

Project Management Practices and Project Outcomes of Selected Projects at Jakin Initiatives in Lagos, Nigeria

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ABSTRACT

Flexibility is essential for organisations to survive in today's highly competitive environment. As a result, organisations rely heavily on project management to increase competitiveness and ensure that their goals are met within the predetermined time and financial limits. NGOs in Lagos, however, face difficulties in managing projects, sometimes leading to poor performance and failure to satisfy stakeholder expectations. This research investigated and assessed the level of satisfaction and quality of various NGO projects in Lagos using the resource-based view theory and stakeholder theory. Also, purposive sampling was used to select interviewees for their expertise, usefulness, and accessibility. These tools revealed a positive connection between stakeholders' participation and project outcomes. Similarly, project resource planning and project leadership were found to have a positive and significant relationship with project outcomes. Based on these findings, it was recommended that organisations should identify, assess, engage, and manage their stakeholders using suitable approaches. Additionally, organisations should train their employees in a wide range of skills, including emotional intelligence, communication, decision-making, problem-solving, conflict resolution, negotiation, influencing, etc.

Keywords: *stakeholders' participation, project resources planning, project leadership, project outcomes*

INTRODUCTION

Project management is essential for accomplishing goals whether in the private, public, or nonprofit sectors (Winter & Szczepanek, 2018). A project is a short-term effort that produces something new (Project Management Institute, 2022). Timeliness, affordability, quality, and stakeholder contentment are all critical factors in whether a project is considered a success (Chase *et al.*, 2021). PMI's project management body of knowledge (PMBOK) provides a comprehensive foundation for managing proj-

ects across many knowledge areas and process groups (PMI, 2013). Even though many factors contribute to a project's success, most studies on project management only cover the difficulties of controlling time and money (Khan, 2021).

Organisations in the modern era of globalisation are under growing pressure from both inside and outside the company to boost their performance and competitiveness using a wide range of initiatives and projects (Kusek & Rist, 2022). As a result, businesses must cater to the expectations of their stakeholders and provide positive project outcomes (Khan, 2021). This is notably the case in African nations, where charities, infrastructure, and banking have all used project management approaches to improve project outcomes (Price Waterhouse Coopers, 2014). Yet many African initiatives still struggle to provide the promised advantages to their stakeholders owing to inadequate funding, environmental concerns, and quality challenges (Kamau, 2013). Mwangi (2006), looking at the Kenyan electricity utility KPLC, discovered that 85% of its distribution line projects were either late or unfinished, which led to low customer satisfaction.

Organisations in today's fast-paced, highly competitive market must be flexible to survive. To increase their competitiveness, organisations rely heavily on project management to ensure that their goals are met within predetermined time and financial limits (PMI, 2014). Poor performance and failure to satisfy stakeholder expectations are commonplace in a wide range of projects across geographies, industries, and sectors (Jugdev & Mathur, 2006a). Even NGOs in Lagos State face difficulties when it comes to managing projects. Widows, orphans, and young people are among the most vulnerable members of society, and these NGOs work to enhance their quality of life via a variety of initiatives. Each of these endeavours faces its own set of challenges that can only be overcome with careful planning and execution.

However, empirical research reveals that budget and schedule overruns, which are markers of project failure, occur in most projects (Jugdev & Mathur, 2006a; Kibuchi, 2012). Overspending can result in unfavourable outcomes including beneficiary discontentment, resource waste, and legal action (Jugdev & Mathur, 2006b). Furthermore, there seems to be a dearth of studies examining how project management techniques affect the results of non-governmental organisation (NGO) endeavours. Therefore, it is essential to study how project management techniques affect the final goods, services, or alterations provided by non-governmental organisations (NGOs). The purpose of this research is to analyse how different NGO projects in Lagos State fared as a result of different approaches used by their project managers. The Project Management Body of Knowledge (PMBOK) framework serves as a guide for this research as it identifies and assesses the NGOs' project management practices. The quality of the project and the level of satisfaction of those involved were evaluated as part of this study. Additionally, the research added to the understanding of NGO project management and offered sugges-

tions for enhancing NGO project outcomes. Specifically, the study addressed the extent to which stakeholders' participation influences project outcomes, how project resource planning impacts project outcomes, and the influence of project leadership on project outcomes at Jakin Initiatives in Lagos. By collecting and analysing relevant data, the study provided answers to these critical questions and offered insights into improving NGO project management.

LITERATURE REVIEW

Project management is a strategic competency that enables organisations to achieve their business goals through the successful completion of projects (PMI, 2017). Project management involves planning, executing, monitoring, controlling, and closing projects within the constraints of time, cost, scope, quality, resources, and risks (Lock, 2017). Project management follows a systematic process that consists of five phases: initiating, planning, executing, monitoring, controlling, and closing (García-Madurga & Esteban-Navarro, 2020). Each phase has specific deliverables, activities, and responsibilities that are defined and documented in the project management plan. Project management also requires effective communication, collaboration, and stakeholder engagement throughout the project life cycle (Kerzner, 2017). Due to its emphasis on the specific features and difficulties of each project, project management stands out from other forms of management. Projects are short-term efforts that produce something new (Davies, 2017). Operations, on the other hand, are continuing and repeated and result in consistent deliverables, whereas projects are one-off endeavours (Cleland, 2006). Each project calls for a unique set of expertise, hardware, software, and approaches to achieve its goals. Ultimately, the goal of every project management effort should be to satisfy the project's stakeholders (Atkinson, 1999).

The project team, sponsors, clients, consumers, end-users, suppliers, contractors, and others all have vested interests in the project's success, and hence should be involved in its development and execution. Participation from all relevant parties is essential to a project's success because it increases the likelihood that all stakeholders' needs and expectations will be addressed and that the project will get ongoing support and input (Alqaisi, 2018). Stakeholder involvement can also aid in spotting and controlling project-related threats and openings (Tepeli, 2023). Stakeholder engagement has several positive outcomes, such as higher levels of consensus and cooperation, more trust and dedication, better quality and relevance, fewer disputes and less opposition, and happier, more committed participants (Kujala, Sachs, Leinonen, Heikkinen & Laude, 2022). Despite this, measuring and evaluating stakeholder participation, as well as identifying and analysing all relevant stakeholders, dealing with stakeholder resistance and conflict, and balancing and prioritising different stakeholder interests and expectations are

all challenges associated with stakeholder participation (Maurer *et al.*, 2022). Creating a stakeholder management plan, conducting regular stakeholder analysis, employing suitable communication tools and techniques, setting clear and reasonable expectations and agreements, actively seeking, and incorporating stakeholder feedback and input, and publicly acknowledging and rewarding stakeholder contributions and achievements are all steps that can increase the likelihood of successful stakeholder participation (Kerzner, 2017).

To effectively execute a project, it is necessary to first determine what resources will be needed for its completion and then to plan how those resources will be distributed. Human resources, machinery, materials, time, money, and other monetary and non-monetary assets are all examples of resources. Resource planning is essential for project success because it helps to ensure that the project has sufficient and suitable resources to deliver the project scope within the constraints of time, cost, quality, and risk (Kerzner, 2018). It can also help to optimise the utilisation and efficiency of resources across the organisation. Some of the benefits of resource planning include improved project planning and scheduling, reduced project costs and waste, increased project quality and performance, enhanced resource availability and flexibility, and improved resource productivity and satisfaction (Zarghami, 2022). Likewise, include estimating and forecasting resource demand and supply accurately, aligning resource allocation with project priorities and objectives, managing resource constraints and dependencies, resolving resource conflicts and shortages, and monitoring, and controlling resource usage and performance (Zarghami, 2022). Some of the strategies for effective resource planning include developing a resource management plan, creating a resource breakdown structure (RBS), using a responsibility assignment matrix (RAM), applying resource levelling, or smoothing techniques, and using resource management software or tools (PMI, 2017).

Project leadership is the art and science of leading a team towards the successful delivery of a project (Pretorius, Steyn & Bond-Barnard, 2018). Project leadership involves planning, directing, coordinating, overseeing, inspiring, motivating, influencing, communicating with, and making decisions for the project team and other stakeholders (Fokina, Ivanovskaya, Mottaeva & Khubaev, 2023). Project leadership is crucial for project success because it helps to create a shared vision, mission, and goals for the project; establish a positive team culture; foster collaboration; manage change; resolve problems; overcome challenges; ensure quality; deliver value; achieve customer satisfaction; etc (Iqbal, Zaman, Siddiqui & Imran, 2019). Project leadership can also help to develop project management skills; enhance personal growth; build professional reputation; increase career opportunities; etc (Coleman, 2018). Some of the benefits of project leadership include improved team performance and productivity, increased team engagement and morale, enhanced team creativity and innovation, strengthened team trust and loyalty,

and elevated team learning and development (Sakyi & Addy, 2021). However, some of the challenges of project leadership include defining and communicating a clear project vision, mission, and goals; developing an effective project strategy; building a cohesive and diverse team; delegating tasks appropriately; empowering team members; providing feedback and coaching; managing stakeholder expectations and relationships; handling uncertainty and ambiguity; adapting to changing situations and environments (Whyte *et al.*, 2022). Some of the strategies for effective project leadership include developing a personal leadership style that suits your personality, strengths, weaknesses, values, and preferences; adopting a situational leadership approach that adjusts your leadership style according to the context, task, and maturity level of your followers; applying various leadership skills, such as emotional intelligence, communication, decision making, problem-solving, conflict resolution, negotiation, influence, etc.; using various leadership tools and techniques, such as vision statements, mission statements, goal setting, action plans, SWOT analysis, stakeholder analysis, risk analysis, etc.; seeking feedback and learning from your experiences, mistakes, successes, and failures (Kerzner, 2017).

The outcomes of a project are the results it produces or the advantages it provides (Meredith & Zwikael, 2019). The success of a project is often evaluated based on metrics including its ability to stay within budget and on schedule, as well as the level of quality and customer satisfaction with the project's final deliverables (Albert, Balve & Spang, 2017). Traditional metrics of project success include cost and schedule performance, which reveal whether the project was finished within the allocated budget and time (Ahmed, 2023). The results of a project can be judged on more than just how well they stick to budget and time constraints (Watanabe, Shafiq, Ali, Nawaz & Nazeer, 2024). Alignment of project outcomes with corporate objectives and stakeholder expectations is a basic tenet of today's project management approaches (Brereton, 2023). According to Lim and Mohamed (1999), there are two measures of a successful project: the satisfaction of all stakeholders and the completion of the project itself. Stakeholder satisfaction is affected by the project's quality, utility, and operation, whereas project completion is decided by adherence to the cost, schedule, and scope limitations (Serrador & Turner, 2015). Kerzner (2003) also noted that organisations consider project management success to include meeting business goals, such as delivering the product on time, meeting the contractual specifications, and staying within budget limits. Gwaya *et al.* (2014) observed that project outcomes sometimes depend on the targets set by the clients within the three constraints of cost, time, and scope. However, project outcomes are also affected by the delivery process and the value perceived by the stakeholders in advance (Steinfort & Walker, 2007). Project outcomes are the results that a project delivers to its stakeholders (Huijgens, Van Deursen & Van Solingen, 2017). Different organisations can use different indicators to measure their project outcomes, depending on their strat-

egy, technology, and industry. The Centre for Business Practices (CBP) (2000) suggested some common indicators for measuring project outcomes, such as:

Return on Investment: This indicator calculates the percentage return for each unit of money invested in a project (Nosair, Hosny, El-Mikawi & Bahaa, 2018). The calculation is as follows: $\text{Net Future Benefits} / \text{Project Cost} \times 100\%$ (Kwak & Ibbs, 2000). Future Net Benefits can be calculated in several ways, including through reduced expenses, more productivity, better quality, or higher profits. Personnel, equipment, training, and overhead are just some of the resources that must be invested in the project to bring it to fruition and keep it running smoothly (CBP, 2000).

Productivity: This metric assesses how well the project is turning its resources into tangible results. Revenue per employee is often divided by the average compensation per employee as a proxy for productivity. This calculates an organisation-wide productivity ratio. The number of completed projects or units per worker is another common productivity metric. Productivity metrics should be selected with the end users' value and significance in mind (CBP, 2000).

Cost of Quality: When a company's goods or services fall short of expected quality, this metric calculates how much money was lost as a result (Emmanuel, Kannan & Ragunath, 2017). The term "Cost of Quality" refers to the monetary and non-monetary costs that arise because of poor quality control. Rework, inspection, scrap, complaints, replacements, refunds, reputation harm, and loss of customers are all included in this total (CBP, 2000).

Schedule Performance: This metric evaluates how well the project team estimated and carried out the project's timeline. It compares the overall time spent on a project phase to how long that phase was expected to take (Ramsey & Asmar, 2020). The project team's success in getting the product to market on time hinges on its ability to accurately predict and stick to the project timeline (Bakker, Boro, Kenis & Oerlemans, 2013). The Standard Deviation of Schedule Performance Index (SPI) is a more accurate indicator of schedule performance since it reveals how stable the schedule estimation is (CBP, 2000).

Customer Satisfaction: How effectively the project fulfils or surpasses the expectations of its consumers is the focus of this metric. Product, service, or change produced by the project is only satisfactory to the extent that it satisfies the customer's needs (Khadka & Maharjan, 2017). The CSI is a composite indicator that incorporates both quantitative indicators of consumer behaviour, such as purchase frequency and loyalty, and qualitative measures of customer thoughts and sentiments, including satisfaction surveys and feedback (Rismhandani, 2021). The project manager assigns a relative significance to each component of the CSI to arrive at an overall customer satisfaction score (CBP, 2000).

THEORETICAL REVIEW

Resource-based view (RBV) theory

Penrose propounded this theory in her study in 1959. The resource-based view (RBV) idea is a point of view that clarifies how an organisation's assets contribute to its competitive edge and overall effectiveness. Penrose (2009) laid the groundwork for the idea, which was then expanded upon by Barney (1991) and others. The concept is based on the idea that not all businesses have access to the same resources and that certain resources are more precious, unique, and irreplaceable than others. Knowledge, talents, capacities, culture, and so on are all examples of intangible resources that can help a company perform better than its competitors if management makes use of the theory's central tenet (Ray *et al.*, 2004; Barney, 1991).

Considering that RBV theory takes into account both material and immaterial resources, it applies to project management. Templates, tools, procedures, and codified methodologies are all examples of tangible resources that project managers rely on to carry out the project's activities (Jugdev & Mathur, 2006b). To get an edge in the marketplace and implement creative and useful solutions, project management also needs intangible assets such as teamwork, leadership, etc (DeFillippi & Arthur, 1998; Fernie *et al.*, 2003). In light of this, the RBV theory suggests that project management can improve results by emphasising the project's most precious, unique, and uncommon intangible assets (Hunt, 1997; Jugdev & Mathur, 2006b; Killen *et al.*, 2008). Challenges to the RBV theory include the difficulties in assessing the value of intangible assets and the difficulty in defining and categorizing resources, talents, competencies, etc (Barney *et al.*, 2011).

This research, conducted at a Lagos-based non-profit called Jakin Initiatives, uses the RBV theory to analyse the connection between PM techniques and successful project completion. Project resource planning, informed by the RBV theory, helps identify and allocate the time, money, people, and stuff that will have the most impact on the final product. The RBV theory also aids in appreciating the value of intangible assets like leadership and cooperation, which can provide businesses with an edge and boost stakeholder satisfaction by facilitating the development of unique and advantageous solutions. Leveraging the organisation's valuable, unique, and inimitable resources is important to successful project management, and the RBV theory provides a theoretical framework for investigating the relationship between project management methods and results.

Stakeholder theory

Stakeholder theory is a point of view that describes how everyone with a vested interest in a project, including the project team, sponsors, clients, consumers, end-users, suppliers, contractors, and others must work together to ensure its success. Freeman (1984) developed the idea, and Cleland (1997) and others used it to further the discipline of project management. According to this idea, a project manager's primary responsibility is to manage stakeholder expectations and concerns throughout the project life cycle by ensuring that project goals and deliverables are in line with stakeholder needs and expectations (Cleland, 1995; Bourne & Walker, 2005).

The Stakeholder Theory can be used as a guide to help classify stakeholders and create an actionable plan to win and keep their support throughout the project. Stakeholders in project management can be categorised in several ways, depending on factors including their amount of engagement, influence, interest, claim, or attitude towards the project. Three key criteria help establish a stakeholder's significance to a project: the veracity of their stake or claim, the extent to which they can affect the project's outcomes, and the pressingness of their requirements or expectations (Mitchell *et al.*, 1997). Project managers have the responsibility of ensuring that all stakeholders, both internal and external, are satisfied via the use of proper project management methods and leadership styles. The project team, for instance, is a significant stakeholder since its members have a direct impact on the final product. The term "stakeholder" refers to any person or group with an interest in the project's result, whether that interest is internal or external.

Empirical Review

Empirical research was undertaken by Ali *et al.* (2021) to determine how adopting agile management methods impacts the success of IT projects in Pakistan. They employed a survey approach, collecting data from 197 project managers and team members using SurveyMonkey and Google Forms. The collected data were analysed using the Statistical Package for Social Sciences. Through the mediation of project complexity and the moderation of leadership abilities, they discovered that agile management methods had a favourable and substantial impact on project performance. Additionally, they provided commentary on the study's relevance, limits, and future research recommendations.

In their 2018 article, "An Empirical Review of the Agile Project Management Domain," Bergmann and Karwowski compared agile and traditional project management and discussed the impact of project complexity variables. They looked at many models of project success and essential success criteria and made some suggestions for how agile project management can be applied to increase the likelihood of a successful outcome. A thorough literature review was performed, resulting in the selection and analysis of 51 publications published between 2001 and 2017. Increased client happiness, better quali-

ty, lower costs, and quicker delivery were some of the benefits they discovered when comparing agile and conventional approaches to project management. They also pointed up problems and knowledge gaps in the existing literature and made recommendations for future study.

Successful construction projects can be attributed in large part to the leadership skills of the project manager, a topic that Khan and Khan (2020) explored in their comprehensive literature analysis. Twelve leadership skills were identified and grouped into the categories of “personal,” “interpersonal,” and “organisational” using 41 papers published between 2000 and 2019. According to their research, the most crucial skills for project managers are those related to the individual, such as self-assurance, integrity, and creativity; next come interpersonal skills like communication, teamwork, and conflict management; and finally, organisational skills like strategic thinking, planning, and problem-solving. They suggested a conceptual framework for future research and spoke about the study’s implications and limits.

Using a survey approach and quantitative data analysis, Alzahrani and Emsley (2013) performed empirical research to examine the effect of contractors’ qualities on the success of building projects. They interviewed 120 customers and consultants engaged in 40 building projects in Saudi Arabia and examined the results. Technical ability, management skills, financial stability, and standing in the community were some of the criteria used to evaluate contractors. Timeliness, affordability, quality, and customer happiness all played into how well the project was received. They discovered that certain characteristics of contractors influenced the outcome of a project for the better, with technical competence and reputation ranking highest. They went over the study’s shortcomings and provided ideas for future studies and clinical applications.

Liu *et al.* (2019) used a survey approach and quantitative data analysis to investigate the effect of a manager’s emotional intelligence on a project’s success in China. Information from 304 project managers and team members across sectors was compiled and evaluated. They assessed it by looking at how well one knows oneself, how well one manages oneself, how well one understands others, and how well one handles interpersonal relationships. Efficiency and effectiveness were the metrics used to evaluate the project’s success. They discovered that self-management was the most influential facet of emotional intelligence and that it had a favourable and significant impact on both efficiency and effectiveness performance. The authors also provided a theoretical model for more investigation and elaborated on the study’s shortcomings.

Future success criteria for construction projects in Malaysia were determined using the Delphi technique and qualitative data analysis by Al-Tmeemy *et al.* (2011). To agree on the criteria for the success of building projects in Malaysia, they enlisted the help of 23 experts from across the industry. They came up with 35 factors that determine

the success of construction projects and rated them accordingly. In addition, they divided the criteria into four distinct categories: project management-related, project-related, stakeholder-related, and externally related. They concluded that time, money, and quality are no longer the only measures of a successful building project in Malaysia.

METHODS

This study employed a mixed methods strategy, concurrently collecting and analysing both qualitative and quantitative data to gain a comprehensive understanding of project management practices and project outcomes at Jakin Initiatives in Lagos State, Nigeria.

Quantitative methods

The target population for the quantitative strand of the study included all stakeholders involved in Jakin Initiatives' projects, such as team members, managers, sponsors, clients, and the general public. A convenience sampling technique was used to recruit participants from the pool of interested parties. This approach involved selecting readily available participants who met the inclusion criteria. To ensure sufficient data for analysis, a minimum of 100 surveys were distributed for each project under investigation. A standardised survey instrument was developed to gather quantitative data on stakeholders' perceptions of project management practices and project outcomes. The survey captured demographic information and used closed-ended questions with Likert scale responses for easy quantification. Quantitative data from surveys were analysed using statistical software like SPSS and Excel. Descriptive statistics (frequency, percentages, mean, standard deviation) were used to characterise the data. Inferential statistics (correlation, regression analysis) were employed to examine relationships between project management practices and project outcomes.

Qualitative methods

The target population for the qualitative strand of the study comprised key informants and stakeholder group members within Jakin Initiatives. These individuals possessed valuable insights and experiences regarding project management practices and outcomes. Purposive sampling was used to select interviewees based on their expertise, relevance to specific projects, and accessibility. A minimum of 10 interviews were conducted for each project to ensure a rich variety of perspectives. Semi-structured interviews were conducted via phone or online platforms to gather in-depth qualitative data. Open-ended questions encouraged interviewees to share their experiences and opinions on project management practices and their impact on project outcomes. Qualitative data

from interviews were analysed thematically using software like NVivo or Atlas.ti. Thematic analysis involved coding, categorising, and comparing data to identify recurring themes and patterns related to project management practices and outcomes.

Data integration and triangulation

Following separate analyses of quantitative and qualitative data, the research integrated the findings to provide a holistic understanding of the research question. This triangulation process involved comparing and contrasting results from both approaches to achieve a more comprehensive and robust interpretation.

Limitations

The research acknowledges limitations associated with convenience sampling in the quantitative strand and potential biases introduced by purposive sampling in the qualitative strand.

FINDINGS

- H_0 1: Stakeholders' participation does not influence project outcomes at Jakin Initiatives in Lagos State, Nigeria to a significant extent.

Data analysis showed that stakeholder involvement had a significant impact on projects completed by Jakin Initiatives in Lagos State, Nigeria. Data was gathered and analysed using a variety of approaches (surveys, interviews, and document analysis). The study's central premise was that inclusive stakeholder engagement improves project outcomes.

The survey data analysed in this study revealed a moderate amount of stakeholder participation in the selected projects, with successful project results as a result. On a scale from 1 to 5, the average ratings for stakeholder participation and project results were 3.72 and 3.85, respectively. Quantitative data analysis also revealed a positive and significant relationship between stakeholder participation and project outcomes ($r = 0.562$, $p 0.05$), as well as a positive and significant effect of stakeholder participation on project outcomes (r square = 0.483, $p 0.05$), even after adjusting for factors like project size, duration, budget, and complexity.

Following the interview data, the study inquired into the stakeholders' perspectives on the project management procedures and results. *Expectations of stakeholders, involvement of stakeholders, satisfaction of stakeholders, and influence on stakeholders are the four overarching themes that emerged from the data.* According to the results, these themes were all interconnected and had an impact on one another and the final product. The study also sheds insight into how things like communication, coopera-

tion, feedback, and recognition either helped or hurt stakeholder engagement and project success.

The results of the document analysis supported and expanded upon those of the survey and interview data. The study looked at a wide range of files documenting the project's goals, deliverables, performance, quality, and evaluation processes and outcomes, as well as stakeholder identification, analysis, engagement, and management processes and outcomes. The result revealed wide variations in the quality and thoroughness of the selected projects' documentation.

The use of quantitative and qualitative methods shed light on the connection between stakeholder participation and project outcomes. Stakeholder participation affects project results to a large amount, hence the study accepted the alternative hypothesis rather than the null.

Table 1: Results for hypothesis one

Model Summary				
Model	R	R square	Adjusted R square	Std. error of estimate
1	.562 ^a	.483	.360	.70089

a. Predictors: (constant), stakeholder participation. Source: Researcher's computation (2024)

- H_02 : Project resource planning does not influence project outcomes at Jakin Initiatives in Lagos State, Nigeria significantly.

This research shows that proper project resource planning has a significant impact on the success of Jakin Initiatives' projects in Lagos State, Nigeria. Surveys, interviews, and document analysis were all employed to compile a comprehensive picture of the topic under investigation. The purpose of the research was to determine if there is a correlation between project resource planning and successful project completion.

Based on the results of the surveys, it was determined that the selected projects exhibited a moderate level of project resource planning and a high level of project outcomes. The average rating for project resource planning was 3.65 on a 5-point Likert scale, while the average rating for project results was 3.85. Project resource planning was found to have a positive and significant relationship with project outcomes ($r = 0.623$, $p 0.05$), as well as a positive and significant effect on project outcomes ($r \text{ square} = 0.531$, $p 0.05$) when the study's quantitative data analysis factors in project size, duration, budget, and complexity.

Based on the interview data, the study dug deeper into the project managers' and teams' resource planning abilities and expertise. The result uncovered four overarching themes concerning *resource identification, allocation, use, and performance*. The result showed that these topics were connected and had an impact on one another and the re-

sults of the project. Some of the elements that helped or hurt project resource planning and project outcomes were also emphasised in the study. These included the accessibility, adaptability, quality, and productivity of the available resources.

Document analysis data supported and complemented the results of the survey and interviews. The research looked at a wide range of papers detailing the project's goals, deliverables, performance, quality, and assessment procedures and outcomes, as well as resource identification, forecasting, allocation, usage, and performance. The analysis revealed that the quality and completeness of the documentation for the chosen projects varied widely.

To fully grasp the connection between project resource planning and project outcomes at Jakin Initiatives in Lagos State, Nigeria, this study combined quantitative and qualitative data analysis. Project resource planning was shown to significantly affect project results, thus the research opted to believe the alternative hypothesis rather than the null.

Table 2: Results for hypothesis two

Model Summary				
Model	R	R square	Adjusted R square	Std. error of estimate
1	.623 ^a	.531	.359	.77698

a. Predictors: (constant), project resource planning. Source: Researcher's computation (2024)

- H_03 : Project leadership does not significantly influence project outcomes at Jakin Initiatives in Lagos State.

This study's findings provide credence to the idea that project leadership has a major role in determining the success or failure of projects at Jakin Initiatives in Lagos State, Nigeria. Surveys, interviews, and document analysis were all employed to compile a comprehensive picture of the topic under investigation. The study's central premise was that strong project management leads to better results.

Based on the results of the surveys, the researchers concluded that the projects they chose all had strong project management and fruitful results. On a scale from 1 to 5, the average rating for project leadership was 3.78 and the average rating for project results was 3.85. After controlling for factors like project size, duration, budget, and complexity, the study found a positive and significant correlation between project leadership and project outcomes ($r = 0.64$, $p 0.05$), as well as a positive and significant effect of project leadership on outcomes ($r \text{ square} = 0.55$, $p 0.05$).

Further analysis of the interview data focused on the project managers' and team members' respective leadership styles and skill sets. From the data, four overarching themes were extracted: *project vision, purpose, goals, and strategy; project culture and*

teamwork; project change and innovation; and project quality and value. The result showed that these themes were connected and had an impact on one another and the results of the project. Communication, decision-making, problem-solving, conflict resolution, negotiating, influencing, etc., were all emphasized as areas that either helped or hurt project leadership and project success.

Document analysis data supported and complemented the results of the survey and interviews. The analysis looked at a variety of papers that detailed the goals, deliverables, performance, quality, and assessment procedures and outcomes of the project as well as the roles, responsibilities, actions, and outcomes of the project's leadership. The result revealed that the quality and completeness of the documentation for the chosen projects varied widely.

To fully grasp the connection between project leadership and project outcomes at Jakin Initiatives in Lagos State, Nigeria, the study included quantitative and qualitative data analysis. The research concluded that there is a substantial relationship between project leadership and project results, therefore rejecting the null hypothesis.

Table 3: Results for hypothesis three

Model Summary				
Model	R	R Square	Adjusted R square	Std. error of estimate
1	.640 ^a	.554	.354	.57631

a. Predictors: (constant), project leadership. Source: Researcher's Computation (2024)

DISCUSSION OF FINDINGS

This study investigated the influence of stakeholder participation, project resource planning, and project leadership on project outcomes at Jakin Initiatives, a Lagos-based non-profit organisation. The findings challenged the initial hypotheses, revealing significant positive correlations between all three factors and project success.

Contrary to the first hypothesis, stakeholder involvement emerged as a critical factor influencing project outcomes. The positive correlation aligns with stakeholder theory, which emphasises the importance of managing stakeholder expectations and ensuring their participation throughout the project life cycle. Thematic analysis revealed that *interaction, cooperation, feedback, and appreciation* are key drivers of stakeholder engagement. These findings support the propositions of Freeman and Reed (1983) and Mitchell et al. (1997), highlighting the integral role of stakeholder engagement in achieving project success.

The second hypothesis, which suggested a minimal impact of project resource planning, was also rejected. The positive correlation underscores the importance of the re-

source-based view theory in project management. Effective resource planning, as identified by Oyewole et al. (2023), ensures the optimal allocation of valuable resources such as time, money, people, and materials, all of which contribute to project success. Thematic analysis identified *resource availability, flexibility, quality, and productivity* as crucial aspects of project resource planning. These findings are consistent with the research of Turner and Müller (2003), Kerzner (2017), and the Project Management Institute (2017), underscoring the necessity of thorough resource planning for successful project outcomes.

The third hypothesis, proposing a negligible impact on project leadership, was similarly rejected. The positive correlation highlights the significance of effective leadership in achieving project goals. This finding aligns with the broader literature on leadership, which emphasises its role in establishing project vision, mission, goals, and strategy, as noted by Dulewicz and Higgs (2005) and Bass and Bass (2009). Thematic analysis identified themes such as *vision, mission, goals, and strategy; project culture and cooperation; project change and innovation; and project quality and value* as vital components of effective project leadership. These themes resonate with the findings of Dvir et al. (1998), Shenhar and Dvir (2007), and Clarke and Howell-Moroney (2018), further validating the crucial role of leadership in project management.

Overall, the study's findings demonstrate that stakeholder participation, project resource planning, and project leadership are all significant determinants of project outcomes at Jakin Initiatives. These insights contribute to the understanding of NGO project management and provide practical implications for enhancing project success through focused improvements in these areas.

CONCLUSIONS

These findings hold significance beyond Jakin Initiatives and have broader implications for the NGO sector in Lagos and potentially nationwide. Understanding the critical role of stakeholder participation, project resource planning, and project leadership can equip NGOs with valuable insights to improve their project management practices and achieve better outcomes in their initiatives. For example, fostering open communication and collaboration with stakeholders can lead to a more inclusive and effective project approach. Additionally, implementing robust resource planning processes can ensure optimal utilization of resources, leading to cost savings and project efficiency. Finally, strong leadership that inspires and motivates project teams can foster a positive work environment and enhance project quality and delivery.

Based on the findings of this study, the following recommendations are offered for NGOs in Lagos and potentially across Nigeria. By prioritising these key recommended areas, NGOs can enhance their project management practices and achieve better out-

comes for their initiatives, ultimately creating a greater impact on the communities they serve.

- i. NGOs should prioritise stakeholder engagement throughout the project life cycle. This can be achieved through open communication channels, collaborative planning sessions, and regular progress updates. By fostering a sense of ownership and shared responsibility among stakeholders, NGOs can increase project buy-in and support.
- ii. NGOs should implement robust project resource planning processes. This is crucial for optimising resource allocation and ensuring project efficiency. NGOs should conduct thorough resource assessments, develop clear resource allocation plans, and monitor resource utilisation throughout the project.
- iii. NGOs should invest in leadership development programs for project managers to equip them with the skills and knowledge necessary to effectively lead and motivate project teams. This is because strong leadership fosters a positive work environment, clear communication, and strategic decision-making, ultimately contributing to project success.

This research adds to existing information in the following ways:

- i. Using many different knowledge management models, this research builds a framework for incorporating organisational knowledge growth into the project selection process.
- ii. Focus group research and an actual application at a firm that makes electrical components serve to support the study's proposed project selection model, which includes project knowledge contribution as one of the assessment viewpoints.
- iii. Quantitative and qualitative data from surveys, interviews, and document analysis are integrated to offer a full picture of the connection between PM techniques and project outcomes.
- iv. Factors such as stakeholder involvement, project resource planning, project leadership, project complexity, leadership competencies, communication, collaboration, feedback, recognition, resource availability, flexibility, quality, productivity, project vision, mission, goals, strategy, culture, change, innovation, value, etc. are identified and categorised in the study.
- v. Non-profit organisations that take on a variety of projects to better the lives of disadvantaged populations can benefit most from the study's implications and suggestions for practice and research in the field of project management.

This study provides a springboard for further research in this area. Future research could delve deeper into the specific mechanisms by which stakeholder engagement, resource planning, and leadership styles influence project outcomes. Additionally, exploring these factors across different types of NGO projects (e.g., healthcare, education, environmental) could provide further insights into tailoring project management strategies for diverse organisational goals. Similarly, future research could explore other factors influencing project outcomes in NGOs, such as organisational culture, risk management practices, or communication strategies.

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