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Research Article

Implications of Marginalized Stakeholders to Infrastructure Projects Success in Nigeria.

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ABSTRACT

The successful implementation of projects has been significantly impacted by the marginalization or omission of stakeholders in various aspects of organizational, project, or community management, including decision-making and resource distribution. In Nigeria, the practice of neglecting these key participants in infrastructure initiatives has led to substantial consequences for project timelines, financial allocations, and adherence to project specifications. The objective of this study is to investigate the implications of the exclusion of stakeholders in infrastructure projects success in Nigeria. A comprehensive survey was administered to gather data from 501 individuals representing various professional fields, including engineering, technology, technical work, contracting, consulting, and local community involvement. These participants were associated with three selected infrastructure projects in Nigeria. The survey respondents were categorized into three distinct groups: Project Managers, Design Consultants, and Local Community Residents. The research examined five crucial aspects: (1) how communities are involved in discussions and deliberations about infrastructure projects, (2) the extent of residents/communities participation in making decisions, (3) the consideration of stakeholders' attributes, including their knowledge, influence, power, and interests, (4) the various strategies, both collaborative and aggressiveness, employed by stakeholders to influence projects, and (5) how the perceived legitimacy and urgency of issues influence stakeholders' choice of aggressive tactics. Using the Statistical Package for Social Sciences software, a descriptive analysis of the data to assess the extent of stakeholder exclusion from infrastructure projects in Nigeria was conducted. The study revealed several crucial findings about infrastructure projects in Nigeria: (1) Community engagement is limited, with 38.9% of participants agreeing and 37.7% disagreeing that local inhabitants are actively involved in discussions about these developments. (2) A considerable 45% of respondents disagreed that residents and communities are included in the decision-making process, indicating widespread exclusion. (3) A narrow majority (47.9%) of those surveyed believe that Nigerian infrastructure projects consider stakeholders' characteristics, knowledge, power, and interests. (4) The majority of participants (55.4%) indicated that stakeholders employed both collaborative and confrontational tactics to influence infrastructure projects. (5) 55.2% of respondents concurred that the perceived legitimacy and urgency of issues are the primary factors driving stakeholders' confrontational approaches in Nigerian infrastructure initiatives. The study results suggest that neglecting stakeholders can negatively impact infrastructure projects. Therefore, it is crucial for Nigerian project managers and design consultants to understand the possible adverse outcomes of stakeholder exclusion, which may result in project delays and abandonment. To ensure the effective execution of infrastructure projects in Nigeria, both government and private sector project sponsors must recognize all stakeholders and consider their perspectives. It is advised that project initiators engage all key stakeholders throughout the entire project lifecycle, from initial planning to final completion.

Keywords: completion, stakeholders, abandonment, legitimacy

1. INTRODUCTION

Marginalized stakeholders refer to the condition in which certain stakeholders within an organization, project, or community are excluded or pushed to the periphery of decision-making processes, resource distribution, or overall involvement. According to Toriola-Coker et al., (2022), one of the main obstacles to the efficient growth and development of Private Public Partnership (PPP) projects in Nigeria and other developing countries worldwide is the marginalization of end-user stakeholders in PPP projects. The problem of end-user marginalization in Nigerian PPP road projects, according to the authors, can be resolved by actively involving end-user stakeholders in decision-making from conception to completion.

Similarly, Witz et al., (2021) emphasized the importance of marginalized stakeholders in the growing number of substantial social pushback to megaprojects. According to the authors, the disparity in project support stems from varying conceptions of legitimacy among different stakeholder groups. The authors argued that project legitimacy among stakeholders in megaprojects should be renegotiated on a constant basis, with consequences for future advancements in project governance.

Furthermore, Dansoh et al., 2020 recognized the value of involving traditional authorities, who are strong public figures with significant influence over the public and stakeholder management processes on PPP projects all over the world. The study finds that traditional authorities play a crucial role in establishing a connection between project implementers and the general public during the stakeholder management process.

Likewise, Hamideh, (2020) examined the marginalization of stakeholders in public participation aimed at enhancing recovery planning. The study delved into the challenges and opportunities that can facilitate or impede participation, contingent upon the recovery policies and characteristics of the planning process. The authors posited that a transparent process involving residents' post-disaster can generate momentum for participation, providing optimism and forums for recovery champions to garner support, while simultaneously muzzling the voices of marginalized residents in decision-making and implementation. The study underscored the importance of professional planners and technical experts engaging in deliberation, rather than merely soliciting input, to enhance the efficacy of participatory planning for project success.

Similarly, Larson and colleagues (2022) explored the issue of marginalized stakeholders in the context of global land and resource management in a multi-stakeholder process. The study revealed a heightened interest and dedication to incorporating marginalized groups, such as Indigenous Peoples, local communities, smallholders, and women's groups, in sustainable land and resource governance decisions. The researchers emphasized the importance of focusing on how marginalized groups perceive their involvement in multi-stakeholder processes to bring about significant change that prioritizes fairness, empowerment, and justice.

Likewise, according to Amiraslani, (2021), it is crucial to recognize the marginalization faced by stakeholders by first identifying the individuals and organizations, both permanent and temporary, who are involved or affected by the project's implementation or completion. The authors stressed the importance of understanding the project's objectives and the diverse array of stakeholders' interests, roles, strengths, and weaknesses, particularly from a managerial perspective. Research findings indicate that the most successful approach to prevent exclusion and enhance project outcomes is to establish inclusive development committees. These committees should incorporate representatives from local communities, encompassing diverse age groups and genders among the involved parties. However, neglecting these potentials may result in the long-term failure of project objectives and accomplishments.

Furthermore, as per Ratanaburi et al., (2021), it is essential to involve stakeholders in institutional arrangements for successful urban infrastructure development. The research revealed that the exclusion of stakeholders following the completion of a bicycle infrastructure project has led to modifications in the physical environment of the bicycle lane over the past ten years. Stakeholder groups that have been marginalized were responsible for these changes.

In a similar manner, Ali, (2021) emphasized that the housing policies and rapid urbanization of a slum in Egypt had unfavorable consequences due to the exclusion of critical stakeholders from the project. The upgrading policies did not meet expectations since they did not have a participatory and fair representation of stakeholders. The absence of stakeholder participation in decision-making resulted in a discrepancy between the government's objectives and the actual outcomes, leading to unsuccessful efforts to improve the slums.

Similarly, according to Chowdhury et al., (2024), overlooking marginalized stakeholders is a pressing concern in both entrepreneurship and stakeholder management literature. To address this issue, the authors propose a theory of marginalized stakeholder-centric entrepreneurship. This theory outlines how firms can integrate the opinions of marginalized stakeholders into their operations. This involves gathering a range of ideas, resources, and interactions with marginalized stakeholders, and then sifting, internalizing, and implementing the most crucial aspects to enhance various related social, ethical, racial, contextual, political, and identity issues. This process empowers firms to innovate with marginalized stakeholders and strengthen their capabilities. In doing so, firms fulfill both their moral and entrepreneurial obligations to marginalized stakeholders.

Likewise, the marginalization of stakeholders was investigated in the context of emerging sustainability research, which emphasizes the importance of scaling up co-production. This is because sustainability challenges often transcend administrative, institutional, cultural, and physical boundaries, and may occur at different scales than co-production typically occurs (Pearsall et al., 2022). To ensure equitable scaling up of co-production, it is essential to consider the power dynamics inherent in rescaling. The researchers proposed four principles to guide the development of knowledge infrastructure that can delineate the values, relationships, and power dynamics among various actors involved in knowledge production. The ultimate goal is to build the capacity of local communities to reconfigure science and governance relationships that prioritize local needs within regional and global partnerships.

Similarly, Gils and Bailey, (2023) researched the marginalization of stakeholders by exploring the societal segregation and marginalization arising from smart city development. They followed these externalities as an extension or exacerbation of current governance practices. As smart city development gains increasing support among urban policymakers in the Global South, numerous scholars caution against its adverse consequences on infrastructure accessibility and the processes that shape democratic citizenship practices. By examining official policy documents on the inclusive and participatory nature of smart cities, Gils and Bailey (2023) analyzed the connection between infrastructure governance in the peripheries. They discovered that the practices of hybridization and institutionalization not only restrict marginalized groups' access to fundamental infrastructure but also significantly impact the planning of Bengaluru's smart city initiatives. To be regarded as inclusive, the study emphasized that smart city projects must make a concerted effort to enhance the overall accessibility of infrastructure for all socioeconomic classes and demographic groups.

The purpose of this study is to investigate the impact of stakeholder exclusion on the outcomes of infrastructure projects in Nigeria. It specifically focuses on analysing project results from the perspective of marginalized stakeholders in Nigerian infrastructure initiatives.

2. BRIEF LITERATURE REVIEW

A brief examination of literature concerning marginalized stakeholders and their influence on the success of infrastructure projects worldwide was undertaken. The primary discoveries reveal a significant connection between stakeholders and project success. According to Damoah et al., (2020), the marginalized stakeholders has led to construction project abandonment. The researchers employed a sequential data collection method that entailed focus group discussions, questionnaires, and in-depth semi-structured interviews to identify 26 effects of abandonment of projects by key stakeholders. The top ten most significant effects were: unemployment, a negative image for the government, underdevelopment of the government sector, slow economic growth, loss of confidence in the state by financial institutions, discouragement of investment, loss of revenue by the state, pollution, loss of property, and loss of revenue by citizens. These effects were categorized into four main themes: economic, social, political, and psychological, with the economic effects being the most significant. The findings indicate that some of these effects are direct, while others are indirect, and they are cyclical in nature

In a similar vein, Zikargae et al., (2022) examined the implications of marginalized stakeholders on enhancing environmental security and improving the livelihoods of the poor in a rural Ethiopian community. The researchers used qualitative methods to identify models of stakeholder participation and the factors that influence it. Data was collected through various means, including in-depth interviews, focus group discussions, organizational documents, and observation. The thematic analysis revealed that consultation, collaboration, and partnership were the key organizing constructs. The study offers a fresh perspective on both the literature and rural community practice by emphasizing the importance of stakeholder participation. The research suggests that nongovernmental organizations should adopt a grassroots approach to gain acceptance, trust, and sustainability for community projects.

Finally, Maddaloni and Sabini, (2022) investigated the implications of sidelining of stakeholders in a major construction project involving a wide range of interested parties capable of causing significant reputational harm to project organizations if not properly managed, especially concerning local communities. The researchers highlight that project organizations' dedication to and backing of local communities is crucial for project implementation and social sustainability considerations, an area that has only recently received attention in project research. To improve social sustainability, project leaders must enhance accountability and incorporate "fresh perspectives" in the project's decision-making processes. The study reveals that means-ends decoupling occurs when existing project management approaches to community engagement are poorly aligned with their intended goals, driven by converging pressures and reactive mechanisms, which impede inclusive decision-making.

3. METHODOLOGY

This study utilized cross-sectional research methodology to investigate the implications of marginalized stakeholders' opinions to infrastructure project success from the period 2020 to 2024. A structured questionnaire which is the most appropriate for the cross-sectional research approach was designed to address the research questions and administered by hand to the respondents in the Federal Ministry of Works and Housing; Federal Ministry of Transportation; and Federal Housing Authority. (Aritenang, 2021; Thounaojam et al., 2022; Elsner et al., 2022; Khan and Elphick, 2020).

In selecting the appropriate infrastructure projects case, the study considered selection of Nigerian infrastructure projects wholly or partly financed by Nigerian Federal Governments; willingness of the Ministries staff to partake in the study; and availability of at least three accessible informants, that is, experienced staff of the Ministries, who have been centrally involved in undertaking infrastructure projects. The Federal Ministry of Works & Housing, Federal Ministry of Transportation and Federal Housing Authority in Nigeria sort the above criteria in order to determine the broader relevance of such perspectives. (Qian et al., 2020; Zwikael et al., 2022; Malek and shatt, 2023; AL-Fadhali, 2022).

The three case studies that fulfilled the specified requirements were the Dualization of the 220km Keffi-Akwanga-Lafia-Makurdi Road (Section 1) jointly by Nigeria (15%) and China (85%), with a total cost of $542 million overseen by the Ministry of Works and Housing; the second is the Zuba Mass Housing Project consisting of four types of residential buildings: a three-bedroom block with eight flats, a one-bedroom block with sixteen flats, a two-bedroom block with eight flats, and a three-bedroom terrace duplex with four flats per block supervised by the Federal Housing Authority; and the third is the Abuja-Kaduna Rail Line project which spans 186 kilometers, is one of Nigeria's first standard gauge railway modernization projects financed through a concessionary loan of $500 million from China's EXIM Bank, with the remaining funds contributed by Nigeria's Federal Government. The total estimated cost of the project was $874 million , supervised by the Ministry of Transportation in North Central Nigeria.

Population of the Study

The population of this study includes stakeholders such as engineers, technologies, technicians, contractors, consultants and residents of local communities in the along the project areas with the three selected projects, which cover a vast area. The targeted population are key players involved in the implementation of Infrastructure Projects and were categorized into three main groups. The first category is classified as Project Managers comprising Engineers, Technologies, and Technicians within the MDAs. The second category classified as Design Consultant comprising Engineers, Technologies, Technicians and Contractors that renders services to the MDAs. The third category, called Resident of Local Communities, comprises individuals living in areas affected by the project's implementation.

In categorizing the targeted population, consideration was placed on MDAs staff wholly involved in engineering projects, willingness of the MDAs staff to partake in the study; access to the resident of the local communities in the project areas; and availability of at least three accessible informants, that is, experienced staff of the MDAs, who have been centrally involved in reviewing the infrastructure.

Therefore, table 1 provides the categories, target population, geographical areas for which the study is expected to cover.

Table 1: Category of Population

Categories	Targeted Population	Geographical Area
Project Managers	Engineers, Technologies, Technicians and contractors at the Federal Ministry of Works & Housing	Abuja, Nassarawa State, & Benue State in Nigeria
	Engineers, Technologies, Technicians and contractors at the Federal Ministry of Transportation	Abuja, Niger & Kaduna State in Nigeria
	Engineers, Technologies, Technicians and contractors at the Federal Housing Authority	Abuja, Nigeria
Design Consultants	Engineers, Technologies, and Technicians providing services to Federal Ministry of Works & Housing	Abuja, Nassarawa State, & Benue State in Nigeria
	Engineers, Technologies, and Technicians providing services to Federal Ministry of Transportation	Abuja, Niger & Kaduna State in Nigeria
	Engineers, Technologies, and Technicians providing services to Federal Housing Authority	Abuja, Nigeria
Resident of Local Communities	Resident of local communities along the 220km Dualization of Keffi-Akwanga-Lafia-Makurdi Road Project Area	Abuja, Nassarawa State, & Benue State in Nigeria
	Resident of local communities along the Abuja-Kaduna Rail Line Project Area	Abuja, Niger & Kaduna State in Nigeria,
	Resident of Local Communities along the Project Area.	Abuja, Nigeria

Source: Survey (2024)

Purposive or judgmental sampling was used considering that targeted individuals with certain characteristics of interest are required for the study. Since the sampling units are categorized into Project Managers, Design Consultants and Resident of local communities along the project areas, the Cochran's formula (1977) for determining sample size once the population is infinite was adopted for the research

The Cochran's formula is given below:

$$n_o = \frac{z^2pq}{e^2}$$

Where n_o = sample size

z = selected critical value of the desired confidence level

p = estimated proportion of an attribute that is present in the population

q = 1 - p

e = desired level of precision

According to Cochran's formula (1977), the formulation of z-scores is set based on the level of confidence as shown in table 2.

Table 2: Cochran's Formula

Confidence Level	z-score
80%	1.28
85%	1.44

90%	1.65
95%	1.96
99%	2.58

Source: Cochran (1977)

To determine the appropriate sample size for a study with an unbounded population, given an unknown level of variability with a maximum tolerance of 50% (p = 0.5) and a confidence level of 95% and with a precision of ±5%, the calculation would be as follows:

$z = 1.96$

$p = 0.5$

$q = 1 - p = 1 - 0.5 = 0.5$

$e = 0.05$

Therefore, $n_o = \frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2}$

$n_o = \frac{(3.8416) (0.5) (0.5)}{(0.0025)}$

$n_o = \frac{0.9604}{0.0025}$

$\mathbf{n_o = 384.16, say, 385}$

In order to ensure comprehensive and encompassing representative of the sample size, an increment of 30% computed sample size would be derived and added to the sample size computed using the Cochran formula. Therefore, the new sample size is

$\mathbf{n_o = 385 \times 1.30 = 500.5, say, 501}$

The questionnaire was proportioned as indicated in table 3:

Table 3: Questionnaire Proportionality

S/No.	Sector	Categories			Population
		Project Managers	Design Consultants	Local Communities	
1	Federal Ministry of Works & Housing	82	52	33	**167**
2	Federal Ministry of Transportation	60	35	72	**167**
3	Federal Housing Authority	72	43	52	**167**
	Total Population	**214**	**130**	**157**	**501**

Source: Survey (2024)

The local communities indicated above are the residents along the three project areas of along the 220km Dualization of Keffi-Akwanga-Lafia-Makurdi Road, the Abuja-Kaduna Rail Line and Zuba Housing.

Questionnaire

The questionnaire was designed to address the implication of marginalized stakeholders to infrastructure project success in Nigeria. The questionnaire used a five-point Likert scale format to ensure clarity and consistency in respondent answers. A total of five hundred and one (501) questionnaires were administered. Table 4 presents the questionnaire.

Table 4. Questionnaire

QUESTIONNAIRE

NOTE: Please indicate your preference in the table below by ticking the number that most closely fits your viewpoint:

Strongly Disagree (SD)

Disagree (D)

Neutral (N)

Agree (A)

Strongly Agree (SA)

	Implication of Marginalized stakeholders to infrastructure projects success in Nigeria					
S/no.	**Question**	**SD**	**D**	**N**	**A**	**SA**
1	Residents/communities are actively involved in the discussion and deliberation in Infrastructure projects (RAIDD).					
2	Residents/communities participate in the decision-making mechanism of Infrastructure projects (RPDM).					
3	Stakeholders' characteristics/knowledge/power/interest are taken on board in infrastructure projects (SCKPI).					
4	Stakeholders used both cooperative and aggressive strategies to influence infrastructure projects (SCASI).					
5	Perceived legitimacy and urgency of the concerned issues are the main determinants for stakeholders' aggressive strategies in infrastructure projects (PLUAS).					

Validity and Reliability of Research Instrument

A pilot test was administered to test the reliability and validity of the questionnaire developed to collect data (Taherdoost, 2016). The pilot test, which was conducted on 10 Project Managers, 10 Design Consultants, and 15 local communities' residents who were distinct from the focal respondents, aimed to uncover any minor design and instrumentation flaws. The questionnaire responses were crucial in establishing the validity and reliability of the testing. The distribution and return of the questionnaire are presented in Table 5 below.

Table 5: Distribution and Return of the Questionnaire

Categories	**Number Distributed**	**Percentage Distributed**	**Number Returned**	**Percentage Returned**	**Number not Returned**	**Percentage Not Returned**
Project Manager	10	29	10	29	0	0
Design Consultants	10	29	10	29	0	0
Local Communities	15	42	15	42	0	0
Total	**35**	**100**	**35**	**100**	**0**	**0**

Source: Survey (2024)

The Cronbach's Alpha coefficient test was applied to confirm the accuracy and dependability of the responses obtained (Bujang et al., 2018). Table 6 presents the Cronbach 'Alpha Coefficient value used to determine the reliability of research instruction.

Table 6: Cronbach's Alpha Coefficient

Cronbach's Alpha (α)	Internal Consistency
Above 0.9	Excellent
0.8 – 0.9	Good
0.7 – 0.8	Acceptable
0.6 – 0.7	Questionable
0.5 – 0.6	Poor
Less than 0.5	Unacceptable

Source: Cronbach's Alpha Coefficient (2018)

Cronbach's Alpha Coefficient value of greater than 0.7 is acceptable, meaning that the scale and questions adequately respond to the research question. Using Statistical Packeting for the Social Sciences Software (SPSS), the pilot test administered questionnaires were analyzed and the result presented in Table 7.

Table 7. Cronbach's Alpha coefficient of Pilot Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.867	32

Source: SPSS (2024)

A Cronbach's Alpha coefficient of 0.867 was obtained signaling the reliability and stability of the data (Toriola-Coker et al., 2022).

Data Collection

Questionnaires were distributed to various categories of respondents, totaling five hundred and one (501) copies. A total of four hundred and eight three (483) questionnaires were returned and analyzed. Table 8 below shows the distribution and return of the copies of questionnaires administered to all categories of respondents.

Table 8. Distribution and Return of the Questionnaire for the total sample size.

Categories	Number Distributed	Percentage Distributed	Number Returned	Percentage returned	Number not Returned.	Percentage not returned
Project Manager	214	43	209	42	5	1
Designed Consultants	130	26	124	25	6	1
Residence communities along the project area	157	31	150	30	7	1
Total	**501**	**100**	**483**	**97**	**18**	**3**

Source: Questionnaire, 2024

From the table above, five hundred and one (501) copies of questionnaires administered to the three categories of respondents, two hundred and nine (209), one hundred and twenty-four (124) and one hundred and fifty (150) administered to Project Managers, Design Consultants, and Residence Communities along the project areas, respectively, representing 97% of respondents were dully filled, returned and analysed. A total of eighteen (18) copies of questionnaires representing 3% were not return.

4. RESULTS AND DISCUSSIONS

The results of the analysis using SPSS are presented below.

From the personal information of the sample size, table 9 shows the frequency of the personal information of the sample size.

Table 9. Statistics of personal information of the Sample Size

		ID	RAIDD	RPDM	SCKPI	SCASI	PLUAS
N	Valid	501	483	484	484	482	484
	Missing	0	18	17	17	19	17

On whether Residents/communities are actively involved in the discussion and deliberation in Infrastructure projects (RAIDD), table 10 below shows the percentage of respondent responses.

Table 10: RAIDD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	8.8	9.1	9.1
	Disagree	144	28.7	29.8	38.9
	Neutral	113	22.6	23.4	62.3
	Agree	128	25.5	26.5	88.8
	Strongly Agree	54	10.8	11.2	100.0
	Total	483	96.4	100.0	
Missing	System	18	3.6		
Total		**501**	**100.0**		

(Source: SPSS 2024)

According to the data presented in table 10, 38.9% of respondents cumulatively selected either Strongly Disagree or Disagree. Neutral responses accounted for 23.4%, while the combined percentage for Agree and Strongly Agree totalled 37.7%. Additionally, 3.6% of participants did not provide an answer to the survey question. A visual representation of these responses is illustrated in figure 1 below.

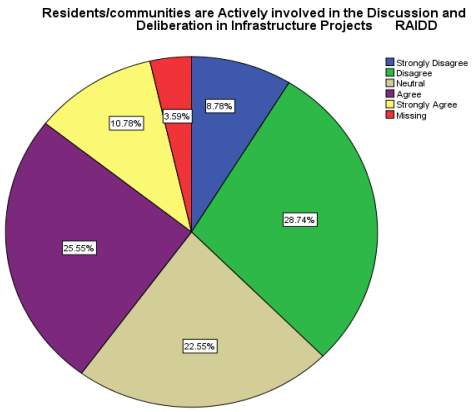

Figure 1: RAIDD

(Source: SPSS 2024)

The survey findings indicate a notable absence of community participation in infrastructure projects across Nigeria. A plurality of respondents (38.9%) expressed disagreement with the notion that local residents and communities are actively engaged in discussions and deliberations concerning these initiatives. This suggests widespread marginalization of community members in the project development process. Moreover, nearly a quarter (23.4%) of those surveyed were uncertain about their involvement in such projects. Only 37.7% of community members reported taking part in conversations and decision-making processes with project promoters regarding infrastructure developments in Nigeria, highlighting a significant gap in community engagement.

Regarding the Residents/communities participate in the decision-making mechanism of Infrastructure projects (RPDM) in Nigeria, Table 11 below provides respondents responses to the questionnaire.

Table 11: RPDM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	72	14.4	14.9	14.9
	Disagree	146	29.1	30.2	45.0
	Neutral	107	21.4	22.1	67.1
	Agree	120	24.0	24.8	91.9
	Strongly Agree	39	7.8	8.1	100.0
	Total	484	96.6	100.0	
Missing	System	17	3.4		
Total		**501**	**100.0**		

According to the data presented in table 11, 45% of respondents selected either "Strongly Disagree" or "Disagree." The "Neutral" category comprised 22.1% of responses, while the combined "Agree" and "Strongly Agree" options totalled 32.9%. Additionally, 3.4% of participants did not provide an a6nswer to the questionnaire. A visual representation of these response distributions is illustrated in Figure 2 below.

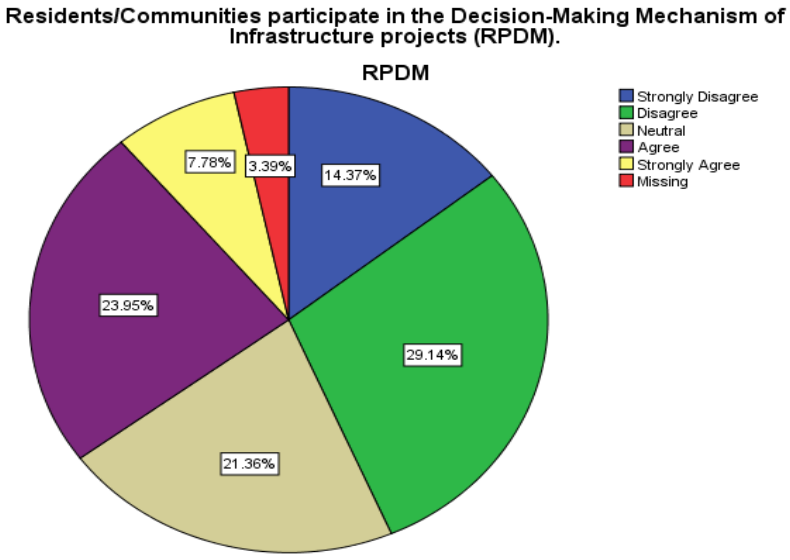

Figure 2: RPDM

(Source: SPSS 2024)

The results of the survey reveal a notable absence of public participation in the decision-making processes for infrastructure projects. A considerable 45% of those surveyed expressed disagreement with the notion that residents and communities are involved in these procedures, emphasizing the exclusion of many community members. Notably, an equal proportion of stakeholders are cognizant or unaware of their decision-making role. The statistics demonstrate that only 32.4% of community members reported taking part in decision-making processes for Nigerian

infrastructure projects alongside project promoters. These findings highlight the pervasive lack of community input in shaping infrastructure project decisions, suggesting a necessity for enhanced community engagement and representation.

Furthermore, the result of whether Stakeholders' characteristics/knowledge/power/interest are taken on board in infrastructure projects (SCKPI) in Nigeria, table 12 below provides respondents responses to the questionnaire.

Table 12: SCKPI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	34	6.8	7.0	7.0
	Disagree	99	19.8	20.5	27.5
	Neutral	119	23.8	24.6	52.1
	Agree	166	33.1	34.3	86.4
	Strongly Agree	66	13.2	13.6	100.0
	Total	484	96.6	100.0	
Missing	System	17	3.4		
Total		501	100.0		

According to table 12, the combined percentage for Strongly Disagree and Disagree responses is 27.5%, while Neutral responses account for 24.6%. The total percentage for Agree and Strongly Agree responses is 47.9%. Additionally, 3.4% of participants did not provide an answer to the survey question. A visual representation of these responses is illustrated in Figure 3 below.

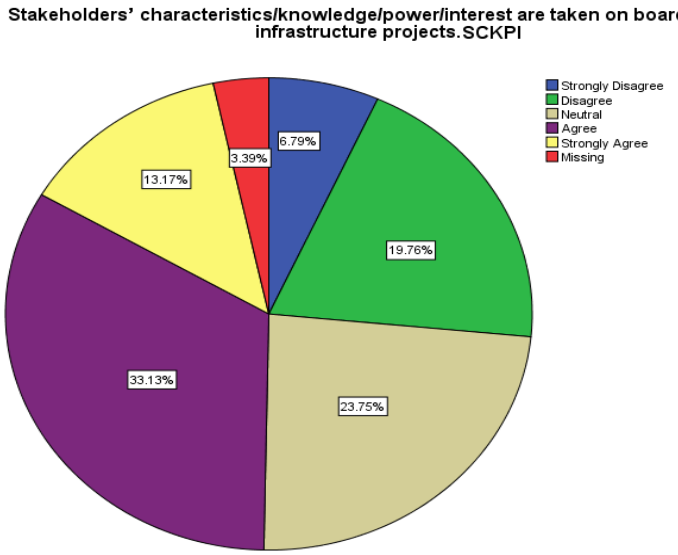

Figure 3: SCKPI

(Source: SPSS 2024)

The survey results indicate a slight majority of participants (47.9%) affirm that infrastructure projects in Nigeria consider Stakeholders' characteristics/knowledge/power/interest (SCKPI). This suggests that stakeholders are somewhat included, albeit to a limited extent, in the decision-making process for Nigerian infrastructure projects. The remaining respondents were split, with 27.5% expressing disagreement and 24.6% showing neutrality on the matter.

Relating to whether Stakeholders used both cooperative and aggressive strategies to influence infrastructure projects (SCASI), table 13 below shows the result of respondents.

Table 13: SCASI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	2.6	2.7	2.7
	Disagree	45	9.0	9.3	12.0
	Neutral	157	31.3	32.6	44.6
	Agree	193	38.5	40.0	84.6
	Strongly Agree	74	14.8	15.4	100.0
	Total	482	96.2	100.0	
Missing	System	19	3.8		
Total		501	100.0		

According to table 13, the combined percentage for Strongly Disagree and Disagree responses is 12.0%, while Neutral responses account for 44.6%. The total percentage for Agree and Strongly Agree responses is 55.4%. Additionally, 3.8% of participants did not provide an answer to the survey question. A visual representation of these results is presented in Figure 4 below.

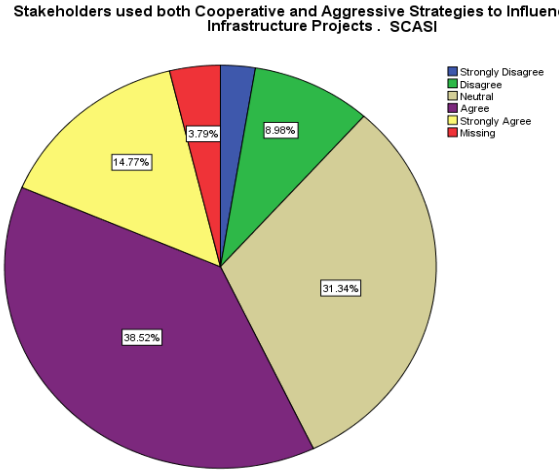

Figure 4: SCASI

(Source: SPSS 2024)

The majority of respondents (55.4%) affirmed that stakeholders employed both collaborative and forceful tactics to exert influence on infrastructure projects (SCASI) in Nigeria. This suggests that stakeholders resorted to aggressive measures to ensure their involvement in these projects, indicating a sense of exclusion. Only 12% of stakeholders believe that cooperation and aggressiveness have minimal impact. However, a significant portion of stakeholders (44.6%) are either unaware or uncertain about the use of cooperative and aggressive strategies in the implementation of infrastructure projects in Nigeria.

Table 14 below displays the survey results regarding the primary factors influencing stakeholders' aggressive strategies in Nigerian infrastructure projects (PLUAS). These factors are the perceived legitimacy and urgency of the issues at hand.

Table 14: PLUAS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	1.4	1.4	1.4
	Disagree	49	9.8	10.1	11.6
	Neutral	161	32.1	33.3	44.8
	Agree	198	39.5	40.9	85.7

	Strongly Agree	69	13.8	14.3	100.0
	Total	484	96.6	100.0	
Missing	System	17	3.4		
Total		501	100.0		

According to table 14, the combined percentage for Strongly Disagree and Disagree responses is 11.6%. Neutral responses account for 33.3%, while the total for Agree and Strongly Agree responses reaches 55.2%. Additionally, 3.4% of participants did not provide an answer to the survey question. A visual representation of these results can be found in Figure 4 below.

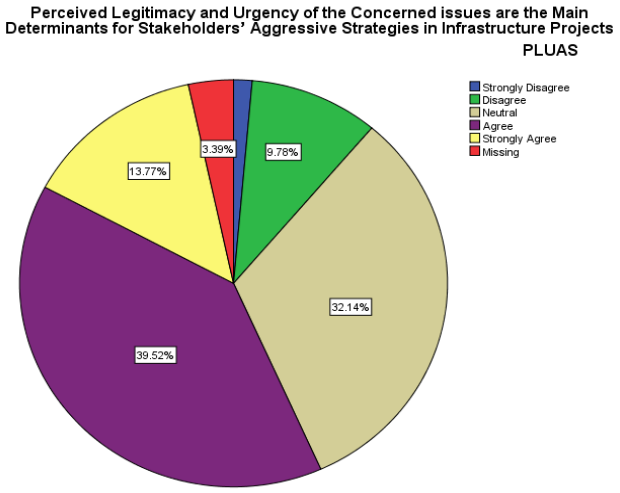

Figure 5: PLUAS

(Source: SPSS 2024)

The survey results indicate that a substantial 55.2% of participants concur that the primary drivers of stakeholders' aggressive approaches in Nigerian infrastructure projects (PLUAS) are the perceived legitimacy and urgency of the issues involved. This finding suggests a marginalization of stakeholders, given these fundamental factors shaping their confrontational strategies. Interestingly, 11.6% of respondents remain neutral or lack awareness on this matter, while an identical percentage disagrees with the notion that stakeholders' aggressive behaviour is influential in these projects. 33.3% are either aware or unaware of the primary drivers of stakeholders' aggressive approaches in Nigerian infrastructure projects and their perceived legitimacy and urgency of the issues involved.

5. CONCLUSIONS AND RECOMMENDATIONS

Studies indicate that excluding stakeholders can have detrimental effects on infrastructure projects. As such, it is essential for project managers and design consultants in Nigeria to recognize the potential negative consequences of stakeholder omission, which could lead to project delays and abandonment. To address these issues, clients should proactively identify all pertinent stakeholders and integrate their views into the project. The findings of this research clearly illustrate that stakeholders are frequently overlooked in Nigerian infrastructure initiatives.

To promote the successful completion of infrastructure projects in Nigeria, both government and private sector project sponsors must recognize all stakeholders and take their input into account. Disregarding stakeholders can have adverse impacts on project timelines, costs, and specifications. It is recommended that project promoters engage all key stakeholders throughout the entire project lifecycle, from the initial concept to the final completion stages.

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