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Influence of Stakeholders' Engagement Practices on Performance of System Applications Products for Oil and Gas Upgrade Project at Kenya Pipeline Company Nakuru Depot

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Abstract:
 System Applications Products for Oil and Gas (SAP IS-OIL) is the impetus in the Oil and Gas industry towards enhancing operational efficiency and improve overall performance. The current literature on normative and instrumental justifications of stakeholder value creation remains mostly inconclusive, particularly on the practicality of the stakeholders' engagement practices on the performance of such projects. The primary objective of the study was to determine the influence of stakeholders' engagement practices on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot. The study was founded on stakeholders' theory, social contract theory and resource dependency theory while adopting descriptive research design. A census was conducted with the respondents being depot managers of 91 oil companies at KPC Nakuru depot. A structured questionnaire was used to collect data. The findings revealed that monitoring stakeholder engagement had the most significant influence (β=0.397; p=0.000) followed by the variable making project information transparent to stakeholders (β =0.315;p=0.001) then keeping stakeholders involved (β =0.235;p=0.015) and finally treating stakeholders as partners (β =0.222;p=0.020). The study concludes that when stakeholders are adequately involved in choosing the project, acceptance of the project outcome is achieved as it enhances relationship building which is paramount in decision making process. Moreover, effective communication as well as managing their expectations especially taking into account their concerns and interests are crucial in achieving project goals. Furthermore, keeping stakeholders involved in the entire project cycle has a significant influence on the performance of SAP IS-OIL software upgrade project. Therefore, engaging stakeholder during project identification secures confidence of project team and averts lack of project ownership risk. Also, stakeholder's involvement during planning phase incorporates ideas which are essential during project implementation. Furthermore, making project information transparent to stakeholders has a significant influence on the performance of SAP IS-OIL software upgrade project. This means that effective communication of project information to the stakeholders builds a well-established relationship based on mutual trust having the interest of project outcome. Finally, it is crucial to have a project management plan outlining the various stakeholders as it facilitates how to engage stakeholders by establishing a framework to meet the needs and expectations. The study recommends that there is a need to have a mechanism in place to ensure adequate training of all the relevant stakeholders and an established closed-loop communication channel during the project phases. Also, a framework should be established to incorporate creative content to promote a trust-based relationship in project phases. the project management team should involve all the relevant stakeholders in the entire project cycle. The project team needs to ensure project information is made transparent to the relevant stakeholders by appropriate and timely communication. Finally, monitoring stakeholders' engagement is crucial to the performance of SAP IS-OIL upgrade project hence should be prioritized by the project management team.

Keywords- Treating stakeholders as partners, stakeholder's involvement, transparency in projects, monitoring stakeholder's engagement, project performance

1. Background

Stakeholder engagement is a process by which an organization informs, consults, involves, collaborates with, and empowers groups and individuals affected by a decision, operation, or policy (Ramirez, Monica, Mark, Janick, Raina & Jay, 2014; Benson, Irene, & Hadrian 2016). Stakeholder engagement is crucial in project management as it assists in achieving the goal of delivering the project on time, to budget and quality (Sallinen, Ruuska, & Ahola, 2013). The oil and gas industry are one of the riskiest, challenging, and dynamic business sectors (Ahmad, de Brito, Rezaei & Tavasszy, 2017). As such, various research indicates that there is much waste and faces problems resulting from myopic control (Pikaar, 2011).

Furthermore, a study by Pikaar (2011) who examines the relationship between the stakeholder engagement in shale exploration-related projects and the supporting societal embedding in the Netherlands reveals that traditional top-down strategies to project implementation with limited stakeholder engagement is an ineffective approach for the management of local energy projects and has a high likelihood of instigating social unrests as well as project delays and cancellations. Brand (2011) study on oil extraction in the Neighborhood Schoonebeek, Netherlands indicates that the oil industry ceased its operations in 1996 due to poor stakeholder engagement practices as well as limitations in extraction technologies. However, the oil industry operations commenced again in 2011 after deliberations in stakeholder's engagement approaches, which saw the formulation of policies and practices that facilitated the adoption of advanced oil extraction technologies such as hydraulic fracking. As such, the author suggests that project managers active in new areas should refrain from counting on default this support, stressing on the challenge to engage stakeholders appropriately once again

Regionally, according to Prpich, Kabari and Coulon (2019) Africa nations have experienced rapid growth particularly in the oil and gas producing zones in Niger Delta. The study established the need to have constructive stakeholder engagement in order to integrated values and perspectives of all stakeholders based on trust and transparency. Chinweze, Kennedy-Echetebu and Onyeri (2015) and Lebura (2013) studies on stakeholder engagement and relationships in Nigerian oil and gas industry indicates that despite the staggering revenues accrued from the oil sales, almost all the development indices confirm the underperformance of Nigeria which has led to the development of a web entanglement that binds restiveness and agitations to the country.

Mumma-Martinon (2014) conducted a study on effective stakeholders' engagement in oil and gas industry in Kenya using the Stakeholder Relationship Management (SRM+) tool at the commencement and immediately following the production affiliation and new exploration. The study concluded that perceptions could vary significantly from realities; predictable requirements vary from actual needs. As such, it is imperative to integrate and engage all stakeholders for acceptability. In a nutshell, the above normative and instrumental justifications of stakeholder value creation remain mostly inconclusive particularly on the practicality of the stakeholders' engagement practices on performance of Information Technology projects in the oil and gas industry (Mishra & Mishra, 2011).

System applications and product (SAP) is an enterprise resource planning system (ERP) used and adopted by organizations to enhance their operational efficiency and improve overall performance (Matende & Ogao, 2013).

Majority of the oil and gas companies are seeking new and innovative means of streamlining their businesses for a comprehensive evaluation of new ventures as well as fast entry into the market. As such, companies adopt SAP technology to realize these benefits and surmount challenges related to compliance with legal requirements, increased global energy consumption, volatility in crude oil prices, need to guarantee secure internal processes among others (Mishra & Mishra, 2011). Although different organizations have adopted different ERP systems in Kenya, this study primarily focused on the influence of stakeholders' engagement practices on performance of SAP IS-OIL program upgrade project in oil and gas industry in Kenya, in particular, Kenya Pipeline Company Nakuru depot.

1.1. Statement of the Problem

The performance of projects is a key factor in ascertaining the success of a project. Despite organizations trying to embrace technological projects, performance of the projects is at stake. According to The Chaos Report of 2015, a survey carried out by the Standish Research Group, only 29% of information technology project implementations are successful, and 19 % are considered utter failures due to cost overruns, time overruns, and content deficiencies. Furthermore, organizations have experienced social unrest and project delays (Pikaar, 2011). Despite huge capital investments, benefits of implementation of projects haven't been realized due to lack of project ownership which cascades to project failure (Sarantis, Smithson, Charalabidis, & Askounis 2010). Therefore, stakeholder engagement practices framework needs to be established. Victor (2011) who looked into the impact of SAP system implementation in KEMRI found out that most of the challenges were related to people and process factors, lack of proper change management, lack of proper training to the employees and poor vendor support. Despite the above project management instances, they lack specificity on the stakeholder engagement practices that are effective in the performance of projects. Presently, there is limited studies on stakeholder engagement practices on the performance of SAP projects particularly in oil and gas industry which inspired this present study.

1.2. Research Objectives

1.2.1. General Objective

The general objective of this study was to determine the influence of stakeholders' engagement practices on performance of System Applications Products for Oil and Gas (SAP IS-OIL) upgrade project at Kenya Pipeline Company, Nakuru depot.

1.2.2. Specific Objectives

The following were the specific objectives of the study,
- To determine the influence of treating stakeholders as partners on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.
- To ascertain the influence of keeping stakeholders involved in the entire project cycle on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.
- To determine the influence of transparency in project information on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.

- To evaluate the influence monitoring stakeholder engagement on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.

1.2.3. Research Hypothesis
- H_{01}: Treating stakeholders as partners has insignificant influence on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.
- H_{02}: Keeping stakeholders involved in the entire project cycle has insignificant influence on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.
- H_{03}: Making project information transparent to stakeholders has insignificant influence on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.
- H_{04}: Monitoring stakeholders' engagement has insignificant influence on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot.

2. Literature Review

2.1. Theoretical Review
This study entails exposition of the theoretical foundation of the research study variables through theoretical propositions, including the stakeholder theory, social contract theory, and resource dependency theory.
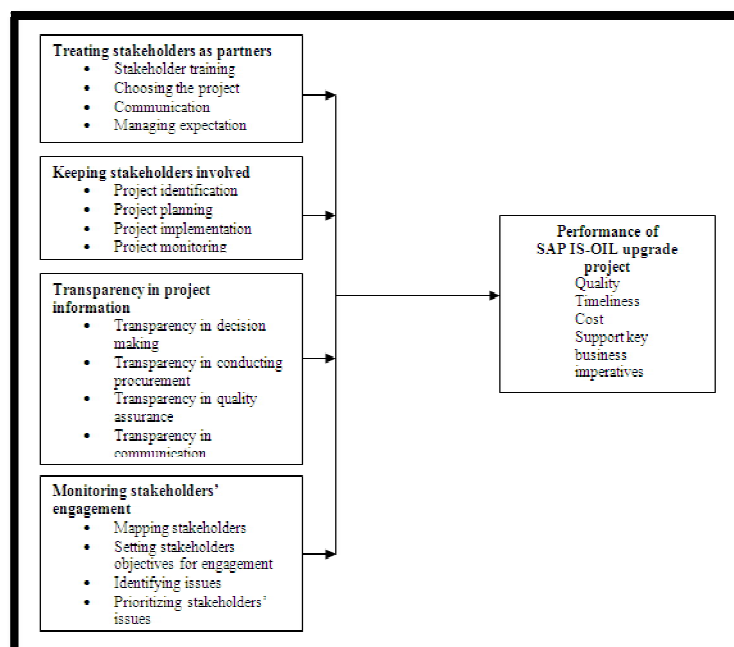
2.2. Conceptual Framework

Figure 1: Conceptual Framework

3. Research Methodology

3.1. Research Design
The study adopted a descriptive survey research design.

3.2. Target Population
The population of interest of this study comprised 91 oil companies in the Kenya Pipeline Company Nakuru depot.

3.3. Sampling Frame
A census was conducted in KPC Nakuru depot. The sample frame for this study was 91 depot managers in targeted oil companies in KPC Nakuru depot. A census was preferable in order to produce estimates with small sampling error.

4. Data Analysis

4.1.1. Treating Stakeholders as Partners
The study sought to determine the influence of treating stakeholders as partners on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot. The finding is presented in Table 2.

Statement	SD %	D %	U %	A %	SA %	T %	Mean	SD
Stakeholders were adequately trained throughout the project cycle	8.6	23.5	11.1	37.0	19.8	100	3.36	1.27
The project based on stakeholders' interest	3.7	25.9	17.3	30.9	22.2	100	3.42	1.20
Project status was consistently communicated to the stakeholders	8.6	25.9	21.0	27.2	17.3	100	3.19	1.24
The project team made reasonable effort to managing expectations of stakeholders with regard to project outcome	11.1	17.3	13.6	42.0	16.0	100	3.35	1.25
Overall Index							3.33	1.24
Valid N (list wise)	81							

Table 2: Treating Stakeholders as Partners

The study findings indicate that stakeholders were adequately trained throughout project cycle with an agreement of 56.8 percent. The findings by Gwaya (2014) indicate that training of key participants increases skills and knowledge level on undertaking project activities thus have a positive impact on project performance. This finding agrees with that of Erina (2015), who avers that dealing with stakeholder issues is critical to the success of the development and implementation effort. Additionally, Chaudry, Sabir, Rafi, and Kalyar (2011) established that human resources management is critical to project success since human factors such as training, skills, and competence are a resource that determines the successful implementation of a project. Training stakeholders on key areas of the business as well as equipping them with requisite knowledge enhances the achievement of business goals and objectives. Furthermore, engaging stakeholders throughout the project life cycle is key to project's success.

It was noted from the findings that the majority of the respondents agreed that the project was based on stakeholders' interest with 53.1 percent. The needs and interest of the stakeholders were considered therefore enhancing ownership of the project by the stakeholders. This finding is in line with that of Chandana (2017) who asserts that a project manager must manage the influence of all the stakeholders in relation to the project requirements to ensure the required output. The project manager needs to take care of the interests of the stakeholders while balancing the requirements of the project. When stakeholders support the project, it positively affects its performance.

Furthermore, the findings established that project status was consistently communicated to the stakeholders, with 44.5 percent of the respondents in agreement. According to Zulch (2014), communication is the basic supporting pillar for all project success. This finding corroborates with that of Mishra and Mishra (2011) who states that the majority of the projects fail as a result of miscommunications on the project specificities. It is believed that effective communication to the stakeholders is key to project implementation. It implies that lack of a clear communication strategy could affect performance of a project.

Finally, the study established that the project team made reasonable effort to managing expectations of stakeholders with regard to project outcome. It was clear from the findings that 58.0 percent were in agreement with the statement. According to Aira (2016), stakeholders' expectation needs to be identified and managed throughout the project cycle and could improve the performance of the project being implemented. Boaz, Hanney, Borst, O'Shea and Kok (2018) point out that the stakeholder perspective highlights the effective management of relationships between a project and its key stakeholders in order to ensure project success. The finding observed that the majority were in agreement that stakeholders were treated as partners in SAP IS-OIL upgrade project with a mean of 3.33 within a standard deviation of 1.24 as it can be confirmed in Table 2. This ensures mutual beneficial relationship among the stakeholders and further active collaboration with regard to project goals. The findings are in line with studies by Thomas, Pidgeon, and Bradshaw (2012) who posits that treating stakeholders as partners rather than using each other as objects leads to value creation through collaborative problem solving thus integrating knowledge that each stakeholder has to enhance performance of projects.

4.1.2. Keeping Stakeholders Involved
The study sought to ascertain the influence of keeping stakeholders involved in the entire project cycle on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot. The finding is presented in table 3

Statement	SD %	D %	U %	A %	SA %	Mean	Std. Dev.
Stakeholders were adequately involved in Project identification	7.4	25.9	22.2	30.9	13.6	3.17	1.18
The project team involved all Stakeholders in Project planning	11.1	23.5	19.8	25.9	19.8	3.20	1.31
All Stakeholders were involved during project implementation and recommended changes were verified	6.2	12.3	30.9	42.0	8.6	3.35	1.01
Stakeholders were consistently involved in Project monitoring to ensure acceptable work results	2.5	28.4	16.0	21.0	32.1	3.52	1.28
Overall Index						3.31	1.19
Valid N (list wise)	81						

Table 3: Keeping Stakeholders Involved

According to Table 3, the findings observed that 44.5% of the respondents were in agreement that they were adequately involved in SAP-ISOIL upgrade project identification. This implies that stakeholder's involvement throughout the project cycle could affect performance of the project being implemented. This finding agrees with that of Lehto, Harkonen, Haapasalo, Belt, Mottonen, and Kuvaja (2011) who reported that the possibilities of influencing project success are seen to be best during the early project stages because decisions made early reduce unnecessary changes during later development stages and even the total life-cycle costs.

Moreover, the findings established a 45.7 percent were in agreement that the project team involved all stakeholders in project planning which ensures they are in a position to provide their views and interest concerning the project. This finding is in line with that of Aapaoja, Haapasalo, and Soderstrom (2013) who maintain that early involvement allows room for creative solutions and the intensive exchange of ideas. Thus, it leads to procedures that run-in phases, which in turn change the project's value creation to holistic value creation.

Furthermore, it was observed majority of the stakeholders were in agreement with 50.6 percent with the statement that all stakeholders were involved during project implementation, and recommended changes were verified. It implies that stakeholder involvement in project implementation is critical to the success of a planned project. This finding concurs with that of Duncan (2010) who claims that keeping stakeholders involved is required in the implementation phase of the project to help in transformation of the project's planned policies, goals and objectives into well-ordered activities, efficient allocation and utilization of these resources, and carrying of specific tasks effectively using the resources as well as well-coordinated individuals to achieve the goals of the project. The importance of identifying and including important stakeholders in the project process is critical since when primary stakeholders are excluded, the relevance and anticipated benefits from the project will be limited (Pandi, 2015).

Finally, the study established that stakeholders were consistently in involvement in project monitoring to ensure acceptable work results. This was notable from the findings, with 53.1 percent of the stakeholders in agreement. This implies that consistently involving stakeholders in project monitoring is a significant management practice towards the success of the project. This is pointed by Paffenholz (2011) who established that participatory monitoring allows stakeholders to monitor and evaluate themselves thus improving performance and delivery of projects.

The mean and standard deviation of keeping stakeholders involved showed that the majority of respondents were in agreement with the statement that stakeholders were consistently in involvement in project monitoring to ensure acceptable work results with a mean of 3.31 and standard deviation of 1.19 as shown in Table 3. This indicates stakeholder's involvement in projects encourages integrated approach to achieving project goals. This finding concurs with a study conducted by Heravi, Coffey and Trigunarsyah (2015) who established that inclusion of key stakeholders during important stages of a project is a key feature that positively impacts on the project outcome. Kobusingy (2017) also established that there is a positive association between stakeholders' involvement in project implementation and project outcome.

4.1.3. Making Project Information Transparent to Stakeholders
The study sought to determine the influence of transparency in project information on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot. The finding is as presented in table 4

Statement	SD %	D %	U %	A %	SA %	Mean	Std. Dev.
There was transparency in decision making among all stakeholders	17.3	13.6	11.1	35.8	22.2	3.32	1.41
Procurement process of relevant project resources was transparent	8.6	29.6	17.3	23.5	21.0	3.19	1.30
Transparency in quality assurance was endorsed by stakeholders	11.1	21.0	8.6	40.7	18.5	3.35	1.31
There was transparency in communication by providing accurate and up-to-date information	4.9	25.9	17.3	32.1	19.8	3.36	1.21
Overall Index						3.30	1.30
Valid N (list wise)	81						

Table 4: Making Project Information Transparent to Stakeholders

The study established there was transparency in decision making among all stakeholders during the SAP IS-OIL upgrade project with 58percent in consent. This finding implies that transparency with stakeholders promotes trust and confidence in the project being implemented thus enhancing performance of the project being implemented. However, absence of transparency with the stakeholders could hamper the process and even the outcome of the project. This finding corroborates with that of Malfait, Van Hecke, Hellings, De Bodt, and Eeckloo (2017) who emphasizes that to influence the public transparency and accountability of the organization effectively; managers should keep stakeholders involved in the decision-making process primarily to support the business imperatives.

It was also noted from the findings that during the SAP IS-OIL upgrade project, the procurement process of relevant project resources was transparent with 44.5 percent in agreement. This means that when there is transparency, especially in the procurement process, stakeholders will support initiatives designed to bring the project to success. This finding is consistent with that of Jyoti (2017) who asserts that when there is transparency by stakeholders, there will be synergy in support of project by the entire team. This finding concurs with that of Freeman (2007) who believes that honest, open and fair engagement of stakeholders is necessary for business organizations to function properly. Similarly, the study revealed with 59.2 percent in agreement that during the SAP-ISOIL upgrade program, transparency in quality assurance was endorsed by stakeholders. It implies that when there is transparency in quality assurance by stakeholders, there will be a synergy in support of project by the entire team. This finding concurs with that of Freeman (2007) who established that stakeholders engagement needs to be honest, open and fair for business organizations to succeed. Ferro (2018), and also argue that if an organization increases trust that it is acting in the interests of others, stakeholders foster their willingness to act in the interest of the organization.

In conclusion, the study established that transparency in communication by providing accurate and up-to-date information during the SAP IS-OIL upgrade project was achieved with 51.9percent in agreement. This implies that transparency in communication to the relevant stakeholders will promote trust and teamwork towards the achievement of organizational goals. This is also pointed by Imran, Shazia and Kashif-ur-Rehman (2011) who revealed that project management is central to businesses today. It contributes that project management remains effective only when there is effective communication for team management. The flow of correct and timely information, in a well-structured manner makes the project team efficient, and the processes start to produce in time that affects the project's outcome positively.

The mean and standard deviation as presented in Table 4 indicate that during the SAP IS-OIL upgrade project, making project information transparent to stakeholders was in agreement with a mean of 3.3 percent and a standard deviation of 1.3 percent. Transparency in all project phases aids in confidence of achieving project performance by ensuring accountability of all project processes. These findings are in agreement with those of Hosseini (2018) who established that project information should be transparent, meaningful and useful to relevant stakeholders as it aids in purpose formed decision making and taking right action.

4.1.4. Monitoring Stakeholder Engagement

The study sought to evaluate the influence monitoring stakeholder engagement on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot. The findings are presented in table 5.

Statement	SD %	D %	U %	A %	SA %	Mean	Std. Dev.
There were mapping stakeholders to establish their requirements	6.2	21.0	27.2	38.3	7.4	3.20	1.05
There was Setting stakeholders objectives for engagement	13.6	9.9	32.1	29.6	14.8	3.22	1.22
Identifying stakeholders' issues and addressing they were achieved through collaboration among stakeholders	11.1	12.3	18.5	43.2	14.8	3.38	1.21
Prioritizing stakeholders' issues during the project were taken into consideration, documented, and recommendations are taken into action.	6.2	30.9	11.1	35.8	16.0	3.25	1.23
Overall Index						3.26	1.18
Valid N (list wise)	81						

Table 5: Monitoring Stakeholder Engagement

The findings of the study revealed that 45.7 percent were in consent that during SAP IS-OIL upgrade program, there were mapping stakeholders to establish their requirements. This finding suggests that establishing stakeholders' requirements was vital in enhancing trust and commitment towards a successful implementation of project objectives. This finding corroborates with that of Blok, Hoffmans, and Wubbe (2015) who claims that mutual responsiveness towards stakeholders ends up in co-responsibility among stakeholders. In this perspective, co-responsibility means that actors have to become mutually responsive such that an organization employs a perspective transcending immediate objectives. It was also noted from the findings during the SAP IS-OIL upgrade project, setting stakeholders' objectives for engagement was a priority with 44.4 percent of the stakeholders assenting to it. When objectives for engagement with stakeholders are appropriately outlined, stakeholders are convinced in execution of projects objectives and remain committed throughout project cycle leading to project performance. This finding is consistent with that of Bal, Bryde, Fearon, and Ochieng (2013) who reports that managing relationships with stakeholders helps raise the consciousness of the project and make it better prepared to deal with changing stakeholder needs; it also makes it more able to respond efficiently and effectively to the difficulties that may arise or issues that need to be resolved.

Similarly, the study established that 58 percent were in agreement that identifying stakeholders' issues during SAP IS-OIL upgrade project and addressing them was achieved through collaboration among stakeholders. This suggests that proper identification and addressing of stakeholder's issues is the important strategy to promote respect and maintain focus towards achievement of the project objectives. As reported that transparency requires companies to be willing to disclose information regarding the way they conduct their business and to listen and react to criticism. Companies who fail to communicate with their stakeholders' risks damaging their reputations and may not survive in the long term (Eccles & Krzus, 2010). In conclusion, the study observed that prioritizing stakeholders' issues during SAP IS-OIL upgrade project were taken into, documented and recommendations are taken into action. It was notable that 51.8 percent were in agreement. This finding suggests taking into account stakeholders concerns helps in supporting business obligations which could affect performance of ongoing project. Abubaker (2015) observed that monitoring stakeholders' engagement in oil and gas projects is a formal process of relationship management through which all the stakeholders engage in managing their expectations and aligning their mutual interests to minimize project risks.

The mean and standard deviation as presented in table 5 established that monitoring stakeholder engagement in SAP IS-OIL upgrade project was achieved with a mean of 3.26 and a standard deviation of 1.18. This indicates that effective monitoring is essential throughout the project. It enhances stakeholder's relationship and strategies in place are reviewed to increase efficiency and effectiveness of engagement process necessary to enhance performance of project. The findings concur with those of Herman (2011) who established that monitoring stakeholder's engagement takes into account interests of various stakeholders leading to a significant improvement in both outputs and outcome of the project. This process also increases quality and enhances stakeholder's commitment and acceptance of end product.

4.1.5. Performance of (SAP IS-OIL) Upgrade Project

The respondents were requested to indicate the extent to which performance of SAP IS-OIL upgrade project in KPC, Nakuru depot was achieved. The findings were presented in a dichotomous rating scale. The frequency statistics, mean and standard deviation are as displayed in Table 6.

Statement	NO %	YES %	Mean	Std. Dev.
Did the project meet the specified quality in terms of functionality and use?	35	65	3.30	1.19
Was the project completed within the scheduled time?	49	51	2.95	1.09
Does the project support key business operations in your workplace?	36	64	3.32	1.25
Does the cost of the project relate to the project outcome?	42	58	3.29	1.23
Valid N (list wise)	81			

Table 6: Performance of SAP IS-OIL Upgrade Project

The findings observed that the SAP IS-OIL project upgrade meet the specific quality intended by stakeholders in terms of functionality and use with an agreement of 65 percent, mean of 3.3, and a standard deviation of 1.19. This is in line with a study of Obunwo (2017) who denotes that projects must be designed, developed and executed to fit the purpose indicating there is a significant relationship between project quality and customer satisfaction.

In addition, the findings noted that the SAP IS-OIL upgrade project completion within the scheduled time had a mixed reaction having 51 percent of respondents agreeing while 49 percent disagreeing with a mean of 2.95 and standard deviation of 1.09. These findings are similar to those of Njenga (2014) who established that time factor affects the effective and efficient delivery of projects and project managers need to ensure time management to avert time overrun.

Similarly, the study established that the SAP IS-OIL upgrade project supported key business operations in the workplace with an agreement of 64 percent, mean of 3.32 and standard deviation of 1.25, as displayed in Table 6. The findings support those of Ngunjiri (2018) who established that projects anchored on information technology platform need to support intended purpose. Finally, the findings observed that the SAP IS-OIL project upgrade cost related to the project outcome with an agreement of 58, mean of 3.29, and standard deviation of 1.23 as presented in Table 4.11. This is line with a study by Odendaal (2015) who established that cost management leads to mitigation of cost overruns, therefore, ensuring productivity and performance of projects

4.2. Inferential Statistics

4.2.1. Correlation Analysis

The relationship between treating stakeholders as partners, keeping stakeholders involved, transparency in project information and monitoring stakeholder engagement on the performance of SAP IS-OIL software upgrade project was analyzed. Pearson correlation analysis was tested at 0.01 Alpha Level. Table 7 illustrates the findings of correlation analysis.

		Performance of Upgrade Project
Treating Stakeholders as Partners	Pearson Correlation	.683**
	Sig. (2-tailed)	.000
	N	81
Keeping Stakeholders Involved	Pearson Correlation	.599**
	Sig. (2-tailed)	.000
	N	81
Making Project Information Transparent to Stakeholders'	Pearson Correlation	.655**
	Sig. (2-tailed)	.000
	N	81
Monitoring Stakeholder Engagement	Pearson Correlation	.702**
	Sig. (2-tailed)	.000
	N	81

Table 7: Results of Correlation Analysis
**. Correlation is significant at the 0.01 level (2-tailed)

The findings revealed that there exists a positive and statistically significant relationship between treating stakeholders as partners and performance of upgrade project (r=0.683; p<0.01). This implies that when stakeholders are appropriately treated as partners then it will increase on performance of SAP IS-OIL upgrade project in the equal measure. Moreover, the findings established that there exists a positive and statistically significant relationship between keeping stakeholders involved and performance of upgrade project (r=0.599; p<0.01). This implies that keeping stakeholders adequately involved during project phases, it will enhance performance of SAP IS-OIL upgrade project. Furthermore, the findings

observed that there exist a positive and statistically significant relationship between making project information transparent to stakeholders' and performance of SAP IS-OIL upgrade project (r=0.655; p<0.01). This implies that when there is transparency, performance of the upgrade project will increase. Finally, the findings established that there exists a positive and statistically significant relationship between monitoring stakeholder engagement and performance of SAP IS-OIL upgrade project (r=0.702; p<0.01). This implies that enhancement in monitoring stakeholder engagement improves performance of upgrade project.

4.2.2. Regression Analysis

Multiple linear regressions were computed at 0.05 Alpha level in order to show the effect of independent variables on the dependent variable. The Regression analysis finding is presented using the Model Summary, ANOVA, and coefficients tables.

4.2.2.1. Model Summary

Model	R	R Square	Adjusted R^2	Std. Error of the Estimate
1	.842[a]	.709	.694	.53622

Table 8: Model Summary

a. Predictors: (Constant), Treating Stakeholders as Partners, Monitoring Stakeholder Engagement, Making Project Information Transparent to Stakeholders', Keeping Stakeholders Involved

Table 7 shows R as 0. 842. This is the correlation between the predicted values and the observed values of the dependent variable. Being positive indicates that there is a positive correlation between stakeholders' engagement practices on performance of upgrade project. The coefficient of determination (R^2) shows the goodness-of-fit of the regression model. It indicates that 70.9% in performance of upgrade project can be explained by the model predictors: treating stakeholders as partners, monitoring stakeholder engagement, making project information transparent to stakeholders', keeping stakeholders involved leaving 29.1% as an unexplained variation which could be explained by other factors outside the study variables.

4.2.2.2. Analysis of Variance (ANOVA)

The study used F-statistics to establish the significance of the regression model. In testing the significance of the model, if the p-value was less or equal to 0.05, then the model was considered significant. Table 8 shows the results.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.242	4	13.310	46.292	.000[b]
	Residual	21.852	76	.288		
	Total	75.094	80			

Table 9: Anovaa

a. Dependent Variable: Performance of SAP IS-OIL Software Upgrade Project
Predictors: (Constant), Treating Stakeholders As Partners, Monitoring Stakeholder Engagement, Making Project Information Transparent To Stakeholders', Keeping Stakeholders Involved

The value of F-Statistic is 46.29 and is statistically significant (p<0.05). This indicate that the model is highly significant at 95% confidence level; r^2 = 0.709, F (4,76) = 46.29; p <0.05.
Table 9 shows the beta coefficients of the variables used in the study and t-statistics and their significance.

4.2.2.3. Regression Coefficients

The following regression model was used to show the effect of the independent variables on the dependent variable of the study.
$Y = -0.636 + 0.222 X_1 + 0.235 X_2 + 0.315 X_3 + 0.397 X_4 + 0.53622$

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	-.636	.298	-2.129	.036
Treating Stakeholders as Partners	.222	.093	2.379	.020
Keeping Stakeholders Involved	.235	.095	2.477	.015
Making Project Information Transparent to Stakeholders'	.315	.089	3.559	.001
Monitoring Stakeholder Engagement	.397	.087	4.584	.000

Table 10: Regression Coefficientsa
a. Dependent Variable: performance of SAP IS-OIL software upgrade project

The finding in Table 9 shows that all the beta coefficients had a significant positive influence on the performance of SAP IS-OIL software upgrade project ($p<0.05$). It was noted that Monitoring stakeholder engagement had a most significant influence (unstandardized beta=0.397; p=0.000) followed by the variable making project information transparent to stakeholders (unstandardized beta=0.315;p=0.001) then keeping stakeholders involved (unstandardized beta=0.235;p=0.015) and finally treating stakeholders as partners (unstandardized beta=0.222;p=0.020). The model further specifies that for every one-unit increase in Monitoring stakeholder engagement, the performance of SAP IS-OIL software upgrade project increases by 0.397units and for every one-unit increase in treating stakeholders as partners, performance of SAP IS-OIL software upgrade project increases by 0.222 units. Furthermore, for every one-unit increase in variables of making project information transparent to stakeholders', and keeping stakeholders involved performance of SAP IS-OIL software upgrade project increases by 0.315 and 0.235units respectively.

4.3. Hypothesis Testing
- H_{01}: Treating stakeholders as partners has insignificant influence on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot.

According to Table 9, Treating stakeholders as partners has a beta coefficient ($\beta = 0.222$). It's a t-test statistic (t) which is 2.379 is statistically significant($p<0.05$). This leads to the rejection of the null hypothesis and conclusion made that Treating stakeholders as partners has a significant influence on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot.

- H_{02}: Keeping stakeholders involved in the entire project cycle has insignificant influence on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot.

According to Table 9, Keeping stakeholders involved has a beta coefficient ($\beta = 0.235$). Its t-test statistic (t) which is 2.477is statistically significant ($p<0.05$). This leads to the rejection of the null hypothesis and conclusion made that Keeping stakeholders involved in the entire project cycle has significant influence on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot.

- H_{03}: Making project information transparent to stakeholders has insignificant influence on the performance of SAP IS-OIL software program upgrade project at Kenya Pipeline Company, Nakuru depot.

According to Table 9, Making Project Information Transparent to Stakeholders' has a beta coefficient ($\beta = 0. 315$). Its t-test statistic (t) which is 3.559 is statistically significant ($p<0.05$). This leads to the rejection of the null hypothesis and conclusion made that Making Project Information Transparent to Stakeholders' has a significant influence on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot.

- H_{04}: Monitoring stakeholders' engagement has insignificant influence on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot.

According to Table 9, Monitoring stakeholders' engagement has a beta coefficient ($\beta = 0.397$). Its t-test statistic (t) which is 4.584 is statistically significant ($p<0.05$). This leads to the rejection of the null hypothesis and conclusion made that Monitoring stakeholders' engagement has a significant influence on the performance of SAP IS-OIL software upgrade project at Kenya Pipeline Company, Nakuru depot.

5. Summary of the Study Findings

The first objective was to determine the Influence of Treating Stakeholders as Partners on the performance of SAP IS-OIL software upgrade project. The study established that stakeholders were adequately trained throughout the project cycle. This implies that stakeholders training throughout the project cycle has significant influence on performance of the project. The findings established that training stakeholders on key areas of the business as well as equipping them with knowledge pertinent to the achievement of project goals and objectives. Furthermore, engaging stakeholders throughout the project life cycle is key to project's success. The study revealed that the success of a given project depends on the extent of stakeholder engagement necessary to ensure needs and interests are considered. The project manager needs to manage all the stakeholders in relation to the project requirements to warrant required output. Moreover, the study established that effective communication to the stakeholders is vital to SAP IS-OIL project implementation. The findings indicate that management of stakeholder expectations is critical during project management and could improve the performance of the project being implemented as the stakeholders feel part of the implementation process. The correlation analysis revealed that there exists a positive and statistically significant relationship between treating stakeholders as partners and performance of SAP IS-OIL upgrade project.

The second objective was to determine the Influence of Keeping Stakeholders Involved throughout the project on the Performance of SAP IS-OIL software upgrade project. According to the findings, keeping stakeholders involved throughout the project has a significant influence on the performance of SAP IS-OIL software upgrade project. It was found that adequate involvement of Stakeholders in Project identification is an important factor during project management and affects performance of the project being implemented. Stakeholders were involved during the initial project phases in establishing project requirements. Similarly, stakeholders were involved in project planning is to incorporate all ideas leading to project value creation. Moreover, it was established that the consistent involvement of stakeholders during monitoring phase of the project would improve its project performance. Furthermore, correlation analysis established that there exists a positive and statistically significant relationship between keeping stakeholders involved and performance of SAP IS-OIL upgrade project

The third objective was to ascertain the Influence of transparency in project information on the performance of SAP IS-OIL software Upgrade Project. The study observed that there exist a positive and statistically significant relationship between making project information transparent to stakeholders' and performance of SAP IS-OIL upgrade project. Transparency in decision making among all stakeholders in the SAP IS-OIL upgrade program promoted trust and confidence during project processes thus enhancing project performance. Project managers need to effectively engage stakeholders in order to influence transparency and accountability of the organization to support the business imperatives. Additionally, the study established that the procurement process of relevant project resources was transparent saving on the project time and money. The findings also revealed transparency in quality assurance by stakeholders through the open and fair engagement of stakeholders ensured support of project by the entire team. The findings revealed that transparency in communication to the relevant stakeholders promotes trust and teamwork towards achievement of SAP IS-OIL upgrade project success. This was achieved by providing accurate, and up-to-date information as project management remains effective only when there is effective communication for team management.

Finally, the fourth objective was to evaluate the influence monitoring stakeholder engagement on the performance of System Applications Products for Oil and Gas upgrade project at Kenya Pipeline Company, Nakuru depot. The study established that monitoring stakeholder engagement has an influence on the performance of SAP IS-OIL upgrade program. The findings indicate that stakeholders mapping to establish their requirements was conducted to enable project management team realize the acceptable project outcome. It was observed that stakeholders' requirements are vital in enhancing trust and commitment towards a successful implementation of project objectives. It was also noted from the findings that setting stakeholders' objectives for engagement is important in project management in order to manage relationships with various stakeholders. This aide the project manager to incorporate arising stakeholder needs as project progresses. Similarly, the study established that proper identification and addressing of stakeholder's issues is an important strategy to promote respect and maintain focus towards achievement of the project objectives. Moreover, it was notable from the findings that prioritizing of stakeholders' issues during the project were taken into consideration, documented and recommendations are taken into action This finding establish that proper monitoring of stakeholders' engagement helps in supporting business obligations which could affect performance of SAP IS-OIL upgrade project. Furthermore, the findings established that there exists a positive and statistically significant relationship between monitoring stakeholder engagement and performance of SAP IS-OIL upgrade project.

The findings established that performance of SAP IS-OIL upgrade project was achieved and meet the specified quality in terms of functionality and use, completed within the scheduled time, supported key business operations in their workplace and finally that the cost of the project relates to the project outcome. Table 7 shows R as 0. 842. This is the correlation between the predicted values and the observed values of dependent variable. Being positive indicates that there is a positive correlation between stakeholders' engagement practices on performance of upgrade project.

The regression model indicates that 70.9% in performance of SAP IS-OIL upgrade project can be explained by the model predictors: treating stakeholders as partners, monitoring stakeholder engagement, making project information transparent to stakeholders', keeping stakeholders involved leaving 29.1% as unexplained variation which could be explained by other factors outside the study variables. This concludes that the independent variables were essential in the performance of the SAP IS-OIL upgrade project.

6. Conclusion

The study concludes that when stakeholders are adequately involved in choosing the project, acceptance of the project outcome is achieved as it enhances relationship building which is paramount in decision making process. Moreover, effective communication as well as managing their expectations especially taking into account their concerns and interests are crucial in achieving project goals. Furthermore, keeping stakeholders involved in the entire project cycle has a significant influence on the performance of SAP IS-OIL software upgrade project. Therefore, engaging stakeholder during project identification secures confidence of project team and averts the risk of project lack of project ownership. Also, stakeholder's involvement during planning phase planning incorporates ideas which are essential during project implementation. Furthermore, making project information transparent to stakeholders has a significant influence on the performance of SAP IS-OIL software upgrade project. This means that effective communication of project information to the stakeholders builds a well-established relationship based on mutual trust having the interest of project outcome. Finally, it is crucial to have a project management plan outlining the various stakeholders facilitates how to engage various stakeholders by establishing a framework to meet the needs and expectations.

7. Recommendations

The study recommends that project managers should treat stakeholders as partners. There is a need to have a mechanism in place to ensure adequate training of all the relevant stakeholders and an established closed-loop communication channel during the project phases. This will ensure effective coordination of project processes among all stakeholders and enhance ownership of the project by the stakeholders hence promoting its implementation which is requisite in performance of project. The study recommends a framework to be established to incorporate creative content to promote a trust-based relationship in project phases.

The study endorses that the project management team should involve all the relevant stakeholders in the entire project cycle. Stakeholders involvement monitoring structure need to be duly implemented especially during the early project stages as it reduces unnecessary changes during later development stages and even the total life-cycle costs.

The study recommends that the project team needs to ensure project information is made transparent to the relevant stakeholders by appropriate and timely communication. This promotes trust and confidence among the stakeholders hence promoting successful project implementation which has a positive impact on project performance. The study recommends results-based monitoring and evaluation to be established to improve performance of projects.

Finally, the study recommends that monitoring stakeholders' engagement is crucial to the performance of SAP IS-OIL upgrade project hence should be prioritized by the project management team. This will ensure changes in stakeholders' requirements as project is being executed are incorporated in the stakeholders' register. The study recommends participatory approach in continuously updating project management plan and monitoring the change requests. This helps in promoting commitments among the stakeholders who could focus on the positive execution of the project. Monitoring policy and a regulatory framework need to be clearly outlined to ensure SAP IS-OIL upgrade projects are monitored effectively.

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