The Journal of Humanities and Social Sciences, 2019, Vol. XXVII, No.2

Project Success, Internal Stakeholder Engagement and Satisfaction: A Moderated Mediation Analysis

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Abstract

The purpose of this research is to examine the relationship between internal stakeholder engagement and project success with mediating effect of Stakeholder satisfaction. The study also examines the moderating role of empowerment in the relationship of stakeholders' engagement and satisfaction. The data were collected from internal stakeholders i.e., project team and functional team members of three mega projects of oil and gas sector operating in District Attock. The data was analyzed using Smart PLS. Based on the analysis of this cross-sectional data collected from 318 respondents from project teams and functional teams, the study indicates that success of a project significantly depends on project team engagement. The study also highlights that stakeholder satisfaction is an important mediating factor in the relationship between internal stakeholder engagement and project success. Further, the results indicate that empowerment significantly and positively moderates the effect of internal stakeholders' engagement on stakeholder satisfaction and ultimately project success. The results of this study are important to explain the moderated mediation model identifying the relationship among variables affecting a project's success. This is a unique study offering new insights into existing management literature, as there is hardly any available research identifying and analyzing the relationships among variables covered in this study.

Keywords: Stakeholder Engagement; Stakeholder Satisfaction; Empowerment; Project Success; Stakeholder Theory

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Introduction

Project-based organizations are rapidly increasing in number both in public and private sectors of economy. Project success is desired outcome of every project manager. Delivering project within time and cost was a main concern for project manager in 1960's to 1980s but now the research focus has shifted towards stakeholder involvement (Ika, 2015). According to PMBOK (2017), stakeholder is a broader concept which means the people who could cause the success or failure of a project. Stakeholders' interaction makes a firm's operational activities possible and help in ensuring project success (Nasi, Nasi, Phillips, & Zyglidopoulos, 1997). It is vital to involve and satisfy key stakeholders of a business for maximizing the value of a business (Atiken, et al, 2015). Thus, stakeholder satisfaction plays crucial role towards project success and organizational performance (Aga, Noorderhaven, & Vallejo, 2016).

Nangoli et al. (2016) in their study on stakeholder participation in projects of Non-Governmental Organizations (NGOs) call for future research to test the level of stakeholder (project staff, donors, project managers and others) participation in projects other than NGOs to empirically evaluate the effects of internal stakeholders' participation in project success. Cuppen, Bosch-Rekveldt, Pikaar and Mehos (2016) in their study on energy infrastructure projects also identified the need for further studies in analyzing stakeholders' engagement from different perspective. Further, Beringer, Jonas, and Kock (2013) in their study examined the moderating effect of role clarity and identified the need to study the relationship of internal stakeholder involvement and project success with other moderating variables and in other contexts. Ika and Donnelly (2016) call for further research to explain the role of empowerment (Authority) between stakeholder engagement and project success. Further, Msomphora (2015) call for research in analyzing the relationship between stakeholder engagement and stakeholder satisfaction by using another variable on large scale. Considering the need for further research with different moderating and mediating factors as identified by various researchers, this study examines the role of internal stakeholders' engagement and stakeholders' satisfaction on project success. The study further highlights that internal stakeholder's empowerment could have significant and positive moderating effect on the relationship. Thus, project success depends not only on stakeholder engagement but their satisfaction resulting from empowerment. The current study examines these problems, but attempts to find answers through empirical investigation for three key questions: Does project team and functional team engagement influence stakeholder satisfaction? Does empowerment moderate the effect of project team engagement on stakeholder satisfaction? Does stakeholder satisfaction mediate the effect of project team engagement on average project success and project team strategic fit? Does stakeholder satisfaction mediate the effect of functional team engagement on average project success and project team strategic fit?

Literature Review

Project Success

The main goal of a project is successful completion of all its stages. Baker, Murphy, and Fisher (1997), define three factors that determine the success of a project i.e. quality, costs and time, also called the iron triangle (EL-Sheikh & Pryke, 2010). In previous studies, the measure of project success is based on iron triangle only but new studies focus on stakeholder engagement, their satisfaction and customers' benefits (Heravi, Coffey, & Trigunarsyah, 2015). Project success can be measured as the efficiency and effectiveness of a project and customer and stakeholder satisfaction (Badewi, 2015). According to Doloi (2009), higher the level of confidence to your team and satisfaction is directly proportional to higher project success. Project Success is not the result of adopting a particular project management techniques but project success can be achieve by creating a healthy environment through engaging your team, or working in a teamwork (Mazur, Pisarski, Chang, & Ashkanasy, 2013; Yasir, Majid & Yasir, 2017). This is because teamwork in a project, constituted of team performance and personal satisfaction is a predictor of project success (Muller & Jugder, 2012). So, the stakeholder involvement and stakeholder satisfaction lead a project towards project success.

Rajablu, Marthandan and Yusoff (2015) describe that project cannot be successful until the stakeholder are not motivated or involved in a project. Stakeholders couldn't be motivated until both financial and non-financial benefits will be provided (Badewi, 2015). These arguments show that project success can achieve if the project team or stakeholders of a project are satisfied.

Stakeholders' Satisfaction

Stakeholder satisfaction is basically related to employees and customers of an organization which shows that people who are directly or indirectly related to it, particularly organization or its product, must be happy with it and employees are motivated from its environment (Dechow, Sloan, & Sweeney, 1996). Stakeholder satisfaction is one of the success factors for mega projects; if the stakeholders are satisfied then the project must be successful (Misic & Radujkovic, 2015). Stakeholder is also important same as time, budget and project deliver to specification and quality required in successful projects (Hadjinicolau & Dumark, 2017). Ogunlana, Siddiqui, Yisa, and Olomolaiye (2001) explains six basic factors that measure project performance towards success, namely budget, schedule performance, client satisfaction, quality, contractor satisfaction and project team satisfaction. The success of a management team of a project ids measure by the stakeholder satisfaction, cost, time and quality objective

(Engelbrecht, Johnston, & Hooper, 2017). Davis (2014), also explains that stake holder satisfaction is one of the key success factor of measuring success of a project; "Satisfy stakeholders' work properly and complete their task effectively and efficiently with in their project constraints" (p.197).

Project Success

Satisfied stakeholders do work effectively which leads a quality work which is main cause to project success (Huijgens, van Deursen, & van Solingen, 2017); whereas, poor stakeholders' management reduce stakeholders satisfaction with project outcomes (Mazur et al, 2013). This shows that the higher the stakeholder satisfaction, the higher would be a project's success, because satisfied project team work with creativity and achieved quality (Rezvani, Chang, Wiewiora, Ashkanasy, Jordan, & Zolin, 2016). Satisfied stakeholders can handle any change occurred during project easily that does not affect the project goal (Usher & Whitty, 2017). That's why Henderson, Stackman, & Lindekilde (2016) explain that role clarity and effective communication with a project team enhances the level of their satisfaction, which in turn raises the chances of project success. According to Williams, Ashill, Naumann, & Jackson (2015), satisfied project team leads the project towards customer satisfaction which leads to increase cash flow, revenue growth, market share and stock price. That's why project success is basically based on client satisfaction and project team satisfaction and their development (Scott-Young & Samson, 2007).

Satisfied stakeholders emphasize good quality of a project work, which leads towards project success, because they have strong communication, engagement and project can be delivered in a good estimated time (Huijgens et al, 2017); whereas, poor stakeholder management reduce stakeholders satisfaction with a project outcomes, because poor stakeholder management include poor stakeholder engagement (Mazur et al, 2013).

Internal stakeholders are companies with a direct business stake in the project, which include, project developers, investors, operators, project team and sub-contractors (Krane, Olsson, & Rolstadås, 2012). The Evolution of stakeholders' disaggregation from internal and external stakeholders to primary and secondary stakeholders shows that the emphasis shifts from stakeholder position relative to the firm to the importance of a particular stakeholder. "A major stakeholder group is a company that cannot be continuously run by a company without its ongoing involvement" (Clarkson, 1995, p-96)

Atkin and Skitmore (2008) explain that internal stakeholders are those who are involved in organization decision making process. Mazur and Pisarski (2015) argue that internal stakeholders are the project stakeholders within a

project manager's organization, which are sponsor, project team, supervisor, contractors and functional team; this is the reason that the project success and failure is highly dependent on internal stakeholders because they act towards the execution of a project (Krane et al, 2012).

There is also a fair amount of literature that sets out in more detail the role of internal stakeholders or employees in organizational performance. For example, one group of authors emphasize the importance of staff, structure, and process agility (Wang & Ahmed, 2003), while the other reported results from a series of reports, which emphasized that "providing staff with free choice and real-time feedback enabled them to improve production system constantly" (Liedtka, 1998, p.125). Others, believe that the involvement of internal stakeholders is taken for granted (Liedtka, 1998, 1998). To accommodate the increasingly complex needs of modern business and strategic environments, Wilson expects employees to be more autonomous and flexible in their role (Wilson, 1994). The literature also emphasizes the role of employee's engagement in the overall direction of the company (Hamel & Prahalad, 1989).

Literature also emphasizes managing stakeholder's engagement by communicating and interacting, while control stakeholder's engagement through monitoring them and their project interactions; because stakeholder engagement is the way to deliver a high quality product which meets, or exceeds expectations (Canty, 2015). A successful delivery of a project is highly dependent on the engagement of stakeholders, especially internal stakeholders (Rajablu et al., 2015). A study by Lin, Kelemen, & Kiyomiya (2016) highlights that stakeholders engagement is the key element of a project success in recovery projects and multiple stakeholder involvement is a long term success for any project.

According to Aaltonen and Kujala (2016), ineffective stakeholder involvement leads towards ineffective decision making in strategies, which then cause a failure of a project. That's why Beringer et al., (2013) proves in his research that high intensity of involvement of stakeholder leads towards high chances of project portfolio success. Improving stakeholder involvement helps, not only to improve the interaction and role clarity, it even helps to reduce the negative environmental factors which can affect the project (Heravi et al, 2015). Stakeholder engagement is an important factor to identify the issues during project and help out to generate ideas regarding issue based solutions (Chihand & Zwikael, 2015). Msomphora's (2015), study highlights that stakeholders' participation increases their level of motivation which enhances their satisfaction. According to Joslin & Müller (2016) stakeholder satisfaction plays an important role towards project success. This study also explains that the project outcomes are high if the satisfaction of the stakeholders is high.

Stakeholder theory provides a solid foundation for identifying and classifying stakeholders and understanding their behavior. The basic idea of stakeholder theory is that organizations are linked to many constituent groups and can generate and sustain their support by considering and balancing their relative interests (Freeman & Reed, 1983; Majid et al., 2019). All in all, the core purpose of stakeholder theory is to make managers more informed and then manage stakeholders more strategically. Stakeholder theory originated in strategic management has been applied in many fields. In addition, it has been presented and used in many different ways, including very different methods, concepts, types of evidence, and evaluation criteria (Donaldson & Preston, 1995).

Jones (1995), describe how instrumental stakeholder theory builts a relationship between stakeholder and organization and define that trusting and cooperative relationship between them helps to resolve issues in operations (Yasir Majid & Yasir, 2017). According to Jensen's theory (2001), the value of a business or project can be maximized by providing more attention towards all related stakeholders. Engaging primary stakeholder in every stage of a project is supportive for future challenges and helping to identify the motivation they achieved (Atkin & Skitmore, 2008). The theory helps to manage stakeholder towards project success by delivering benefits to its stakeholders (Rajablu et al., 2015). It provide a clear concept of identifying, classifying stakeholder through understanding motivation (involvement behavior) towards project success (Aaltonen, Kujala, Havela, & Savage, 2015). The authority to provide staff creates a sense of ownership, which increases employee job satisfaction and makes relationship stronger of stakeholder engagement and stakeholder satisfaction.

Empowerment of a project team is a main way to achieve project success through team satisfaction (Sheffield & Lemetayer, 2013). Empowerment as a heightened level of intrinsic task motivation or internalized commitment to a task as evident in four assessments of that task impacts competence and choice (Thomas & Velthouse, 1990). Empowerment is a delegation of authority by the managers to each employee, which includes, respect to job practices and methods (Sibson, 1994). Empowerment can be possible when high involvement managerial system is applied (herrenkhol & Udson, 1999). Erickson, Hamilton, Jones, and Ditomassi (2003), explain that empowerment is thought to occur when an organization sincerely engages people and progressively responds to this engagement with mutual interest. According to Bartram & Casimir (2007), psychological empowerment can't be effective without behavioral empowerment. Empowerment is a moderating variable which helps to get the expected outcomes and desired performance. Empowerment affects the performance of the workers and organization directly as well as indirectly (Fernandez & moldogazier, 2013b)**.** Empowerment is an important variable which can make the relation between team engagement and team satisfaction more strong (Albrecht & Andreetta, 2011);

that's why empowerment paly a moderating role between stakeholders engagement and stakeholder satisfaction.

Theoretical Framework

Problem Statement

The success of any project is highly dependent on the engagement of internal stakeholders that have a positive effect on stakeholder satisfaction also. However, majority of firms have ignored this nexus. Therefore, this study is conducted to address this issue. Moreover, this study attempts to answer the following questions

a) What is the relationship between internal stakeholders' engagement and project success?
b) What is the role of internal stakeholders' engagement in enhancing stakeholders' satisfaction?
c) How stakeholders' satisfaction mediates the relationship between internal stakeholders' engagement and project success?

Model explains (Figure 1) the theoretical background that internal stakeholders (project team and function team) engagement leads to project success in terms of both strategic fit and average project success, which is in term of cost, quality and time (Beringer et al, 2013). Chih and Zwikael (2015) argue about the need to test project success with stakeholder's engagement through stakeholder's satisfaction as a mediator. Project success couldn't be achieved directly by only stakeholder's engagement, until the stakeholders are not satisfied (Aitken, Coombs, & Doherty, 2015). Team empowerment is another important variable which make a relation of internal stakeholder's engagement and satisfaction more strong, through moderating effects (Albrecht & Andreetta, 2011). So, these all variables create a unique theoretical frame work on the basis on past studies which didn't test this model before.

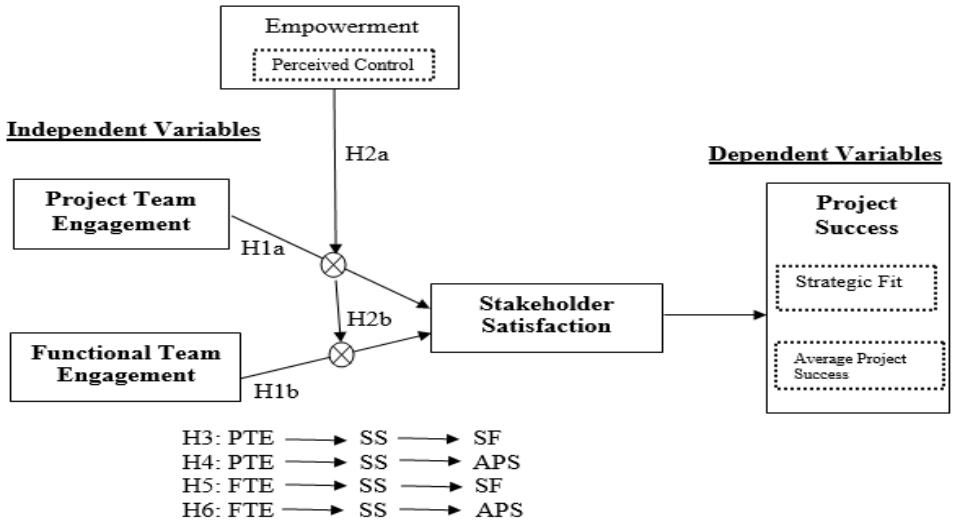

Figure 1, Theoretical model

Hypotheses

H1a: Project Team Engagement influence the Stakeholder satisfaction.
H1b: Functional Team Engagement influence the Stakeholder satisfaction
H2a: Empowerment moderate the effect of project team engagement on Stakeholder satisfaction
H2b: Does empowerment moderates the effect of Functional team engagement on Stakeholder satisfaction?

Employee empowerment is a main element towards job satisfaction, employee satisfaction and project success (Menon, 2001). Spreitzer, Kizilos, and Nason (1997) explain that to achieve a success in a project, there should be authority endowed to project manager to deal with unforeseen circumstances. They also argue that empowered employees can perform their duties effectively which provide the inner satisfaction to a team and makes the project a success. Empowerment is an important variable which can make the relation between team engagement and team satisfaction more strong (Albrecht & Andreetta, 2011); that's why empowerment paly a moderating role between stakeholders engagement and stakeholder satisfaction.

H3: Stakeholder satisfaction mediate the effect of project team engagement on Average project success

H4: Stakeholder satisfaction mediates the effect of project team Strategic fit.

H5: Stakeholder satisfaction mediates the effect of Functional team engagement on average project success.

H6: Stakeholder satisfaction mediates the effect of Functional team engagement on Strategic fit.

H3, H4, H5 and H6 are related to mediating effect of stakeholder's satisfaction which shows that stakeholder involvement in project leads an overall satisfaction of a stakeholders which leads high quality of a project or project success (Heravi et al., 2015). Bourne (2006) explains that if the organizations have strategies to engage employees in a project it leads to increase the satisfaction level of employees in a project which is a great cause to project success.

Research Methodology

Sampling

Population is targeted in 3 Oil and Gas projects of district Attock i.e. Dhurnal, Saghri and Dakhni development projects. Oil and Gas project Team and Function team are our respondents and Quota Sampling is used; population is divided into 2 quotas, one is Project team quota and the other is Functional Team quota, in case of no complete employee detail. Sample size will be followed by the Mogan and Krejcie Table, is 318. The sample size for FT is 132 and PT is 186 from total sample of 318. Project team is selected based on the activities of workers who were engaged on a specific project, which is time bound and would be complete on some specific future date; whereas, function team consists of those employees who were working on daily routine jobs.

Scales/Measures

5-point Likert scale is used to measure result from strongly agree towards strongly disagree from 1 to 5 respectively. Smart PLS Software is used to test our hypothesis and estimation because it is a modern tool and is used in recent studies (Wong, 2013). It is not time consuming and multiple equations can be used simultaneously. Since moderated mediation is employed in this current study, so SPLS is best to check mediation and moderation easily.

Results

Results are separately measured by Smart PLS according to each Hypothesis.

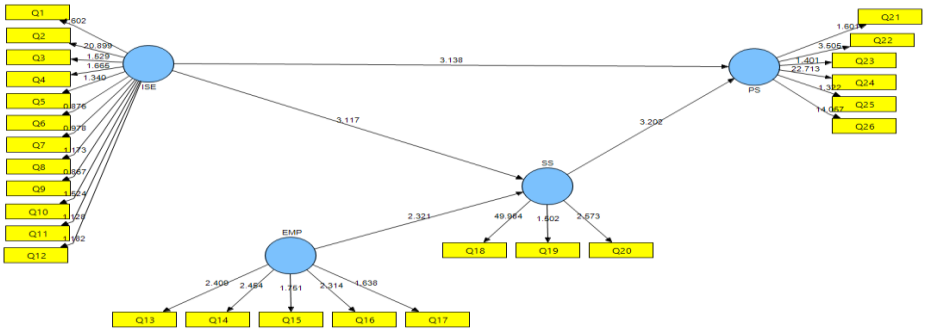

Figure 2**,** Results of Smart PLS

This full model results shows that all the values are greater than 1.96, which shows that all the values and relations are significant. All hypothesis and their results values are discussed in detail separately.

Table 1, Values of Smart PLS

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
EMP	0.2771	0.6522	0.0000	0.3361	0.2771	0.0000
ISE	0.1704	0.6814	0.0000	0.5398	0.1704	0.0000
PS	0.3721	0.7624	0.5181	0.6368	0.3721	0.1276
SS	0.4773	0.7189	0.4527	0.4727	0.4773	0.1129

H1a: Project Team Engagement influence the Stakeholder satisfaction.

Fig 2 shows the T-Statistics Value which is T-Test Value > 1.96 which shows the relationship exist and shows that Project team engagement influence the stakeholder satisfaction while Fig 3 shows the percentage results which shows according to data collection project team engagement can influence their level of satisfaction 77%. Table 1 shows that there is a consistency of data which is collected from project and measuring scale is reliable because composite reliability value of PTE and SS are greater than 0.7 which is standard set by Fornell & Larcker (1981). Cronbach Alpha values in a table shows that results are good because its benchmark set by Lee Cronbach in 1951 that if the value of coefficient alpha >0.8 then results are good and our PTE coefficient alpha is 0.8986 and SS coefficient alpha is 0.8361 which shows the results reliability and validity of scale.

Figure 3, T-Statistics

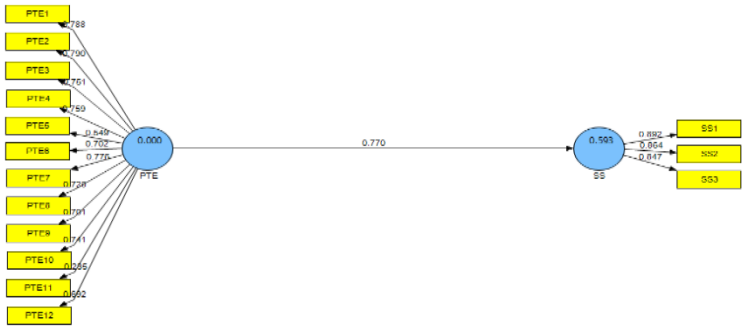

Figure 4, T-Statistics Value

Table 2, AVE, R^2, Alpha and CR

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality Redundancy
PTE	0.4904	0.9168	0.0000	0.8986	0.4904
	0.0000				
SS	0.7532	0.9015	0.5935	0.8361	0.7532
	0.4443				

H1b: Functional Team Engagement influence the Stakeholder satisfaction

Fig 4 shows the T-Statistics Value (26.26) which is T-Test Value > 1.96 which shows the relationship exist and shows that Functional team engagement influences the stakeholder satisfaction, while Figure 5 displays the percentage results, which shows according to data collection, Functional team engagement can influence their level of satisfaction 87.6%. Table 2 shows that there is a consistency of data which is collected from project and measuring scale is reliable because composite reliability value of FTE and SS are 0.950 and 0.94

respectively, which are greater than 0.7 which is standard set by (Fornell & Larcker, 1981). Cronbachs Alpha values in a table shows that results are good because its benchmark set by Lee Cronbach in 1951 that if the value of coefficient alpha >0.9 then results are excellent and our FTE coefficient alpha is 0.9533 and SS coefficient alpha is 0.9130 which shows the results reliability and validity of scale.

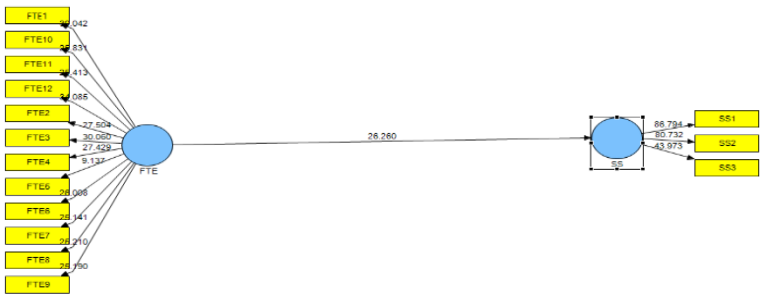

Figure 5, percentage results

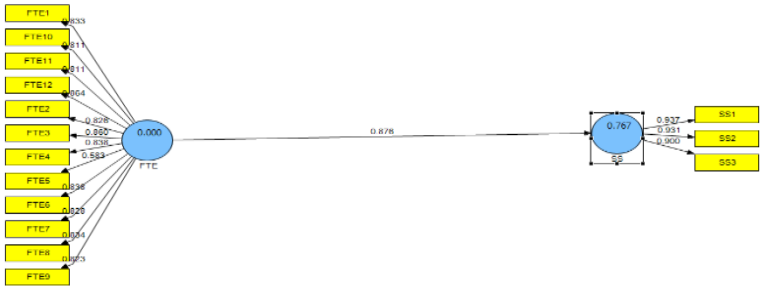

Figure 6, T-Statistics

Table 3, AVE, R^2, Alpha and CR

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
FTE	0.6651	0.9594	0.0000	0.9533	0.6651	0.0000
SS	0.8516	0.9451	0.7674	0.9130	0.8516	0.6495

H2a: Empowerment moderate the effects of project team engagement on Stakeholder satisfaction

Fig 5 shows the T-Statistics Value of PTE and EMP are 2.145 and 6.053 respectively which shows T-Test Value > 1.96 which shows the relationship exist and shows that Empowerment moderate the effect of PTE on SS while Fig 7 shows the percentage results which shows according to data collection, Empowerment can influence the result 64.9% which shows that it can make the relation of PTE and SS more strengthen Table 3 shows that there is a consistency of data which is collected from project and measuring scale is reliable because composite reliability value of EMP, PTE and SSare 0.8726, 0.9168 and 0.9016 respectively which are greater than 0.7 which is a benchmark set by (Fornell & Larcker, 1981). Cronbachs Alpha values in a table shows that results are good that if the value of coefficient alpha >0.8then results are good and our EMP coefficient alpha is 0.8117, PTE Coefficient alpha value is 0.8986 and SS coefficient alpha is 0.8361 which shows the results reliability and validity of scale.R-squared value of 0.7239 means that the model accounts for 73% of the variance in the observed activities for the testing set.

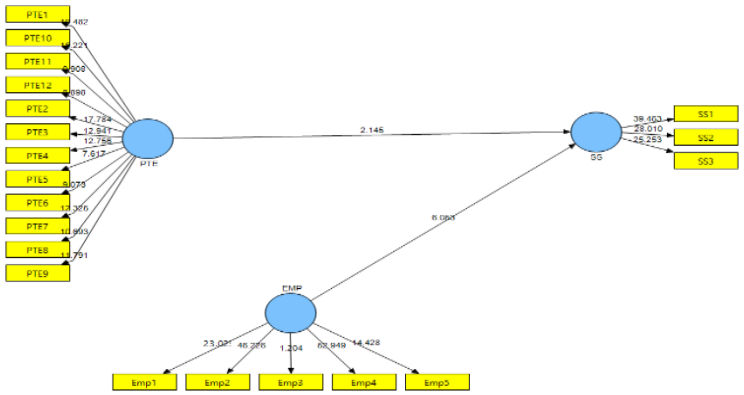

Figure 7, Percentage results

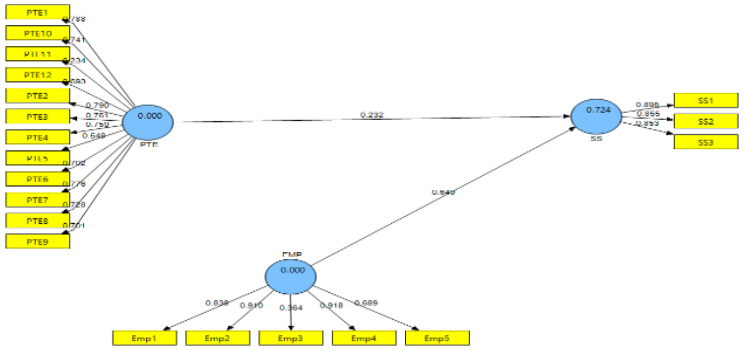

Figure 8, T-Statistics

Table 4, Reliability

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
EMP	0.5960	0.8726	0.0000	0.8117	0.5960	0.0000
PTE	0.4904	0.9168	0.0000	0.8986	0.4904	0.0000
SS	0.7534	0.9016	0.7239	0.8361	0.7534	0.5042

H2b: Empowerment moderates the effect of Functional team engagement on Stakeholder satisfaction

Figure 8 shows the T-Statistics Value of FTE and EMP are 4.034 and 5.862 respectively which shows T-Test Value > 1.96 which shows the relationship exist and shows that Empowerment moderates the effect of FTE on SS while Figure 9 displays the percentage results, which shows according to data collection, Empowerment can influence the result 58.9% which shows that it can make the relation of FTE and SS more strong. Table 4 shows that there is a consistency of data which is collected from the project and measuring scale is reliable because composite reliability value of EMP, FTE and SSare 0.9475, 0.9594 and 0.9452 respectively which are greater than 0.7 which is a benchmark set by Fornell & Larcker (1981). Cronbachs Alpha values in a table shows that results are good; if the value of coefficient alpha >0.9, then results are good and our EMP coefficient alpha is 0.9292, FTE Coefficient alpha value is 0.9533 and SS coefficient alpha is 0.9130 which shows the results reliability and validity of scale. R-squared value of 0.8593 means that the model accounts for 86% of the variance in the observed activities for the testing set.

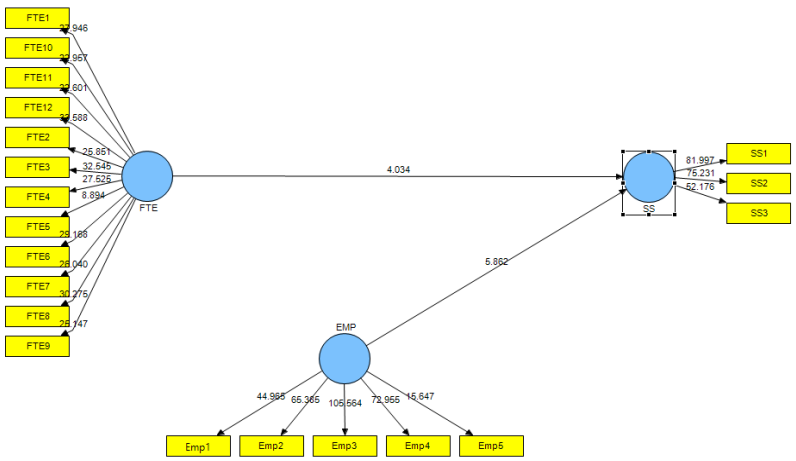

Figure 9, Percentage results.

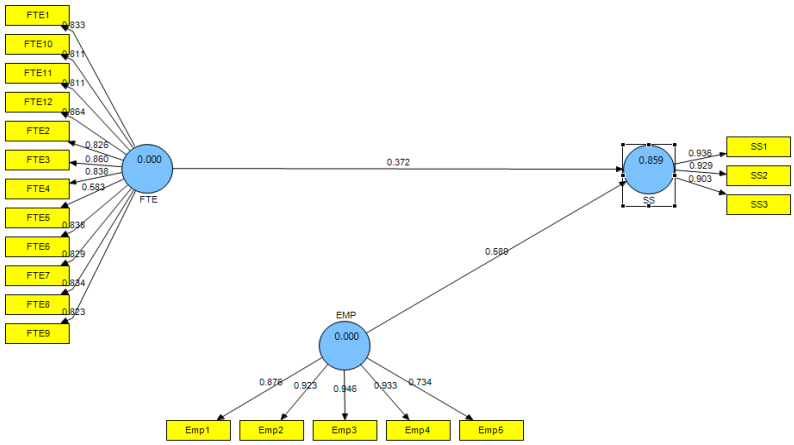

Figure 10, T-Statistics

Table 5, Reliability

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
EMP	0.7845	0.9475	0.0000	0.9292	0.7845	0.0000
FTE	0.6651	0.9594	0.0000	0.9533	0.6651	0.0000
SS	0.8518	0.9452	0.8593	0.9130	0.8518	0.6136

H3: Stakeholder satisfaction mediates the effect of project team engagement on Average project success.

Figure 10 shows the T-Statistics Value of PTE effect on APS through mediator of SS are (PTE ---SS) 13.62 and (SS---APS) 2.109 which shows T-Test Value > 1.96 which shows the relationship exist and shows that SS mediate the effect of PTE on APS, while Figure 11 shows that stakeholder satisfaction influences the average project success up to 21.5%. Table 5 shows that there is a consistency of data which is collected from project and measuring scale is reliable, because composite reliability value of APS, PTE and SSare 0.9006, 0.9170 and 0.9014 respectively which are greater than 0.7. Cronbachs Alpha values in a table shows that results are good that if the value of coefficient alpha >0.8then results are good and our APS coefficient alpha is 0.8348, PTE Coefficient alpha value is 0.8986 and SS coefficient alpha is 0.8361 which shows the results reliability and validity of scale.

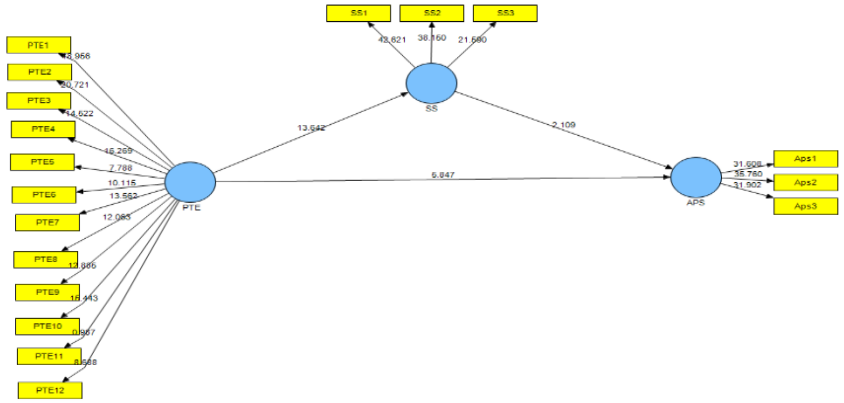

Figure 11, T-Statistics

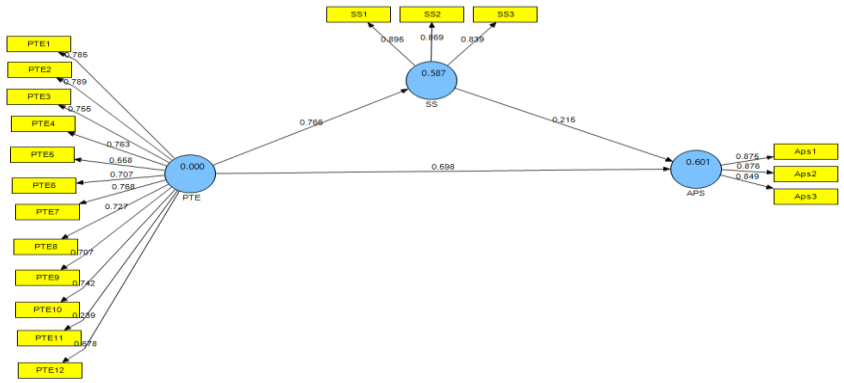

Figure 12, T-Statistics

Table 6, Reliability

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
APS	0.7514	0.9006	0.6009	0.8348	0.7514	0.4132
PTE	0.4908	0.9170	0.0000	0.8986	0.4908	0.0000
SS	0.7530	0.9014	0.5871	0.8361	0.7530	0.4395

H4: Stakeholder satisfaction mediates the effect of project team Engagement on Strategic fit.

Figure 12 shows the T-Statistics Value of PTE effect on SF through mediator of SS are (PTE ---SS) 12.53 and (SS---SF) 2.067 which shows T-Test Value > 1.96 which shows the relationship exist and shows that SS mediate the effect of PTE on SF, while Figure 13 shows that stakeholder satisfaction influences the Strategic Fit up to 21.5%. Table 6 shows that there is a consistency of data which is collected from project and measuring scale is reliable, because composite reliability value of PTE, SF and SSare 0.9168, 0.8438 and 0.9015 respectively, which are greater than 0.7. Cronbachs Alpha values in a table shows that results are good that if the value of coefficient alpha >0.8then results are good and our PTE coefficient alpha is 0.8986, SF Coefficient alpha value is 0.7218 and SS coefficient alpha is 0.8361 which shows the results reliability and validity of scale.

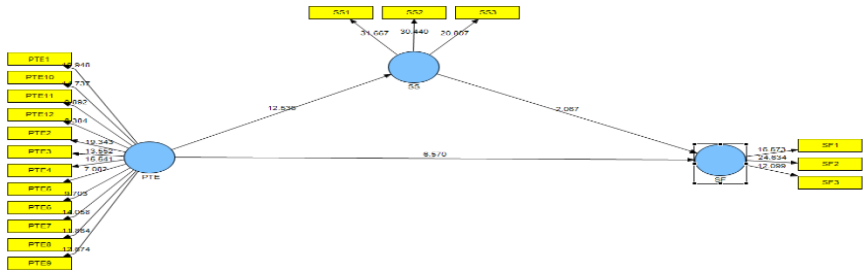

Figure 13, T-Statistics

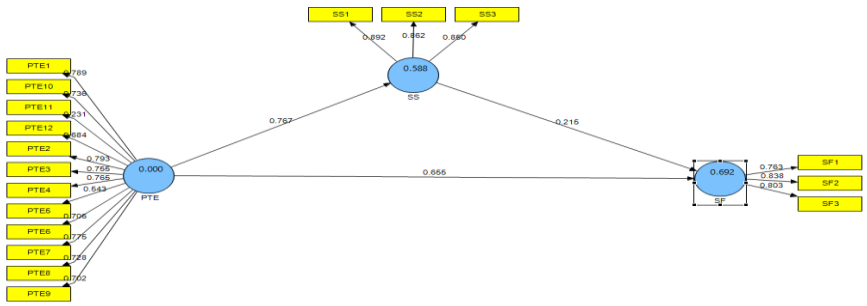

Figure 14, T-Statistics

Table 7, reliability

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
PTE	0.4906	0.9168	0.0000	0.8986	0.4906	0.0000
SF	0.6432	0.8438	0.6921	0.7218	0.6432	0.4153
SS	0.7532	0.9015	0.5882	0.8361	0.7532	0.4404

H5: Stakeholders' satisfaction mediates the effect of Functional team engagement on Average project success.

Figure 14 shows the T-Statistics Value of FTE effect on APS through mediator of SS are (FTE ---SS) 27.961 and (SS---APS) 2.696 which shows T-Test Value > 1.96, which shows the relationship exist and shows that SS mediate the effect of FTE on APS, while Figure 15 shows that stakeholder satisfaction influence the Average project success up to 32.8%. Table 7 shows that there is a consistency of data which is collected from project and measuring scale is reliable, because composite reliability value of APS, FTE and SSare 0.9161, 0.9594 and 0.9451 respectively which are greater than 0.7. Cronbachs Alpha values in a table shows that results are Excellent that if the value of coefficient alpha >0.8then results are good and alpha >0.9 shows Excellent Results. Our APS coefficient alpha is 0.8626, FTE Coefficient alpha value is 0.9533 and SS coefficient alpha is 0.9130 which shows the results reliability and validity of scale.

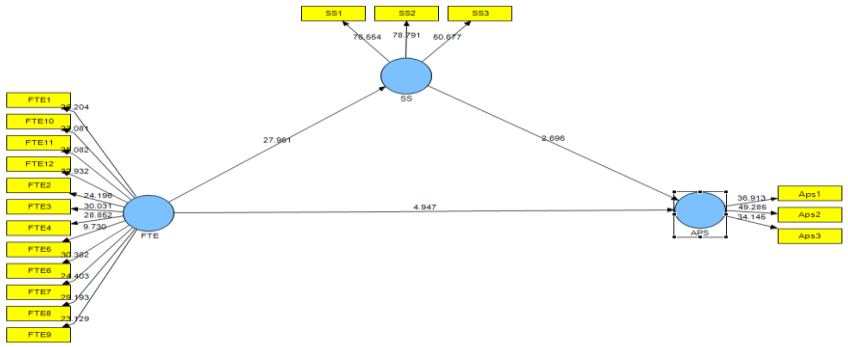

Figure 15, T-Statistics

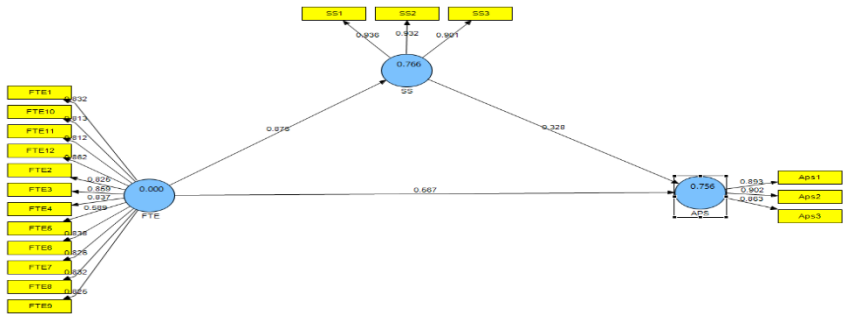

Figure 16, T-Statistics

Table 8, Reliability

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
APS	0.7845	0.9161	0.7558	0.8626	0.7845	0.5056
FTE	0.6651	0.9594	0.0000	0.9533	0.6651	0.0000
SS	0.8517	0.9451	0.7660	0.9130	0.8517	0.6489

H6: Stakeholder satisfaction mediate the effect of Functional team engagement on Strategic fit

Figure 16 shows the T-Statistics Value of FTE effect on SF through mediator of SS are (FTE ---SS) 25.719 and (SS---SF) 2.389, which displays T-Test Value > 1.96, which shows the relationship exist and shows that SS mediate the effect of FTE on SF while Figure 17 shows that stakeholder satisfaction influence the Strategic Fit up to 44.2%. Table 8 shows that there is a consistency of data which is collected from project and measuring scale is reliable because composite reliability value of FTE, SF and SSare 0.9594, 0.9042 and 0.9451 respectively, which are greater than 0.7. Cronbachs Alpha values in a table shows that results are excellent that if the value of coefficient alpha >0.8then results are good and alpha >0.9 shows Excellent Results. Our FTE coefficient alpha is 0.9533, Coefficient alpha value is 0.8409 and SS coefficient alpha is 0.9130 which shows the results reliability and validity of scale.

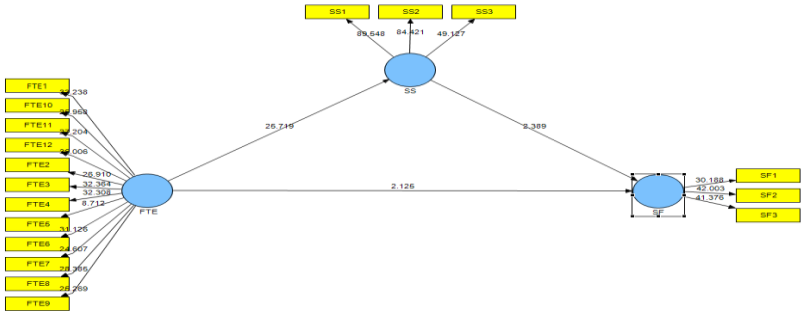

Figure 17, T-Statistics

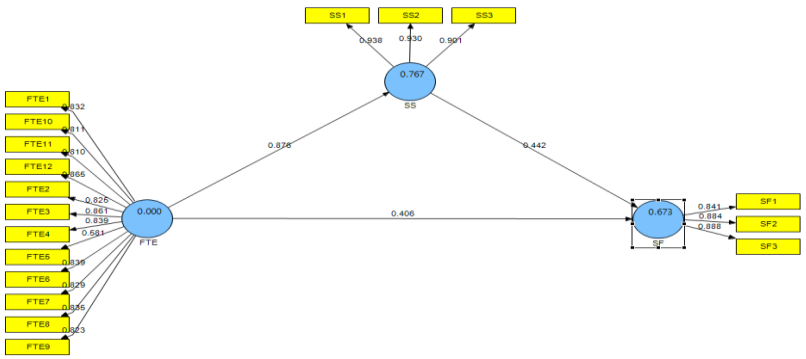

Figure 18, T-Statistics

Table 9, Reliability

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
FTE	0.6651	0.9594	0.0000	0.9533	0.6651	0.0000
SF	0.7589	0.9042	0.6730	0.8409	0.7589	0.3618
SS	0.8517	0.9451	0.7669	0.9130	0.8517	0.6493

Discussion

Understanding the level of stakeholder's engagement and their impact on project success is an important factor in large projects such as oil and gas projects. This study culminates a comprehensive evaluation of current level of internal stakeholder engagement in projects. It was determined that Project Team and Functional Team are not highly involved in establishing the project, where the key objectives are normally to identify the projects, determine the scope, goals and objectives and establishing a mechanism to achieve the identified objectives, selecting the project team and defining project resources and their limitations. This can be attributed to the lack of attention paid by the organization to project team and functional team to engage in a project in term of low rewarding system, low goal clarity and these groups to the importance of understanding the role of key stakeholders and low sharing information regarding issue in a project and teams are less empowered, have a limited authority to take a decision or low authority to do a work according to their own choice or different methods of doing work.

As Literature shows that internal stakeholder involvement is a key success factor of a project through mediating factor of stakeholder's satisfaction, because stakeholder's participation increases their level of motivation which enhance their satisfaction (Msomphora, 2015). According to results and finding portion, it clearly ensures that all the hypothesis are and all values shows that data values are reliable and validate like all R square values shows that independent variable has some influence on all dependent variable. And Cronbach Alpha values are greater than 0.7 which shows that values are reliable and good and same as communality values in findings shows that questionnaire values are validated because values are 0.5 or greater than 0.5 and Composite reliability values in this study are greater than 0.7 and slightly greater than Cronbach alpha which shows that value are reliable Broadening the contextual scope of project management research and measuring projects within the project context provides an interesting perspective on the nature of project contributions to the development process (Majid et al. 2019). Survey results revealed that Project Team and functional team involvement is very low in a project in term of scope clarity and have a very limited authority to do a task. Employees have very low levels of satisfaction due to low empowerment and low stakeholders engagement in a project. As Menon, 2001) explains that Eemployee empowerment is a main element towards job satisfaction, employee satisfaction and project success.

Spreitzer, Kizilos and Nason (1997) argue that to achieve a success in a project there should be authority to the project manager that deals with unforeseen circumstances, Authors also explain that empowered employees can perform their duties effectively, which provides inner satisfaction to a team and makes a project a success. Therefore, the project fails in meeting the project scope because of low

engagement and empowerment, though they have more benefits, but low level of satisfaction due to low motivation to do a project and less freedom to do job efficiently.

Conclusion

The results of this investigation showed that level of internal stakeholder's engagement is low in Oil and Gas projects and employees have limited authority while performing their duties. This research is one of the first to recognize the importance of stakeholder engagement as a key variable towards project success. The research findings provide evidence that stakeholder satisfaction mediates the relationship between project success and stakeholder engagement. Second, the study expands the Stakeholder theory in stakeholder engagement context and satisfaction as a mediator. Third, the research seeks to contribute to the limited literature regarding stakeholder engagement and satisfaction with project success, especially in the Middle East region.

Organizations that encourage the use of innovative approaches to meet their needs create opportunities for projectized organizations to adopt new techniques to engage their employees in all activities by encouraging them to share their ideas, by providing rewards and giving authority to each employees to take some decision, while performing their tasks, which is a great cause to a project success (Zahid, Majid & Majid, 2019).

These results illustrate that projects can be a success in term of strategies of an organization and project scope when organization provides clear direction of task, and discuss issues in a project to project team on regular basis and need to provide authority to employees to manage risk and develop interdepartmental committees to allow to engage employees in joint decision making and employees are also involved in decision making for the purpose of enhancing the level of their satisfaction.

Future research can emphasize the impact of project team safety on project success in Oil and Gas. Second, since this study is conducted in Attock, Pakistan, therefore, this model can be test in any other area to validate results. Third, this model can be tested in any other sector, rather than the oil and gas one, for testing the results to determine whether same results are concluded or not.

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