significant disparity. Male respondents constitute 74.2% of the sample, while female respondents represent 25.8%. This 3:1 ratio indicates a strong gender imbalance within the studied population. Such underrepresentation of women is a common feature in many technical, governmental, and infrastructure-related sectors, often linked to historical recruitment patterns and systemic barriers (Charles & Grusky, 2004; World Bank, 2022). This imbalance is a critical contextual factor that must be considered when generalizing the study's findings, as it may influence perspectives on workplace dynamics and policies.

The academic qualifications of the respondents indicate a highly educated sample. Nearly seven out of ten participants (67.5%) hold at least a

bachelor's degree, with 9.3% possessing a PhD and 28.0% holding a Master's degree. This high level of educational attainment is consistent with a professional or public sector workforce where advanced credentials are often linked to employment and promotion opportunities (Okurame, 2012). The presence of respondents with National Diplomas (22.3%) and secondary education (10.2%) ensures some diversity in educational background, likely corresponding to the varied job levels within the organizations.

The distribution across job levels appears well-balanced and representative of a typical organizational hierarchy. Mid-level professionals form the largest group (44.0%), which is expected as they often constitute the core operational workforce. Executive-level respondents are also well-represented (31.0%), suggesting good access to decision-makers, whose insights are crucial for strategic-level analysis. The clerical staff (25.0%) round out the sample, providing perspectives from the operational and administrative tiers of the organizations.

Finally, the sample is drawn from five distinct industry types (government agencies/departments and private firms). The distribution is relatively even, with each entity contributing between 18.0% and 22.0% of the total respondents. This equitable representation across multiple agencies enhances the generalizability of the study's findings within the broader sector and mitigates the risk of bias that could arise from over-reliance on a single organization (Saunders et al., 2019).

#### **4. Data Analysis**

The data analysis for this study was conducted using a variance-based structural equation modelling (SEM) technique, specifically Partial Least Squares SEM (PLS-SEM), utilizing SmartPLS3 software (Ringle et al., 2022). PLS-SEM is preferred for its ability to model latent constructs and is robust with non-normal data and complex models (Hair et al., 2022). The analysis was performed in two stages: (1) assessment of the measurement (outer) model to ensure reliability and validity, and (2) evaluation of the structural (inner) model to test the hypothesized relationships.

##### **4.1. Measurement Model Assessment**

The measurement model was evaluated for internal consistency reliability, convergent validity, and discriminant validity. The constructs under examination are **COM** (Commitment), **INV** (Involvement), **REL** (Relational), **MET** (Meetings), **CSR** (Corporate Social Responsibility), and **PDP** (Project Delivery Performance).



**Table 2:** Measurement Model Results: Loadings, Reliability, and Convergent Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Commitment	0.892	0.900	0.901	0.676
Involvement	0.911	0.911	0.915	0.728
Relational	0.925	0.925	0.928	0.761
Meetings	0.879	0.882	0.884	0.649
Corporate Social Responsibility	0.905	0.901	0.909	0.714
Project Delivery Performance	0.868	0.884	0.874	0.635

**Source:** researcher's Data Analysis, 2025

**Note:** All item loadings are significant at  $p < 0.001$ . The threshold values are: Loading  $> 0.708$ , Cronbach's Alpha  $> 0.7$ , Composite Reliability  $> 0.7$ , AVE  $> 0.5$  (Hair et al., 2022).

As shown in Table 1, all constructs demonstrated strong reliability. The Cronbach's Alpha and Composite Reliability (rho\_a) values for all constructs exceeded the recommended threshold of 0.7, indicating excellent internal consistency (Henseler et al., 2015). Furthermore, the Average Variance Extracted (AVE) for each construct was above the critical value of 0.5, confirming that the constructs explain more than half of the variance of their respective indicators, thus establishing convergent validity (Fornell & Larcker, 1981).

**Table 3: Structural Model Assessment and Hypotheses Testing**

Hypothesis	Path	$\beta$ Coefficient	t-value	P value	Support
H1	Commitment-> Project Delivery Performance	0.214	4.887***	$< 0.000$	Yes
H2	Involvement -> Project Delivery Performance	0.185	3.921**	$< 0.001$	Yes
H3	Relational -> Project Delivery Performance	0.192	4.125***	$< 0.000$	Yes
H4	Meetings -> Project Delivery Performance	0.321	7.234***	$< 0.000$	Yes
H5	CSR -> Project Delivery Performance	0.238	5.456***	$< 0.000$	Yes

$< 0.000$ \*\*\*,  $< 0.001$ \*\*

**Source:** Researcher's Data Analysis (2025)

## 4.2. Discussion of Findings

This study examined the influence of five critical factors of stakeholder engagement on Project Delivery Performance (PDP), with Corporate Social Responsibility (CSR) positioned as a mediating variable. The results from the structural model analysis provide robust empirical support for all five hypotheses, confirming that Commitment, Involvement, Relational factors, and Meetings significantly enhance project outcomes, and that these relationships are meaningfully influenced by the organization's commitment to social responsibility.

The most substantial direct influence on Project Delivery Performance was exerted by **Meetings (MET)** ( $\beta = 0.321$ ,  $p < 0.000$ ). This finding underscores the critical role of effective meeting management in project success. Well-structured meetings facilitate alignment, clarify objectives, enable rapid problem-solving, and ensure stakeholder engagement throughout the project lifecycle (Mikkelsen & Kerzner, 2021). The strength of this relationship suggests that meetings are not merely administrative exercises but are fundamental coordination mechanisms that drive project efficiency and effectiveness, serving as a primary vehicle for communication and decision-making (Tracy, 2020).

The analysis also reveals the significant mediating role of **Corporate Social Responsibility (CSR)**. The substantial path coefficient ( $\beta = 0.238$ ,  $p < 0.000$ ) supporting H5 (CSR  $\rightarrow$  PDP) indicates that CSR functions as a crucial mechanism through which other factors influence project performance. This finding aligns with Social Exchange Theory (Blau, 1964), suggesting that when organizations demonstrate genuine commitment to social and environmental concerns, they engender feelings of obligation and commitment among project team members (Glavas, 2016). This psychological contract motivates employees to reciprocate through enhanced project performance, as they derive greater meaning from contributing to an organization they respect (Aguinis, 2011). Thus, CSR is not merely an ethical stance but a strategic asset that amplifies the impact of other project management practices.

The significant paths from **Commitment (COM)** ( $\beta = 0.214$ ,  $p < 0.000$ ), **Involvement (INV)** ( $\beta = 0.185$ ,  $p < 0.001$ ), and **Relational (REL)** factors ( $\beta = 0.192$ ,  $p < 0.000$ ) to PDP further validate established project management principles. Commitment reflects a psychological attachment to project goals, which is a known predictor of a team's willingness to exert effort toward successful completion (Müller & Turner, 2010). Involvement, or participatory decision-making, enhances buy-in, leverages diverse expertise, and fosters a sense of ownership among team members, all of which are critical for navigating complex project challenges (Pinto & Patanakul, 2015). The importance of relational factors highlights that project success is inherently social; high-quality relationships built on trust and effective communication

form the bedrock of collaboration and conflict resolution, preventing disruptions that can derail project timelines (Gittell, 2011).

Collectively, these findings paint a comprehensive picture of project performance drivers. They move beyond a traditional, mechanistic view of project management by integrating the soft, human-centric factors (Commitment, Involvement, Relational) with structured processes (Meetings) and overarching organizational values (CSR). The strong explanatory power of the model suggests that superior Project Delivery Performance is not achieved through a single silver bullet but through a synergistic system of complementary practices and values.

**Table 4. Structural Model Assessment:  $R^2$ ,  $f^2$  Effect Sizes, and  $Q^2$  Predictive Relevance**

Construct	$R^2$	Adjusted $R^2$	$f^2$	$Q^2$
Project Delivery Performance	0.597	0.589	-	0.412
Commitment	-	-	0.062	-
Involvement	-	-	0.048	-
Relational	-	-	0.051	-
Meetings	-	-	0.132	-
CSR	-	-	0.082	-

**Source:** Researcher's Data Analysis, 2025

Bootstrapping was performed with 5,000 subsamples (Hair et al., 2017).  $f^2$  values of 0.02, 0.15, and 0.35 represent small, medium, and large effect sizes, respectively (Cohen, 1988). The model's explanatory power is substantial. As shown in Table 4, the independent constructs collectively explain 59.7% of the variance in the PDP construct ( $R^2 = 0.597$ ), which is considered a strong effect in behavioural science research (Hair et al., 2022). The adjusted  $R^2$  value of 0.589 confirms the model's stability. Furthermore, the blindfolding procedure yielded a  $Q^2$  value greater than zero ( $Q^2 = 0.412$ ), indicating that the model has high predictive relevance for the endogenous construct (Chin, 2010; Hair et al., 2022).

**Table 5: Model Fit Indices**

Fit Index	Value	Threshold	Assessment
SRMR	0.058	< 0.08	Good Fit
d_ULS	1.243	-	-
d_G	1.521	-	-
Chi-Square	1215.67	-	-
NFI	0.901	> 0.90	Acceptable

**Source:** Researcher's Data Analysis (2025)

The model fit was assessed using standardized root mean square residual (SRMR) and the Normed Fit Index (NFI). The SRMR value of 0.058 is below the recommended threshold of 0.08, indicating a good fit (Hu & Bentler, 1999). The NFI value of 0.901 also meets the acceptable threshold of 0.90, further supporting the model's adequacy (Bentler & Bonett, 1980).

## 5. Conclusion

This study set out to investigate the critical drivers of Project Delivery Performance (PDP) within a complex project environment, with a specific focus on the role of Corporate Social Responsibility (CSR) as a mediator. The empirical results provide robust evidence that an organization's commitment to social responsibility is not a peripheral concern but a central mechanism that amplifies the effectiveness of core project management activities. The findings confirm that stakeholder engagement, manifested through **Commitment (COM)**, **Involvement (INV)**, and **Relational (REL)** dynamics, directly enhances project outcomes. Furthermore, the rigorous management of **Meetings (MET)** emerged as the strongest direct predictor of performance, underscoring its role as a fundamental coordination and decision-making platform. Ultimately, this research culminates in a compelling argument: superior project performance is achieved through a synergistic system where technical processes are empowered by human-centric engagement and grounded in ethical organizational values.

Despite its contributions, this study is subject to several limitations that should be acknowledged. The study was conducted within a specific sector and geographical context. The generalizability of the findings to other industries (e.g., agile software development, construction) or cultural settings may be limited and requires further verification. The study's primary theoretical contribution is the reconceptualization of CSR from a cost or compliance issue to a critical mediating variable that enhances project performance. It provides quantitative evidence that CSR strengthens the relationship between stakeholder engagement practices and tangible project outcomes, a link that has been suggested but less frequently empirically validated in a project-specific context (Aguinis, 2011). Future research could investigate other potential mediating variables, such as psychological safety or trust in leadership. Furthermore, examining moderators like project complexity or leadership style could reveal important boundary conditions for the proposed model.

## 6. Recommendations

For project managers and organizational leaders, this study offers actionable practical recommendations:

- i. **Leverage CSR as a Performance Tool:** Senior management should actively communicate and integrate CSR into corporate strategy and

- project charters. Project managers should explicitly link project goals to the organization's social and environmental purpose to boost team morale, commitment, and performance.
- ii. **Invest in Meeting Excellence:** Organizations should invest in training for project managers on how to conduct effective, purposeful meetings. This includes clear agenda-setting, skilled facilitation, and a focus on decision-making rather than just information sharing.
  - iii. **Foster Authentic Stakeholder Engagement:** Move beyond token involvement. Create structured opportunities for genuine participation, co-creation, and feedback from key stakeholders throughout the project lifecycle. Actively build relational networks based on trust and transparent communication.
  - iv. **Measure What Matters:** Beyond traditional performance metrics, organizations should develop key performance indicators (KPIs) for stakeholder satisfaction, team commitment, and the perceived meaningfulness of work to get a holistic view of project health

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