STAKEHOLDER MANAGEMENT PRACTICES IN BUILDING PROJECTS:

A CASE STUDY OF THE OCTAGON PROJECT.



By

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requirements for the award degree of

MASTER OF SCIENCE IN PROJECT MANAGEMENT

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at the Kwame University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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ABSTRACT

The effective stakeholder management process is critical in achieving stakeholder needs and satisfaction. Construction industries in developing countries have embraced stakeholder management as a soft project management skill and consequently developed suitable approaches for improved project delivery though developing countries. Studies have associated project failures to poor stakeholders' performance, the absence of formal stakeholder management process, industry challenges and lack of proper documentation in developing countries such as Ghana. To overcome these challenges, this study, through an extensive review of literature identified some strategies to overcome these challenges and promote effective construction stakeholder management in the Ghanaian construction setting. The study employed a quantitative research design by means of preliminary literature review and subsequently a survey using the structured questionnaire approach. The data collected was analyzed using descriptive statistics, the Relative Importance Index (RII) method and the One-sample T-test. The study revealed that, in the Ghanaian construction industry, stakeholder management is not given any special attention and not much construction professionals are experienced with this aspect of management. The analysis further revealed twentyone (21) challenges faced in the Ghanaian construction industry with regards to stakeholder management Six (6) stakeholder management strategies were identified to minimize the challenges in effective stakeholder management. The issue of construction stakeholder management is of paramount importance to the construction industry. It is therefore necessary that efforts should be made to see to its full realization and enhance the timely realization of construction project objectives. It is strongly believed that the findings and recommendations from this study shall help improve effective stakeholder management in the Ghanaian construction industry.

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DEDICATION

This dissertation is dedicated to all my family members, friends and loved ones.



CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Construction projects are divided into sequence of activities assumed by different individuals or groups who may have diverse levels of interest and or involvement in the project (Egan, 1998). The fragmentation, processes and collaboration with numerous parties makes, construction projects generally unique in nature; and like any other venture, construction projects are constrained by time and resources which are required for the projects to be delivered (Olander, 2006). Hence, the protracted process of design and execution of construction projects involves a complex system which consist of collaboration and negotiations midst many stakeholders which may include but not limited to the clients, local authorities and the general project environment, designers, contractors (Winch, 2010).

Project stakeholders are the different parties involved both directly and indirectly on the project whose management is vital to achieving project success (Cleland, 2002). Stakeholder management consequently, has been documented as an imperative tactic for achieving project success in construction projects. Construction project stakeholders are individuals or groups who have some right or ownership in a project and make contributions to it; or incur or justifiably perceive they will incur a direct benefit or loss as a result of either the work during the project or the outcome of the project.

Smith and Love, (2004) asserted that construction project comprises processes of planning, scheduling, and controlling. Appropriate management of all these processes will result a successful completion of the project. Nonetheless, major projects are not completed due to inadequate stakeholder management.

Numerous studies have identified the significance of stakeholder management in construction projects (El-Gohary *et al.*, 2006). Nonetheless, the construction industry has a pitiable record of stakeholder management during the past years due to the difficulty and uncertainty of construction projects (Loosemore, 2006). Many difficulties of stakeholder management in construction projects submitted by earlier researchers include inadequate engagement of stakeholders, unclear stakeholder management objectives by project managers and poor communication with stakeholders (Rowlinson and Cheung 2008).

To solve or mitigate these problems, the parties involved in a project need to know what the essentials are for managing stakeholders (Cleland and Ireland 2002). To ascertain the essentials of stakeholder management, this research will adopt Critical Success Factors '(CSFs) approach CSFs can be defined as areas, in which outcomes, if they are satisfactory, well guarantee successful competitive performance for the organization (Rockart 1879). They are those critical areas of managerial planning and action that must be practiced in order to achieve effectiveness.

Jefferies *et al.*, (2002); Yu *et al.*, (2006) used this procedure as a means to advance the performance of the management process. In the field of stakeholder management, Cleland and Ireland (2002) consider it important that the project term should recognize whether or not it is successfully managing the project stakeholders. In this study, CSFs are seen as those events and practices that should be addressed in order to assess the effects of stakeholder management in the Ghanaian construction industry.

1.2 Problem Statement

Conventionally, a construction project success is measured against its original scope, time of delivery, cost, and the quality of deliverables. The term Critical Success Factors ', refers to the specific conditions, events, and circumstances that contribute to project results (Ika, 2009). However, construction project comprises processes of planning, scheduling, and controlling. Appropriate management of all these processes will result in a successful completion of the project. Nonetheless, major projects are not completed due to inadequate stakeholder management.

The potential problems related with a construction projects success is significantly reduced if stakeholders are unproductively managed. These include insufficient engagement of stakeholders, project managers having unclear objectives of stakeholder management and poor communication with stakeholders (Bourne and walker, 2006; Rowlinson and Cheug, 2008). The difficulties related with an unproductive management are regulatory changes that affect the project or a negative reaction from the community against the project. These challenges affect the financial plan schedules. Therefore, in identifying the fundamentals of stakeholder management, Critical Success Factors (CSFs) approach was used for the study.

1.3 Research Questions

- 1. Who are the stakeholders in the construction industry?
- 2. What are the roles, of project a stakeholder in Construction Industry in Ghana?
- 3. What are the various impacts a stakeholder may have on a Construction Project?

4. What are the critical success factors of stakeholder management in project delivery in Ghanaian construction industry?

1.4 Aim

The study was to assess the effects of stakeholder management in the Ghanaian construction industry.

1.5 Objectives

In order to achieve the main aim of this research, the following objectives were set:

- To identify the stakeholder management practices adopted by Dream realty in the execution of the Octagon project.
- To identify the challenges associated with effective stakeholders' management on the Octagon project.
- 3. To identify the strategies in effectively managing stakeholders in the Ghanaian construction industry.

1.6 Significance of the Study

Since the productive management of stakeholders cannot be overstated, it is necessary for every construction project stakeholder to be properly managed and they should be a system to ensure this. Hence, this research will sort to ascertain ways of overcoming the major setbacks that is associated with the effective management of stakeholders.

More clearly, findings of this study is to help integrate additional knowledge into the construction stakeholder management literature or both academic and organizational benefit.

1.7 Scope of the study

This study limits itself to the issues on management of construction project stakeholder by considering a selected few of construction firms in Accra metropolis only. The departments considered in the survey are planning, managing and administrative.

This write-up assesses the views of contractors and project managers on the critical success factors that lead to project success in construction industry in Ghana that meet the divergent demands of different stakeholder groups, and in order to raise the

efficiency and output of the decisions that are made during the construction project life cycle.

1.8 Research Methodology

The study employed a quantitative methodological approach based on deductive reasoning and was accomplished in three stages. In order to achieve the state aim, systematic literature review will be conducted which covered textbooks, periodicals and academic journals, seminar and conference papers and internet publications. Based on the literature review, the effects of stakeholder management in the Ghanaian construction industry will been identified and used in the questionnaire.

In this study, data will be collected from construction professional (Architects, Engineers, Quantity Surveyors and amongst others). Questionnaires will be given out to staffs of the Accra Metropolitan Assembly. This is to aid in getting much information on organizational justice and workplace deviance. All collected data will be analysed by using quantitative method of data analysis using SPSS to facilitate the statistical analysis of the data collected. The establishment of a correlation will attempt to matching the responses against the industry practices. There will be further discussions and interpretations on the results of the analysis. This involved reporting on the research by detailing out the contents of the dissertation and covered the chapters proposed in 7 BADH the following structure of the report.

1.9 Scope of Study

According to Ahadzie (2010), construction firms in Ghana are more predominant in Accra and Kumasi metropolis; however, this study focused on Ashanti Region of Ghana. This geographical location was chosen due to proximity to data and the fact that large numbers of contractors are located in the region. The study was limited to

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D1K1and D2K2 contractors. The research will focuse on six major target parties: the government, architect or designer, private clients, consultants, contractors and project manager. These different groups will be targeted because they occupy different positions in the construction value chain and their perspectives were valued in this study.

1.10 Limitations

Inability of the researcher to sample organizations across Ghana was considered one of the major study's limitations, an example of a geographical limitation. Hence, limited number of construction sites were considered in the survey, focusing only on the managerial viewpoint. Also, the sample used for the survey was limited in size because the study consisted of managers working. This study will be limited to construction firms within the Accra Metropolis. A convenience sampling technique that will be used to arrive at the sample population may also be seen as a limitation as it might have led to the use of a sample, which will be uncharacteristic of the population.

1.11 Organization of the Study

The report was structured into five chapters. The first chapter dealt with the introduction which encompasses the background to the study, problem statement, objectives of the study, research questions, significance of the study, research methodology and the scope of the study; and chapter two considered the review of literature relating to the study. Chapter three then examined the details of the research methodology; chapter four focused on the analysis and discussion of the data collected; and finally, chapter five tackled the summary of findings, conclusion and recommendations

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review literature that authorities in the field of stakeholder management in construction have documented by discussing: the definition of stakeholder; classification of stakeholder; the need to manage stakeholders in construction projects; critical success factors (CSF) for successful stakeholder management in construction; and stakeholder management approaches.

2.2 Stakeholders Definition

In an attempt to promote the success/performance of a project as well as improve its delivery, management of stakeholder is crucial and offers a great opportunity. Hence, it is a vital consideration. In any case, in spite of its developing prevalence, there is no regular definition for "stakeholders" concurred by all researchers. Different authors have defined stakeholders in varying ways, however generally comparative, depending upon the idea of their stakes. As per Freeman (1984) stakeholders are any group or person who can influence or are influenced by the accomplishment of the collaboration's motivation. He followed this back to an update of Stanford look into found in 1963, which expresses that stakeholders are those groups without whose help the association will stop to exist. Essentially, Juliano (1995) contended that stakeholders could be an individual, people, group or groups influenced by the undertaking. Smith, et al. (2001) defines stakeholders as delegates, direct and indirect, who may have an interest and can add to the proposed project. Awakul and Ogunlana (2002) defined construction project in comparable vein yet they contended, non-governmental organizations, government authorities, academics and other interested

stakeholders ought to be added to the list of parties that are probably going to be engaged with a huge construction project. Smith and Love (2004) are of the view that stakeholders are direct and indirect agents of interests who can make commitments to the proposed projects, and may incorporate:

- Owner/client,
- Senior managers/executives, facilities managers, project managers,
- Staff or employees,
- Purchasers, subcontractors, suppliers, and other process or service providers,
- Tenants, residents, community representatives, neighbors,
- Visitors, customers (potential and future), users, partners, or other interest groups,
- Design team members (if appropriate) and
- Others, depending on the project and attitude of the organization to participation and involvement in the process.

Olander (2007) defined project's stakeholders as a person or group of individuals who has a personal stake in the achievement of the project and the environment within which the project is undertaken. He additionally alluded to them as, representatives of the different interests that will be influenced amid the diverse phases of the construction project from start to handover both decidedly and contrarily. Walker et al. (2008) defined stakeholders as individuals or groups who have an interest or some part of rights or proprietorship in the project, and can add to or be affected by, either the work or the results of the project. The PMI (2004) allude to stakeholders as people or associations who are effectively engaged with the projects or whose interests might be affected because of the project execution or completion. Takim (2009) define stakeholders as

those who can influence the activities/final results of the project, whose life or environment are positively or negatively affected by the project, and who receive direct and indirect benefits from it. He limited these to five groups namely: client, consultant, contractor, end-users and the community of the project.

Winch (2010) defined it as those performing actors which will cause or see they will acquire a direct advantage or loss because of the project. Li et al. (2012) defined stakeholders as "the individuals who can impact the project procedure as well as definite outcomes, whose living conditions are emphatically or contrarily affected by the project and who get related direct and indirect advantages and additionally losses".

The meanings of (Freeman, 1984; Juliano, 1995; Awakul and Ogunlana, 2002; PMI, 2004; Takim, 2009; Winch, 2010) can be reprimanded for being wide in light of the fact that they justify everybody at all to be considered as stakeholders on a project. Then again, the meanings of (Smith, et al., 2001; Smith and Love (2004); Olander, 2007; Walker et al., 2008) can be censured for being thin on the grounds that they have a tendency to prohibit some applicable group of stakeholders. The restricted meaning of stakeholders is valuable for distinguishing those stakeholders with coordinate stakes and monetary associations with the project and avoids those without direct economic connections however might be fit for affecting the project implementation process (Leung and Olomolaiye, 2010). This implies that, depending on the wide definitions alone to identify project stakeholders will prompt including the individuals who don't generally have any stake in the project and depending on the narrow definitions alone will likewise prompt the exclusion of some vital stakeholders both of which circumstances can be unsafe to the smooth running of the project. With the two

adopt a definition that will guide further consideration of who stakeholders are. The following definition is therefore noted:

"Construction project stakeholders are people or groups/associations who have a few parts of right or proprietorship in the project and can add to it; or will cause or reasonably see they will bring about a direct advantage or loss because of either the works amid the project or the result of the project."

This definition combines the characteristics of both the narrow and wide meanings of stakeholders. The following area examines the distinctive order of stakeholders.

2.3 Identifying Stakeholders

Researchers who think about stakeholder management (Karlsen. 2002; Olander and 2006;) have called attention to the import of recognizing stakeholder. The task stakeholders can be separated into various kinds as per different criteria (Pinto 1998). In the construction industry, amid the distinctive phases of a project from the arrangement through to the last activity, specific parties get included whose desires can influence the result or might be influenced by both unfortunate or positive occasions when the project is do (Olander, 2007). The groups incorporate the following:

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Client

- Project Management Team
- Consultant and Designing Team
- Contractor
- Sub-contractor
- Supplier
- Employees
- Local Communities

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- Funding Bodies
- Government Authorities

These parties as demonstrated by different researchers (Atkin and Skitmore, 2008; Yang, 2010) are key stakeholders of construction projects. Atkin and Skitmore (2008) propose that fruitful execution and accomplishment of the project for the most part rely upon tending to the wants and suspicions of the individuals who are included and inability to effectively address their solicitations can bring about a considerable measure of undertaking disappointment issues. This idea was re-reverberate by Johnson and Scholes (1999) who contend that it isn't adequate just to distinguish stakeholders, rather, administrators and proprietors need to esteem every stakeholder's enthusiasm for request to convey their desires on venture resolutions. Lander (2007) additionally advocates that it is the crucial obligation of task pioneers to react to the wants and prerequisites raised by their stakeholders and to have the capacity to complete, oversee and control the venture arrangement method. These subjects pressure the interest for having a consistent approach in perceiving principle project stakeholders, taking a gander at their solicitations and assessing the impact and conceivable dangers that they can have on the project.

2.3.1 Client

The client could be private or public. The principal distinction between a private construction project and a public project is that the client and the beneficiary are the same in a private construction project yet in the construction of housing project, the fundamental initiator is the administration and the advantage gathers to the group influenced (Siriwardena et al., 2010).

2.3.2 Project Management Team

They are in charge of creating project plans, focus on variations to production techniques, innovative task, team roles and obligations, managerial associations and the impacts of these progressions on assets. Project management team control and report occasions.

2.3.3 Consultant and Designing Team

They give consultancy counsel to the project on arranging, evaluating the project cost, technical issues/guidance (Siriwardena et al., 2010).

2.3.4 Contractor

He/she participates in the genuine construction as indicated by the specifications, specifications, contract documents applicable to the appropriate parities (Siriwardena et al., 2010).

2.3.5 Subcontractor

He/she works for the primary contractual worker and performs little, clear and discrete parts, for example, HVAC heating, ventilation and cooling), power, plumbing, painting, roof contracting, decorating, and floor tiling.

2.3.6 Supplier

The supplier is obliged to supply materials and gear, for example, concrete, windows, outfitting and modules or components.

2.3.7 Employees

Willfully take part in moving rubbles, arrangement of work at the construction period of lodging (Siriwardena et al., 2010).

2.3.8 Local communities

They are the most crucial stakeholders. Since they are the recipients, their engagement ought to be to communicate their necessities or prerequisites of the applicable parties associated with executing the construction of housing projects. Planning the house and providing work (prepared/untrained) at the phase of construction (Siriwardena et al., 2010).

2.3.9 Funding Bodies

They act as the outsider of the financing body and the administration. They are helped in developing a huge number of temporary lodging and perpetual homes (Siriwardena et al., 2010).

2.3.10 Government Authorities

The government leads the pack regarding assembling and managing relations, standards and observing the adherence to these. Setting the standards identifying with the delivery of housing reconstruction projects (Harris, 2010).

2.4 The Ghanaian Construction Industry

From the viewpoint of Ghanaian economy, four fundamental clients are recognized: the Government (being the real client), Real Estate Developers, Investors and Owner Occupiers. The Government as a client is spoken to by the Ministry of Road and Transport (for Road works) and the Service of Water and Resources, Works and Housing in giving out projects. The Real Estate Developers are additionally the other groups of Client who attempt huge interest in building. Generally, they take advances and attempt theoretical structures available to be purchased. Investors are typically money related organizations who choose to put extra capital in the construction of buildings. The Social Security and National Insurance Trust (SSNIT) is one of the main

financial investors in housing in Ghana. Proprietor Occupiers are people who choose to build their homes to live in

Between the year 2000 and 2008, the government of Ghana perceived construction as a key area for outside and private venture as a major aspect of its vision to energize the private sector as the engine of development. The Industry is in this way considered as the budgetary spine and significant supporter of the Gross Domestic product (Gross domestic product) of Ghana. For example, its commitment to Gross domestic product has demonstrated it growing development from 8.3% to 11.8% from 2010 to 2013 individually, a sign of its developing significance in the advancement of the country. Fugar and Agyakwah-Baah (2010) have additionally shown that the construction industry is an imperative division of each creating economy. In Ghana, the industry has been decreed one of the primary determinants of a nation's GDP (Gross domestic product), as it adds a normal of 8.9% to its Gross domestic product (Ghana Statistical Service, 2010). Also, the industry assumes a basic part in the extension of neighborhood and rustic groups and manages employment to a bigger portion of the majority (Amoah et al., 2011).

As per the World Bank in 2003 as mentioned by Anvuur and Kumaraswamy (2006), an expected yearly cost of public acquisition for goods, works and expert amenities add up to US\$600 million. This represents about 10% of the nation's Gross domestic product. This whole forms part of the bulk of the outflow of all government agencies, in particular, the ministries, assemblies, departments, institutions and different agencies. Given the historical background of Ghana's economy coupled with difficulties of limited financial resources as in other nations, majority project is financed through —internal and external borrowing, grants from bilateral and multi-lateral sources and public private partnerships (MOFEP, 2010). The Ghanaian construction

industry is developing quickly, with majority of construction projects being infrastructure development (Mustapha, 2013). 9.73% of the Total national output in 2008, (Gross domestic product) was put resources into the construction industry (Ren, Kwaw and Yang, 2012), from outside and nearby financial investors in both private and public parts.

2.5 Construction Projects' Stakeholders and Their Interests

The particular groups of stakeholders associated with construction and their interests may contrast with a few projects. In any case, Leung and Olomolaiye, (2010) considered construction project stakeholders under five fundamental groups and interests as follows:

1. Clients: these incorporate open and private clients. The interests of the public client include: to guarantee the project will bolster the organization's technique; to guarantee the viable and monetary utilization of resources; give money related help; and to guarantee the construction project is effectively and beneficially acquired. The interests of the clients include: to guarantee public fund is appropriately utilized; to dispense resource to the project; to serve the public interest in line with the organizational objective; ensure it can be financed and there will be rate of return; and guarantee the construction project is effectively secured.

2. Consultants (venture experts): these could either be in-house or out of house and they include: Architect, Quantity surveyor, Engineer, construction manager and different consultants relevant to the necessities of the project. Their essential interest is completing their individual professional duties to their employers.

3. Contractors: these usually incorporate the main and sub-contractual workers and their representatives; and the providers. The essential interest of the main contractor is to do

the work effectively as outlined and perform other authoritative obligations allocated to them in the agreements. The sub-contractors complete work assigned by the main contractor as well as the client relying upon the agreement terms and conditions. Like the sub-temporary worker, the providers' essential intrigue is to supply and introduce all materials and gear as expected of them. At last, the main interest of the contractors is to take care of business, get paid and proceed onward to the following employment.

4. External public parties: these incorporate Government authority, discussion bodies, for example, locale board, guild (managers' affiliation), Overall population, the media, and institutional powers/General public (professional bodies). Government authorities guarantees that the project agrees to build up laws and controls; interview bodies guarantee that the undertaking mirrors the nearby groups' necessities; labor union protects the rights and influence the behaviors of its individuals; contribution by the general public to the governance procedure by taking an interest straightforwardly or in an indirect way; the media illuminate and influence the view of individuals about the reputation of the project; and institutional forces influence professional bodies and the exercises of their members through training, rules of conduct, conditions of engagement and scales of charges.

5. External private gatherings: these incorporate local inhabitants'/neighboring communities, local landowners, archeologists, environmentalists/conservationists, competitors, the media, and others. The essential interest of neighborhood inhabitants is the manner by which the project affects their amenity and the surrounding environment; local land proprietors are keen on ensuring that their interest won't be harmed by the project; the environmentalists are interested with protecting nature from contamination and any destruction; the competitors endeavor to gain upper hand by their activities; the media influence the view of individuals about the reputation of the

project; and others incorporate those whose association with the project isn't promptly evident yet whose help might be useful to the achievement of the project.

These five groups of interests which are like the classification of Winch, (2010) talked about in area 2.3.3, are likewise partitioned into internal and external stakeholders: the clients, consultants and contractors are considered as the internal stakeholders while the external public and external private parties are considered as the external stakeholders in construction project. Notwithstanding, it is feasible for a government authority to be an internal stakeholder on one anticipate for being the procuring party; and in the meantime an external stakeholder on another project which it is just directing through policy and control.

In summary, construction project includes an assorted scope of stakeholder all or some of which may have varying interests all through the project life cycle. These interests may conflict due to diversity; hence stakeholder management is vital for construction project.

2.6 Development Partner Administration

Stakeholder management is an aspect of project management that requires great communication and relationship linkages. The potential outcomes of affecting project success and value creation are seen as the best amid the beginning times of the project. Early decision lessons unnecessary variations amid later development stages and even the aggregate expenses of the life-cycle. Be that as it may, influencing requests that the project management recognize and include the project's main stakeholders quickly at the commencement of the project.

The organizations in the construction sector work nowadays in a globalized market with substantial project teams and joint projects with intercontinental organizations in which

they display cultural differences, proficient morals and distinctive ideas about how to work together. To ensure a successful project, it is important to address the demands of the projects' stakeholders, adequately foreseeing how the task influences them and how they influence the project. The efficient management of project stakeholders is considered as exceptionally indispensable to attain project success (Olomolaiye and Chinyio, 2010). In any case, incapable stakeholder management as asserted by Olomolaiye and Chinyio (2010) brings about dismay with the finished result and unfortunate consequences for the projects 'schedule and budget. Notwithstanding, to achieve a more effective task wanted result, the project executive must be able in the management of the distinctive partners all through the entire advancement of the project. Regular interaction with different stakeholders would illuminate their management of various component of threat. As indicated by Love *et al.* (1999), there are numerous features that add to the success of a project, and these are impacted by the sort of choices made by different personalities, entities and groups.

2.6.1 Need to Oversee/Connect with Partners in Development Activities

The past area talks about construction projects stakeholders and their interests. Given the decent variety of stakeholders and their interests in construction projects; the point of stakeholders' management in projects is to accomplish the coveted and effective execution of the project and keep away from conflicts and discussions with the project stakeholders (Olander and Landin, 2008). The PMI (2004) characterizes project stakeholder's management as "the orderly identification, analysis and arranging of activities to communicate with and influence stakeholder". Relatively every word in this definition is a watchword requiring cautious thought during the process of stakeholder management. Identification, evaluation and analysis of stakeholder demands and influence ought to be considered as fundamental and essential strides in

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the arranging, execution, and finish of any construction projects. Be that as it may, stakeholders' base of influence isn't static, consequently there is have to direct and refresh stakeholder analysis amid the whole life cycle of the project (Cleland, 2002; Olander and Landin, 2005). This can be valuable in obtaining knowledge about the potential influence different stakeholders have at various phases of the Project. Stakeholders related issues/issues have been accounted for in construction project research. These issues are either inside or around the project and range from delay in arranging and execution of project, cost and clashes raising to litigation and claims (Olander and Landin, 2005; Olander, 2007; Smyth, 2008; Ward and Chapman, 2008). The majority of these are either on the grounds that the stakeholders' advantages and data sources were not considered from the commencement of the project or they changed over the span of the project which could likewise be because of the insufficiency of stakeholder management methodologies.

The need has been raised for stakeholders to be engaged at the very beginning of each construction project (Smith and Love, 2004; Aaltonen and Kujala, 2010); and they should be engaged with the outline procedure so the qualities pertinent to every construction project can be distinguished and seen so presumptions are not made about stakeholders' prerequisites or desires (Thomson et al., 2003). stakeholder engagement spotlight ought to be on recognizing the individuals who are affected (or prone to be affected) by the project and currently including them in project design and delivery in order to keeping in mind the end goal to guarantee that the project is sensitive and receptive to the local needs and conditions (Mathur *et al.*, 2008). This could, notwithstanding being touchy and receptive to the local needs, incite a feeling of possession among the project stakeholders and attract their supports along these lines facilitating smooth running of the project.

Besides, the way that stakeholders are dynamic and their influences on the project change after some time depending upon the issues being considered, can prompt vulnerabilities in any project if the partners and their needs and potential influence are not deliberately identified and managed (Freeman, 1984 and Newcombe, 2003). The inability to recognize the worries of contradicting outside stakeholders will bring about a prolonged and delayed planning and design process due to the consolidated powerbase of restricting stakeholders conflicting with the advance of the project because of perceived non-involvement and thought of their interests (Olander, 2007). It is significant that the dynamism of stakeholders' interest has brought about delays in the arranging and usage of some real development activities, for example, the BAA's London Heathrow Airplane Terminal 5 and the Ilisu Dam in the Kurdish district of Turkey (Winch, 2010). The London Heathrow Air Terminal 5 which was proposed on a 121-ha green belt site confronted resistance from different gatherings including: community groups; group gatherings; local councils; west London friends of the earth (WLFoE); and Heathrow association of control of aircraft noise (HACAN). The issues progressed ranged from noise and environmental pollution to increased levels of traffic which prompt a long planning period beginning from May 1995 to March 1999. The Ilisu Dam proposition of which began in 1954 was to surge 15 towns and 52 towns uprooting around 78,000 Kurdish individuals. The Ilisu Dam project has experienced a considerable measure of strategic maneuver amongst advocates and opposition to such an extent that it never got in progress. It was restored in 2005 is still subjected to ANE opposition.

Likewise, Smith and Love (2004) in light of a study on stakeholder management amid project inception utilizing vital necessities analysis for a case study, inferred that if stakeholder management/engagement is to be of significant benefit; at that point it must recognize and include all stakeholders and proceed through every one of the phases of the project. They found that the delay encountered in the planning procedure of the project was because of objections relating to local planning issues from neighbors and local council who were not involved with the workshops/meetings at the strategic needs analysis (inception) stage. Real choices about the project were made at the initiation arrange yet shockingly, the stakeholder management process did not proceed to the plan and resulting stages attracting criticisms and activities prompting delay of the project completion.

2.6.2 Difficulties related with Partner administration

Managing construction project stakeholders has turned out to be substantially more difficult in the course of the most recent couple of decades because of two reasons (Winch, 2010):

1. Since external stakeholders now have more powers in the process as showed in both the developing systematization of external stakeholders' rights through every tightening regulatory context, and, the ascent of environmental activism which took after the crumple of socialist mass developments.

2. Since there is a move to concession contracting securing money on the advantage being made by the project, because of which financiers now give careful consideration to the meaning of the project mission to guarantee that their speculation will really yield the coveted return.

This lens support to the requirement for stakeholders to be locked in with all through the whole project life cycle all together for project mission definition to be given the much wanted consideration. This will require that, every single applicable stakeholder must come on board early enough and stay as much as they have a few commitments to make towards the project objective. This implies the design and construction team should cooperate appropriate from the beginning of the project while the outer partners are additionally carried along where and when important.

In this manner, there is the need to distinguish, recognize and honor the expectations of construction project stakeholders to limit their negative effect for the project task to run easily to successful completions and where it isn't feasible for the expectations of stakeholders to be respected and honored, trade-offs could be utilized (Chinyio and Akintoye, 2008). The reasons along these lines, for undertaking stakeholder management on project incorporates getting the help and commitments of stakeholders to wards the project, accomplishing the most ideal outcomes, and trying endeavors to focus over a scope of stakeholders instead of limit attention for a couple of stakeholders.

This section focused on discussing the need to manage stakeholders in construction projects revealing that stakeholders' base of influence changes with time in the course of the project. It also revealed the need to start the stakeholder management process early enough and carry on till the end of the project. The question however still remains of how stakeholder management should be done to enhance the likelihood of achieving success in construction projects. The design and construction teams need to work in collaboration with each other in engaging/managing the project stakeholders, part of which they are. However, it is not enough to do stakeholder management, it needs to be done effectively; the next section will then focus on identifying from literature, the critical success factors for stakeholder management/engagement in construction projects.

2.7 Critical Success Factors (CSFs) for Stakeholder Management/ Engagement

in Construction Project

The preceding section looked into the need and justification to undertake stakeholder management in construction project and indicates the requirement for the basic achievement factors for stakeholder management to be distinguished as they constitute critical elements of stakeholder management in construction project. Critical success factors as indicated by Rockart, (1979) are "regions, in which comes about, in the event that they are agreeable, will guarantee effective focused execution for the organization; they are the few key areas where things must go ideal for the business to prosper". Additionally, comprehension of stakeholder related elements can enable appropriate decision making strategies amid project execution (Yang et al., 2014). In this manner, CSFs ought to be given steady and cautious consideration. Past examinations (Chinyio and Akintoye, 2008; Jerges et al., 2000) have recognized a few components thought to be basic to the success of stakeholder management in construction project. For instance, Jepsen and Eskerod, (2009) discovered; stakeholder distinguishing proof and arrangement and additionally foreseeing the desires of stakeholder through stakeholder analysis to be basic to the stakeholder management process. Additionally, Olander and Landin, (2008) distinguished four factors affecting stakeholder management process: Analysis of stakeholder's concern and needs; communication of both potential benefits and negative effects to stakeholders; assessment of alternative solutions; project organization and association with the media. Stakeholder management process can be enhanced in development extends through adequately communicating with stakeholders and defining of shared objectives and needs among them for the project (Jerges et al., 2000). Besides, giving top level management support; reacting to power interest dynamism; keeping up existing relationship; being proactive; transactions and

tradeoffs necessary consideration for stakeholder among others are management/engagement to be effectively done (Chinyio and Akintoye, 2008). In outline, Table 2.2 presents a list of identified CSFs for stakeholder management in construction. In addition, other past studies have focused on studying the critical success factors for stakeholder management in construction project. Outstanding and latest are the investigations of Yang et al., (2009) and Li et al., (2011): Yang et al., investigated and assembled 15 critical success factors for stakeholder in construction utilizing factor analysis into five principal components to be specific: precondition, information inputs, stakeholder estimation, decision making and sustainable support. Li et al. (2011) in addition distinguished adaptable project organization as a critical success factor for shareholder management in construction projects:

S/N	Critical Success Factors	Source
1	Clearly formulating the project mission	Jerges et al., (2000); Akintoye
	and the second	et al. (2003) Thomson et al.,
		(2003); Chinyio and
	A A	Akintoye, (2008)
2	Ensuring the use of a favorable procurement	Atkin and Skitmore, (2008);
	method	Rwelamila, (2010)
3	Carefully identifying and listing the project	Mathur et al., (2008); Jepsen
-	stakeholders	and Eskerod, (2009)
4	Ensuring flexible project organization	Olander and Landin, (2008);
	E S	Chinyio and Akintoye,
	EL LA	(2008); Li et al., (2011)
5	Identifying and understanding stakeholders'	Jepsen and Eskerod, (2009);
	areas of interests in the project	Olander and Landin, (2008);
		Yang et al., (2009
6	Determining and assessing the power	Mitchell et al., (1997); Yang
	(capacity to influence the actions of other	et al., (2009); Aaltonen and
	stakeholders); urgency (degree to which	Kujala, (2010)
	stakeholders' claims requires immediate	
	attention); legitimacy (perceived validity of	
	claims); and proximity (level of association	
	or closeness with the project) of	
	stakeholders	

 Table 2.1: Critical Success Factors (CSFs) for Stakeholder Management in

 Construction Projects

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7	Appropriately classifying stakeholders	Karlsen, (2002); Mitchell et
	according to their attributes/characteristics	al., (1997)
8	Predicting and mapping stakeholders'	Freeman (1984)Yang et al.,
	behaviors (supportive, opposition, neutral	(2009); Aaltonen and Kujala,
	etc)	(2010)
9	Predicting stakeholders' potential influence	Pajunen, (2006); Jepsen and
	on each other	Eskerod, (2009)
10	Predicting stakeholders' potential influence	Pajunen, (2006); Jepsen and
	on the project	Eskerod, (2009
11	Identifying and analyzing possible conflicts	Jepsen and Eskerod, (2009);
	and coalitions among stakeholders	Yang et al., (2009
12	Resolving conflicts among stakeholders	Yang et al., (2009) Chinyio
	effectively	and Akintoye, (2008)
13	Managing the change of stakeholders'	Jergeas et al., (2000); Jepsen
	interests	and Eskerod, (2009)
14	Managing the change of stakeholders'	Jergeas et al., (2000); Olander
	influence	(2006)
15	Managing the change of relationship among	Pajunen, (2006); Chinyio and
	stakeholders	Akintoye, (2008)
16	Managing change of stakeholders' attributes	Mitchell, et al., (1997)
		Olander (2006
17	Managing how project decisions affect	Chinyio and Akintoye,
-	stakeholders	(2008); Aaltonen and Kujala,
		(2010)
18	Predicting stakeholders' likely reactions for	Chinyio and Akintoye,
	implementing project decisions	(2008); Yang et al., (2009)
19	Involving relevant stakeholders to redefine	Jerges et al., (2000); Yang et
	(refine) project mission	al., (2009); Aaltonen and
		Kujala, (2010)
20	Formulating appropriate strategies to	Chinyio and Akintoye,
	manage/engage different stakeholders	(2008); Yang et al., (2009)
21	Keeping and promoting positive	Olander and Landin, (2008);
	relationships among the stakeholders	Yang et al., (2009); Aaltonen
-		and Kujala, (2010)
22	Communicating with stakeholders properly	Jergeas et al., (2000); Olander
	and frequently (instituting feedback	and Landin, (2008); Chinyio
	mechanisms)	and Akintoye, (2008); Yang et
	Chi a	al., (2009
23	Considering corporate social responsibilities	Mathur et al., (2008): Yang et
	(paying attention to economic, legal	al., (2009)
	environmental and ethical issues)	
L		

Source: Field Survey 2019

From the review of extant literature on stakeholder management/engagement in construction, the accompanying factors (Table 2.2) have been found to have noteworthy effect on stakeholder management/engagement and are considered as critical to the success of stakeholder management in construction projects:

These will be discussed about quickly to underscore the influence they each have on stakeholder management/engagement process. An endeavor has been made here to display these factors in the apparent request in which they ought to be thought of it as, is however not convincing as this may change as the study proceeds and it winds up noticeably needful for modification.

- 1. Clearly planning the project mission: The unmistakable identification and meaning of the general project mission at the very beginning of the project is extremely indispensable for an effective stakeholder management. To this end Winch (2010) supported for the project manager to have very good knowledge and understanding of the task and objectives at each phase of the project life cycle. This is like a precursor for the various advances that the project management team will take over the span of delivering the project. It is imperative to land at a common project goals and objective to adequately do stakeholder management (Chinyio and Akintoye, 2008).
- 2. Ensuring the use of a favorable procurement route: procurement systems is an organizational system that appoints particular obligations and experts to individuals and organizations and defines the connections of the different elements (or parties) in the construction of a project. A project is thought to be successful in the event that it is conveyed on time, at the fitting cost and quality norms with the end goal that it satisfies stakeholders. Nonetheless, one critical factor on which this depends, is the kind of procurement strategy utilized (Love, et al., 1998). As per Anumba and Evbuomwan (1997), the decision of the acquisition course for construction work is one of the numerous choices that are
critical for the clients to make. procurement routes in which contractors and other stakeholder are locked in sufficiently early and engaged with design lead to more prominent responsibility regarding the project for which reason it is vital to distinguish who will take a shot at the project and get them included particularly in the basic decision making process (Ankrah et al., 2009). Poor performance in construction has been credited to the continued utilization of procurement practices that don't encourage integration, coordination and communication among the parties involved (Love et al., 1998). procurement routes and contract agreement including all the project stakeholders is the reason for how project stakeholders relate, consequently it assumes an indispensable part in deciding how stakeholder management ought to be done on ventures (2008; Rwelamila, 2010)

- 3. Carefully identifying and listing the project partners: The number of stakeholders in a construction project can be substantial displaying various interfaces that must be managed. The huge significance of distinguishing project stakeholders toward the starting (start) of the project have been indicated out in studies relating stakeholder management/engagement (Faniran et al., 1999). A conceptual scheme for distinguishing stakeholders ought to have recognition for a player's power to influence the authenticity of connection amongst players, and the urgency of a stakeholder's claim with the end goal that a point by point ID of project stakeholders is accomplished (Mitchell et al., 1997).
- 4. Ensuring the use of a flexible project organization: An adaptable project organization is necessary within a dynamic procedure, for example, stakeholder management in construction project. This is combined with the intricate and

indeterminate nature of construction projects in general (Olander and Landin, 2008). This will enable simple alteration of duties in reacting to any progressions experienced because of progress in stakeholders' position within the project.

- 5. Identifying and understanding stakeholders' areas of interests in the project: Due to the different and disparate stakeholders' interests in a typical construction project emerging from the divided and complex nature of construction it is essential to distinguish and evaluate stakeholders' areas of interests (Freeman et al. 2007). For instance, the enthusiasm of the project contractor might be to finished the project as fast as could be expected under the circumstances and the construction method they adopt might be a noisy one which will attract the attention of individuals from the nearby communities of the project who generally may have low or no enthusiasm for the project. So also, the contractor might be keen on finishing the project on schedule to send their staff and hardware to another project henceforth may not be positively inclined to any variation orders from the client (Nash and Chinyio, 2010). It is hence, fundamental for construction stakeholders to be occupied with a discourse of value worth delivery keeping in mind the end goal to expose stakeholders' which are reflected in their convictions, attitudes and practices and to comprehend what they require from their product as well as part in the project (Thomson et al., 2003).
- 6. Determining and evaluating partners' characteristics: Stakeholders have been said to have the attributes of 'power', 'urgency' and 'legitimacy' which they depend on and use to control assets, gain attention and impact the project (Mitchell *et al.*, 1997). Power is the ability to impact the activities of different

stakeholders; urgency is how much stakeholders' cases require critical attention; and legitimacy is the apparent legitimacy of stakeholders' cases. 'Proximity' to the project is additionally an important attribute of stakeholders which could be evaluated in light of stakeholders' proximity as far as either working specifically in the project or remote from the project (Kujala, 2010).

- 7. Appropriately classifying stakeholders according to their attributes: Subsequent to recognizing and understanding the different stakeholders and their areas of interests, they should be arranged so as to empower a successful stakeholder management/engagement amid the project (Karlsen, 2002). Researchers in stakeholder management supports the view that appropriately classifying project stakeholders is imperative in stakeholder management and have proposed some classification models (Walker et al., 2008 and Winch, 2010).
- 8. Predicting and mapping stakeholders' behaviors: There are distinctive manners by which stakeholders carry on to express their concerns and apply their significance to the project. According to Freeman (1984), stakeholders' behavior into: Watched conduct, helpful possibilities and aggressive dangers. Stakeholders for the most part tend to go about as advocates, nonpartisan or rivals to the task goals. They to apply their notability to the project, display their conduct or remain towards the project through the accompanying methodologies: Direct withholding methodology, indirect withholding system, asset building procedure, credibility building technique, conflict heightening procedure, noteworthiness building system, communication strategy and direct action technique (Table 2.3) (Aaltonen et al., 2008). They could do as such by preparing in help, against or stay unconcerned with the project (Olaner, 2007; Aaltonen et al., 2008). The requirement for project managers or whoever is in

charge of stakeholder management to unmistakably comprehend the diverse

ways stakeholder carry on and how they respond during the process of project

execution has been stressed (Freeman et al., 2007).

Table 2.2: Stakeholder	Salience	Shaping	Strategies
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Type of strategy	Description		
Type of strategy	Stakeholders restrict project's access to critical		
Description Direct	resources which are controlled by the stakeholder to		
withholding strategy	increase their perceived power		
Indirect withholding	Stakeholders influence project's access to resources		
strategy	that are not directly controlled by the specific		
	stakeholder to increase their perceived power.		
Resource building strategy	Stakeholders acquire and recruit critical and capable		
	resources to their group to increase their perceived		
	power		
Coalition building strategy	Stakeholders build alliances with other project		
	stakeholders to increase their perceived power or		
	legitimacy		
Conflict escalation strategy	Stakeholders attempt to escalate the conflict beyond		
	initial project related causes (e.g. political). Through		
	this process the project may become an arena for non-		
	project related battles. This may introduce a new		
	institutional environment in which stakeholders'		
	claims are perceived as more legitimate		
Credibility building	Stakeholders increase their perceived legitimacy by		
strategy	acquiring credible and capable resources, for example,		
	capable individuals with good reputation or networks		
Communication strategy	Stakeholders use different types of media to		
	communicate and increase the perceived legitimacy		
	and urgency of their claims		
Direct action strategy	Stakeholders organize protests, road blockades, etc. to		
	increase the perceived urgency of stakeholder claims		

Source: Aaltonen et al. (2008)

9. Predicting stakeholders' potential influence on each other: The way that the different people and groups of stakeholders can influence the result of projects is never again in uncertainty and researchers have indicated out the need perceive the diverse partners' base of impact in order to design and execute a successful stakeholder management (Olander and Landin, 2005; Chinyio and Akintoye, 2008).

- 10. Predicting stakeholders' potential influence on the project: Since stakeholders' base of impact isn't static, there is have to lead and refresh stakeholder analysis amid the whole life cycle of the project, with the reason for in addition to other things, picking up learning about the potential influence different stakeholders have at various phases of the project (Pajunen, 2006). Moreover, an assessment of stakeholder demands and influence on the project ought to be considered as a vital and essential advance in the arranging, usage, and completions of any construction project (Olander and Landin, 2005). These further backings the requirement for project managers to foresee stakeholders influence base so as to develop suitable measures to deal with them.
- 11. Identifying and analyzing possible conflicts and coalitions among stakeholders: As per Freeman (1984) analyzing the conflicts and coalitions that exist or are probably going to happen among the project Identifying and analyzing possible conflicts and coalitions among stakeholders is a critical advance in Identifying and analyzing possible conflicts and coalitions among stakeholder management process. Diverse kinds of conflicts have been recognized in writing which extend from conflicts among Identifying and analyzing possible conflicts and coalitions among stakeholders to clashes between the partners' and the project objectives. As indicated by Newcomb (2003) an effective individual stakeholder may influence have influence on project decisions but is normally group of Identifying and analyzing possible conflicts among stakeholders, who join to frame temporary coalitions, who are the most powerful in molding the procedure of the task. These groups have expectations which the project is experiencing tension to satisfy; and these regularly conflicts with the desires of various groups of stakeholders (Yang et al., 2009). For

instance, the requirements of the local authorities may conflict with that of the architect and client of a proposed project similarly as the construction strategies and methods received in the project may not be worthy to the local residence and general public.

- 12. Resolving conflicts among stakeholders effectively: It is extremely essential in stakeholder management to endeavor to strike a harmony between conflict resolution and stakeholder satisfaction of the overall outcome thereof in the meantime trading off conflicts among stakeholders is vital for project managers to accomplish (Freeman 1984). The utilization of incentives, exchange off and the organization of a no accuse culture has been upheld by (Yang at al., 2009; Chinyio and Akintoye, 2008) in acknowledgment of this factor.
- 13. Managing the change of stakeholders' interests: The dynamism of stakeholders and their interest is a source of genuine concern in construction projects with the end goal that past research has pushed for the need for a continuous stakeholder engagement all through the project's life cycle (Jergeas et al., 2000). Because of the way that stakeholders are dynamic and their interests on the project change after some time depending upon the issues being considered and how they identify with their forces to influence project either emphatically or contrarily (Freeman, 1984). In this manner, the interests of stakeholders ought not be assumed from previous activities but rather ought to be broke down in view of the present project (Jepsen and Eskerod, 2009). Being delicate and receptive to stakeholders' desires/interests is an expertise that managers should create to manage construction projects successfully (Newcombe, 2003).
 - 14. Managing the change of stakeholders' influence: As the interests of stakeholders change amid the project, their influence on each other and on the

project is probably going to change so likewise their association with each other and with the project (Jergeas et al., 2000). Since stakeholders' base of influence isn't static, there is the need to lead and refresh stakeholder analysis amid the whole life cycle of the project (Olander and Landin, 2005, Olander, 2006). For example, some project stakeholders can be in the supporting side of the project toward the start and after that turn out to be either uninterested or in the contradicting side as the project progresses.

- 15. Managing the change of relationship among stakeholders: The relationships among stakeholders and amongst stakeholders and the project could be either adversarial or cooperative (Pajunen, 2006). Also, this can change every once in a while as the project progresses. Ensure that great connections are kept among the stakeholders as well as between the stakeholders and the project (Chinyio and Akintoye, 2008). The introduction of collaborative climate among the key stakeholders can accomplish a helpful connection between the stakeholders and the project (Erikson and Westerberg, 2011).
- 16. Managing change of stakeholders' attributes: Stakeholders' traits change as the project progress (Mitchell, et al., 1997). The need to analyze and appraise these attributes consistently to upgrade the understanding of the changes in stakeholder's attributes and drive towards effective stakeholder management has been raised (Yang et al., 2009). Particularly choosing the suitable stakeholder management processes rely upon what traits the stakeholders have (Olander, 2007) and this could change as the project advances. The stakeholders' attributes ought not to be accepted from past projects but rather ought to be surveyed in view of the current project (Nash and Chinyio, 2010).

- 17. Managing how project decisions affect stakeholders: it is imperative to settle on beyond any doubt project choices don't influence stakeholders and make them restrict the advance of the project (Aaltonen and Kujala, 2010). For example, if a few stakeholders realize that they have been delegated having low interest, impact, power or legitimacy on the project, it might stir up ill sentiments and make them start to frame coalitions with different stakeholders in other to endeavor (Chinyio and Akintoye, 2008). In addition, the construction methods adopted could make a few stakeholders challenge the project. These could notwithstanding influence the project, make a bad publicity for the project.
- 18. Predicting stakeholders' likely reactions for implementing project decisions: As it is the situation with each human endeavor, stakeholders are probably going to respond in protest to the so defined stakeholder management/engagement strategies, it is along these lines essential for project management to have the capacity to predict stakeholders' presumable responses in this regard (Yang et al., 2009). This would empower stakeholder management to limit stakeholders' negative effects and guarantee that they don't upset the successful completion of the project (Chinyio and Olomolaiye, 2010).
- 19. Involving relevant stakeholders to redefine (refine) project mission: Good project management at the beginning periods of a project has been found to give conceivably huge chances to taking out a few issues that keep the accomplishment of project achievement. It is hence imperative to modify the project mission to reflect on the knowledge acquired on partners and their stakes/interests, impact, properties and so on (Faniran et al. 1999; Jergeas et al., 2000). This can be accomplished by ensuring that their most imperative and achievable interests are satisfactorily caught and reflected in the project

mission. Stakeholders ought to accordingly, be associated with the design procedure so the qualities important to every construction project can be distinguished and understood and presumptions ought not to be made about stakeholders' necessities or assumptions about the project (Yang et al., 2009; Aaltonen and Kujala, 2010).

- 20. Formulating fitting techniques to oversee/draw in partners: The PMI (2004) defines project stakeholder management as "the efficient distinguishing proof, investigation and arranging of activities to speak with and influence stakeholders". The significance of figuring appropriate strategies to manage/engage with stakeholders has been accentuated by various researchers (Aaltonen and Sivonen, 2009; Yang et al., 2009). Mathur et al., (2008) asserted that stakeholder engagement process, if designed appropriately, can deliver an extensive difference of results running from the catch of various types of information to social learning notwithstanding enhancing project success.
- 21. Keeping and promoting positive relationships among the stakeholders: positive relationship among project stakeholders would deliver a smooth running of the project through accord basic leadership (Eriksson and Westerberg, 2011). This can be accomplished through building trust and responsibility with the stakeholders all through the stakeholders and the utilization of impetuses when important (Aaltonen and Kujala, 2010). Keeping up great relationships among stakeholders and amongst stakeholders and the project can assemble trust, responsibility and steadfastness which empower project management to live up to stakeholder management (Jergeas et al., 2000; Bourne, 2005; Karlsen et al., 2008).

- 22. Communicating with stakeholders properly and frequently (instituting feedback mechanisms): Communication is a basic ingredient needed to maintain the support, commitment and loyalty of the project stakeholders. It is important for a project management team to manage their differing demands through good communication in the early stages of a project once the stakeholders have been identified (Olander and Landin 2008, Yang et al., 2009). This could provide potentially significant opportunities for eliminating several problems that could prevent the achievement of project success as well as averting or reducing the effect of stakeholder interests' related conflicts which is likely to be costlier if allowed to occur when the project is already underway (Faniran et al., 1999). Communication is so important that it will require communicating to the stakeholders both beneficial and detrimental effects of the proposed project and associated actions and progress being made as the project get underway (Jergeas et al., 2000). The use of different appropriate means of communication for stakeholders or groups of stakeholders is very important (Chinyio and Akintoye, 2008). Stakeholders could be communicated as deemed appropriate through the media, project website, newsletters, signpost/flyers, public engagement etc.
- 23. Considering corporate social responsibilities (paying attention to economic, legal, environmental and ethical issues): Project managers have been implored to always try to manage stakeholders with corporate social responsibilities covering economic, environmental, legal and ethical issues (Mathur et al., 2008; Yang et al., 2009). It was recommended by Smyth (2008) for stakeholder management theory to move away from the approaches of power based analysis towards recognition of responsibilities for ethical care employing proactive management. According to Bourne (2005), stakeholder management needs to

balance competing claims on resources between different parts of the project, between the project and other projects and between the project and the organization. Economic, environmental, legal and ethical issues are sources of influence on the stakeholders' competing demands on the project.

2.8 Stakeholder Management Approaches/Frameworks

The past area recognized and clarified a list of critical success factors for stakeholder engagement/management in construction project and indicates the requirement for a more inside and out comprehension of the connections among them. This section reviews the proposed stakeholder management approaches in construction concentrating on their qualities and shortcomings and recommending improvement needs.

Researchers have proposed stakeholder approaches by demonstrating distinctive activities that ought to be engaged with the procedure; stakeholder management process activities prescribed by the researchers as ticked under their sections against the process action: for example, distinguishing stakeholders, examining the qualities of stakeholders and after that imparting and offering information to stakeholders are the fundamental activities required for stakeholder management (Karlsen, 2002). Correspondingly, identification of stakeholders, gathering data about stakeholders and breaking down the influence of stakeholders are essential advances/activities for stakeholder management in construction (Young, 2006).

Chinyio and Akintoye (2008) in a study of practical approaches for managing/engaging in stakeholders recognized a few approaches for managing construction project stakeholders. They gathered them under the two classifications of underlying (overarching) and frontline (operational) approaches. They portray the basic methodologies as generally medium to long-term guides that influence the actions of employees and can be seen as 'overall', 'higher request' or 'behind-the-scene' rules that inform practice and are utilized always. While the frontline approaches are the operational strategies that are utilized consistently relying upon the prevailing circumstances. For instance, from the operational methodologies, effective communication can be utilized to keep up existing connections, comprehend the expectation of stakeholders from the project and to keep them enough informed. The methods for communication can change every now and then and from stakeholder to stakeholder, dependent upon the stakeholders' traits. Negotiation can in turn assume an indispensable part in settling contrasts and settling claims at whatever point they emerge throughout the project. project managers' capacity to have the instinct to assess the power and enthusiasm of stakeholders can advise them on the stakeholders becoming either less or more interested than they already were in forcing their will on the project as the project progresses.

Besides, incentives and concessions can be utilized independently or together to splash or neutralize the concerns of opposing/protesting stakeholders. Workshops and meetings can be utilized to connect with stakeholders over the span of the project. They contend that project managers ought to be fit for utilizing these standards to guarantee successful projects. Their investigation additionally focused on how issues with external stakeholders are taken care of which may just work if all is well among the internal stakeholders. In any case, project managers may not be around sufficiently early over the span of the project relying upon the acquirement course of the project. This brings to the fore the need to connect the design and construction organizes and consider the concerns of both internal and external stakeholders in formulating and adopting stakeholder management strategy. Despite the fact that, the recognized approaches could be valuable, this study focused on the relationship managing external stakeholders and did not focus on the interactions among the internal stakeholders. The study likewise did not build up any lucid interconnections between the distinguished approaches which are vital for a viable down to earth utilization of the approaches.

Overarching approaches	Operational approaches; Use of:	
Systematic approach	Effective communication	
Providing top-level support	People skills-management	
Being proactive	People skill-negotiations	
Maintaining existing relationship	Trade offs	
Responding to power-interest dynamism	Incentives	
1 1	Concessions	
	Workshops and meetings	
	Institution	

Table 2.3: Approaches for Engaging Stakeholde	for Engaging Stakehold	ders
-----------------------------------------------	------------------------	------

Source: Chinyio and Akintoye (2008)

Yang et al. (2011), proposed a framework for successful stakeholder management in construction project in light of the grouping of critical success factors for stakeholder management into 5: precondition factor, information inputs, stakeholder estimation, decision making and sustainable support. It is proposed that, information ought to be gotten first in view of which stakeholders could be estimated to enable decision to be made about the appropriate strategies for stakeholder management and sustainable support (from top management) is required all through the stakeholder management process. This framework is an exceptionally valuable commitment in the area of stakeholder management research however; it missed the mark regarding considering the procurement route and the need to classify the stakeholders in the factors that formed the basis for the framework. The study additionally did not acquire information from design professionals and henceforth might not have considered the issues relating especially to stakeholder management at the inception and design stages. This is fundamental on the grounds that the activities and level of involvement of stakeholders are different across the stages depending also on the procurement route adopted for the project. All the more along these lines, if stakeholders are not enough required at the beginning periods of the project, it could portend risk at the later phases of the project.

Yang and Shen (2014) expanding on the framework created by Yang et al. (2011) displayed a framework known as "systematic framework for stakeholder management in construction" in which they included a crate for "action and evaluation". Their framework is more definite than Yang et al's. However, did not catch the construction life cycle point of view and also obligation regarding stakeholder management. It expects the project manager is mindful neglecting the diverse stages, particularly of construction project and effects of procurement routes.

Bourne (2005) built up a tool referred to as the stakeholder management cycle for identifying, picturing and mapping stakeholder influence on projects. The stakeholder cycle is comprised of five steps:

- Step 1 identification of stakeholders;
- Step 2 prioritize the stakeholders;
- Step 3 visualize the stakeholders;
- Step 4 engage the stakeholders; and
- Step 5 monitor the outcome.

The stakeholder cycle nonetheless, is a general tool that could be utilized to trigger proactive stakeholder management approach in any project and not implied particularly for construction project. It recognizes the need to focus on the diverse stages engaged with the project by rehashing the means relying upon the result from checking and particularly while advancing starting with one stage then onto the next. The stakeholder circle is made of concentric circle lines that show the separation of stakeholder from the projects; examples of stakeholder elements which demonstrate their homogeneity or heterogeneity in exhibiting an interest; the size and relative zone secured by the stakeholder block of the circle, which means that their scale and extent of effect on the project; and the shading thickness which means that the level of effect. This instrument isn't particularly for construction project yet is intended to be utilized for any project with suitable change or adjustment. The "stakeholder circle" instrument has been tried utilizing case studies (Bourne and Walker, 2006; Walker et al., 2008) and observed to be helpful for project stakeholder analysis. In spite of the fact that this has been acknowledged as an imperative contribution, it leaves the project managers or whoever is in charge of stakeholder management. It additionally accepts that the project manager is in charge of stakeholder management which may not be pertinent for all construction projects relying upon the procurement routes and other project characteristics.

El-Gohary et al., (2006) built up a semantic model for capturing and consolidating stakeholder contributions to the design of project. The model which is for open private partnerships (infrastructure) projects comprise of five noteworthy elements: process, products, constraints, actors and resources. Each of these real substances is comprised of various procedures and contemplations of data sources prompting the last project design. In spite of the fact that this model which can possibly go about as methods for information portrayal is an essential commitment inside the space of stakeholder management in construction, it is constrained to the occasions and consideration going before and prompting the final design of the project.

Despite the fact that it is clear that past research recognizes the need to carryout stakeholder management all through the task lifecycle in construction project, there is

little research covering how this can be accomplished. Therefore, past inquires about watch the need to build up a sound framework for stakeholder management in construction. Towards this, previous framework has either focused on particular phases of the development venture or neglected to fuse alternate stages in the research prompting the improvement of the framework. To carryout stakeholder management all through the project lifecycle, there is the requirement for a thorough framework for stakeholder management that traverses the whole lifecycle of the project. This research in this manner, will address this need by considering and fusing every one of the phases of a construction project in another framework for stakeholder management in construction projects, the following area will discuss about the tools and strategies that could be applied in stakeholder management.

2.9 Powerful Partner Administration

Given the increasing number of stakeholders and their various erratic interest, it would be seen that there is a hypothesis accord gathered by Olomolaiye and Chinyio (2010) insisting that —When the diverse interest of stakeholders can't be achieved in the meantime, transactions move toward becoming valuable. As risk are not fixed but rather dynamic, there is the need to deal with the persistently shifting balance between the interests of stakeholders. The stakeholder management ought to incorporate the management of their relation with the project and the organization so as to attain their objectives. In such manner, there ought to be a formation of a positive environment to build up a firm trust in each other. To have the capacity to deal with the interests, stakeholders and the business needs, the organization could pick from three approaches or three sorts of relation with the stakeholders (Goodpaster, 1991):

- Strategic Approach this approach gives more priority to the shareholders over the stakeholders or management.
- Multi Fiduciary Approach this undertakes a fiduciary responsibility to stakeholders, it allocates them equal stakes with shareholders.
- Stakeholder Synthesis Approach this method adopts a moral but nonobligatory responsibility to stakeholders, e.g. dealing with them ethically.

2.10 Managing Stakeholders' Needs and Expectations

In order to incorporate the requirements of stakeholder into the formative phase of a project, it is critical to enable the stakeholders to express their wants, feelings and desires in a suitable domain. In connection to this approach, Smith *et al.*, (2001) recommend a model called Strategic Need Analysis (SNA) to help clients, members and their design team in deciding their vital requirements for a given project. The SNA strategy is focused on the contribution of different critical stakeholders. The group comprise of client, managers/executives, facility managers, project managers, employees, end-users, consultants and other design team members.

The structure of the SNA procedure is set up on the contribution of stakeholders at three levels which comprises of briefing, seminars and workshops. Level 1 is the briefing stage, where briefing is directed as seminar and workshops. At level 2, individuals are engaged with creating elective techniques for the accomplishment of corporate project, while in level 3, individuals build up an exhaustive introduction brief for the project implementation. The aftereffect of SNA is to build up a far reaching execution brief to guide project team members to advance the project within satisfactory parameters.

As indicated by Freeman *et al.*, (2007), exploring stakeholder' needs and desires in projects is to dissect stakeholders' areas of interest and list the detailed issues concerned

about stakeholders. Amid the project improvement, every one of stakeholders' needs should be assessed so that an appropriate and down to earth answer for the issue is tended to.

Homoplastically, Kocak (2003) clarifies that stakeholders' needs can give a sign of the stakeholder groups' troubles the challenges the project team faces and stakeholders' prerequisites of the project.

2.11 Impact of Stakeholders on Projects

Other potential troubles related to useless management are poor extent of depiction of work, issues originating from allocated sourced to the project, supervisory alterations that influence the project or unwanted responses from the community against the project. Every one of these issues set up together with absence of cooperation of the stakeholders in the project affect the financial arrangement and schedules.

The stakeholder management is nearly related to Corporate Social Responsibility (CSR) which could likewise be understood as a voluntary social environmental concern in the business transaction and interaction with the stakeholders (Enquist, 2006). The organization accept that they have a social obligation that goes considerably more distant than their duties with the stakeholders (Dohy Guay, 2006). Olander (2007) likewise has effect/likelihood framework where the project stakeholders are arranged relying upon their level of effect and likelihood of effect on the project.

This was utilized to break down the accompanying inquiries:

- How intrigued (likelihood to affect) is every stakeholder group to communicating their advantage, desires or commitments to the project?
- Do they have adequate influence (level of impact) to do as such?

2.11.1 Keep Satisfied

Stakeholders are regularly national governments, authorities or other comparable organizations that have necessities and even the authority to stop the project, yet then don't more often than not have a specific enthusiasm for it.

2.11.2 Key Players

They are generally people with obligation regarding the project.

2.11.3 Minimal Effort

The project management does not see them as noticeable or critical; but rather this does not mean overlooking the stakeholders. Be that as it may, these stakeholders can attempt to advance salience through other stakeholders in the event that they have a few wants of the project.

2.10.4 Keep Informed

Stakeholders involve distinctive interest groups, for example, nearby inhabitants, nongovernmental organizations or organizations with little effect.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter examines the research methodology adopted in this study. It first outlines the philosophy that reinforces the approach taken for the study, discussing the researcher's positivist stance to research and the consequent choice of a quantitative approach. The next section discusses the approach to data collection and then the data collection instrument. The chapter then provides an overview of the research population and sampling technique and the unit of analysis. The chapter concludes with a section on the survey coverage and response rate validity.

3.2 Philosophical Underpinning of the Research

Hussey and Hussey (1997) noted that some writers use the terms 'methodology' and 'method' interchangeably. They revealed that methodology refer to the overall approach taken, as well as to the theoretical basis from which the researcher comes, and that method is the various means by which data is collected and analysed (Hussey and Hussey 1997). Similarly, Mason (2006) separates "the concept of methodological strategy" from the method, while noting that a particular method will be a part of the strategy. In line with these writers, the approach taken here is to include all facets of the research process under the overall heading of methodology. Therefore, the research design, the approach taken, the particular data collection methods chosen and the means of analysis, are all considered to be part of this thesis's methodology, and are set out in the following sections.

However, underpinning the methodology, by necessity, is a philosophical stance in relation to the purpose of research in general (Marsh *et al.*, 2002). Therefore, a research philosophy is a belief about the way in which data about a phenomenon should be

gathered, analyzed and used; it consists of the following components: ontology, epistemology, and methodology (Galliers, 1991). A researcher's stance on ontology and epistemology will underlie the entire research process and govern the particular theoretical perspective (for example positivism or interpretivism) (Marsh *et al.*, 2002). The theoretical perspective will be implicit in the objectives of the research and dictate the researcher's choice of methodology. Finally, this methodology or plan of action will in turn inform the choice of research methods employed (for example, questionnaires or interviews). To Marsh and Furlong (2002) these stances a researcher takes are pivotal to his research, as "they shape the approach to theory and the methods" utilized.

3.2.1 Discussion and Rationale for Choice of Approach

The research was situated in the positivist paradigm recognising the following parameters:

• The research tends to produce quantitative data: this would fit well with the survey approach which is explained in section 3.5;

- Data is objective: the gathering process would be objective due to the distance between the researcher and the respondent;
- Samples are not large: The researcher tends to use a small sample; and
- Independence: In this study, the observer is independent and is not part of what is observed.

Research based on a positivist philosophy tends to be based on deductive theorising, where a number of propositions are generated for testing, with empirical verification then sought (Babbie,

2005).

3.3 Deductive and Inductive Reasoning of Scientific Inquiry

It is important also to classify the research approach in terms of whether it is inductive or deductive. The choice between the deductive or inductive reasoning of scientific enquiry has been discussed by a number of authors (Cavaye, 1996, Hussey and Hussey., 1997, Perry, 2001). A researcher should explain clearly which approach is being followed in his or her research project.

Saunders *et al.* (2003) explained that the inductive approach which is known as building a theory, involves the researcher collecting data in an attempt to develop a theory. Hussey and Hussey. (1997) added that inductive research is a study in which theory is, "developed from the observation of empirical reality; thus general inferences are induced from particular instances, which is the reverse of the deductive method since it involves moving from individual observation to statements of general patterns or laws,".

The deductive approach known as testing a theory is when the researcher develops a theory or hypotheses and designs a research strategy to test the formulated theory. In explaining deductive research, further it is a study in which a conceptual and theoretical structure is developed which is then tested by empirical observation; thus particular instances are deducted from general influences (Perry 2001). Deductive research is a study in which theory is tested by empirical observation. The deductive method is referred to as moving from the general to the particular and it often requires considerable data (Hussey and Hussey 1997).

This study is shaped using the deductive research design as it tends to use considerable data which would in turn favor the use of quantitative methods to analyze as established by Travers, (2001).

3.4 Research Strategy

According to Bouma and Atkinson (1995) research strategy can be taken to mean the way in which the research objectives are questioned. They continued that there are two types of research strategies, namely, 'quantitative research' and 'qualitative research'. Deciding on which type of research to follow, depends on the purpose of the study and the type and availability of the information which is required.

3.4.1 Qualitative and Quantitative Research Strategy

Denzin and Lincoln (1998) intimated that qualitative research emphasizes the process of discovering how the social meaning is constructed and stresses the relationship between the investigator and the topic studied. Berg (2001) added that qualitative research refers to the meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things. Quantitative research is an inquiry into a social or human problem, based on testing a hypothesis or a theory composed of variables, measured with numbers, and analysed with statistical procedures, in order to determine whether the hypothesis or the theory hold true (Creswell, 1994). Bouma *et al.* (1995) indicated that quantitative data is, therefore, not abstract, they are hard and reliable; they are measurements of tangible, countable, sensate features of the world (Bouma and Atkinson), it uses structured tools to generate numerical data and uses statistics to interpret, organize and represent the collected data (Burns *et al.*, 2001). It was noted that qualitative and quantitative research approaches differ basically in some major areas, including: their analytical objectives; types of questions posed; types of data collection methods used; types of data produced; degree of flexibility in study design.

In this study, the research strategy was quantitative as the main data collection techniques used in this research was questionnaires. This method allowed the researcher to ask all respondent the same question with predetermined responses, which allowed objective data to be collected throughout the study therefore being in tandem with the positivist tradition with survey as the main data collection approach.

3.5 Approaches to Data Collection

According to Naoum (2007) there are two approaches to data collection namely, fieldwork (primary data collection) and desk study (secondary data collection). Patton (2002) noted that using more than one data collection instrument strengthens and gives credibility to the study. The researcher used multiple sources of data because of the added benefits (such as the validity of the data gathered) associated with multiple sources (Owusu, *et al.*, 2007). The approach for collecting data in this study was divided into two main parts desk survey and field survey.

3.5.1 Desk Survey

The desk survey (literature review) forms an essential aspect of the research since it sets the pace for the development of field survey instruments using questionnaires, and interview (Fadhley, 1991 and Owusu, 2008). Secondary sources of information were identified and collected in books, articles, technical journals and from databases. The secondary source of information for this research was collected from two sources; mainly internal and external sources.

3.5.1.1 Internal Secondary Sources

These are published within companies or organizations, such as annual reports, information booklets, brochures, magazines, financial information memoranda, financial reports, plant and equipment registers. This type of internal secondary source of information for the research was collected from the selected consultancy firms.

3.5.1.2 External Secondary Sources

External secondary source of data gathering was described by Wahab (1996) as a primary literature source. Accordingly, it is the most accurate source of information as it contains the original research. Alternative sources of external secondary sources of information include textbooks, technical journals, newspapers, magazines and internet sources.

3.5.2 Field Survey: Primary Data Source

The field survey is involved with the collection of empirical data. Fieldwork can be associated with three practical approaches; the survey approach, the case study approach and the problem solving approach (action research) (Naoum, 2007). A survey is used to collect original data for describing a population too large to observe directly (Mouton 2001). A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit *et al.*, 1993). The researcher used surveys because according to Robson (2002), surveys are used for relatively large number of respondents within a limited time frame. Robson (2002) added that there are two types of surveys available: the descriptive survey and the analytical survey (Robson, 2002).

3.5.3 Descriptive Survey

Burns *et al.* (2001) in explaining descriptive survey intimated that it is a study that observes and describes the presence, frequency or absence of characteristics of a phenomenon as it naturally occurs, in order to gain additional information. The primary purpose of a descriptive survey research is to describe the situation, preferences, practices, opinions, concerns or interests of the phenomenon of interests (Polit *et al.*, 2006). Naoum (2007) added that the descriptive survey aims to answer such questions

as: How many? Who? What is happening? Where? and When? It deals with counting the number of respondents with certain opinions/attitudes towards a specific object. The counting can be later analysed to compare or illustrate reality and trends. Descriptive studies provide valuable base line information. The method is also flexible and can be used to collect information from a large group of respondents (Mouton, 2001).

The descriptive survey was selected because it provides an accurate portrayal or account of the characteristics, for example behavior, opinions, abilities, and knowledge of a particular individual, situation or group (Naoum, 2007). This design was chosen to meet the objectives of the study, namely to benefits of effective stakeholder's management in the Ghanaian construction industry; to identify the challenges associated with effective stakeholders' management in the Ghanaian construction industry; and identify the strategies in effectively managing stakeholders in the Ghanaian construction industry.

3.6 Questionnaire

A questionnaire is a printed self-report form designed to elicit information that can be obtained through written responses of the subjects. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burn *et al.*, 1993). Questionnaires were developed because of the following: They offered possibility of anonymity because subjects' names were not required on the completed questionnaires. There will be less opportunity for bias as they will be presented in a consistent manner. Most of the items in the questionnaires will be closed, which made it easier to compare the responses to each item. They required less time and energy to administer.

3.6.1 Questionnaire design

It was essential to establish the information to gather for relevant questions to be solicited (Oppenheim, 1996). Contemplations of appeal to respondent's ease of reading and supplying the required data guided the format of the questionnaires. This enhanced proper usage of time during the data collection.

The questionnaire was divided into two sections. The first section dealt with the respondents' profiles and their basic background. The second section sought to deal with questions that were in line with the objectives of the study. The questions were constructed for respondents to submit their various views on the knowledge of organizational justices and workplace deviance as per their experience at their place of work. The respondents were further asked to score the impact of organizational justice dimensions on workplace deviance; some common deviance and their causes at the workplace; and the role of personal values in shaping employees' behavioral reactions to injustice on a Likert scale according to their level of significance on a scale of 1 to 5 where 1= 'Not important', 2= 'Less important', 3= 'Neutral', 4= 'Important' and 5= 'Very important'.

These instruments were used because it had been researched to be valid and reliable and due to limited time, the researcher had to adopt these based on its success use in similar surveys on the subject conducted by other researchers.

A sample of the questionnaire will be provided in the Appendix

3.6.2 Questionnaire Administration

The research questions were developed by the researcher and were reviewed by some experts in academia and in construction project practice. Subsequently, a structured questionnaire will be administered construction professional's whiles ensuring that all potential ambiguity in the questionnaire are eliminated. Questionnaires will be reviewed and well-structured to improve the reliability and validity of the questionnaire. The questionnaires will be self-administered on one-to-one basis. To improve the response rate, a number of follow-up procedures and strategies will be considered, such as sending reminder surveys or notices to non-respondents. However, this was not considered to be viable, as it was observed that increasing the response rate may negatively affect the reliability of the information obtained. That study further states that increased pressure by a researcher on subjects to respond will result in more uninformed responses.

To overcome that, a range of measures to improve the response rate based on established principles of reciprocity, social proof, and legitimacy and authority as recommended by Bednar *et al.*, (2006) will be incorporated within the survey. The primary data collected was reviewed by the researcher to ensure maximum accuracy, legibility, completeness, consistency and to reduce ambiguity.

3.7 Scope of the Study

The validity of the data collected will deepened much on the structure and the format of questions addressed. The study will adopt questionnaires developed in similar researches by (Anvuur and Kumaraswamy 2006). As previously mentioned, data collected will be done solely by the use of self-administered questionnaire. The questionnaires will target the major stakeholders precisely; D1K1 and D2K2contractors as classified by The Ministry of Water Resources, Works and Housing. These stakeholders in the Accra Metropolis targeted on the reasons that they play a major role in the development of the construction industry in Ghana. For ease of understanding, the questionnaires phrased to be self-explanatory and structured to elicit the needed information

3.8 Sampling

Sampling is a process of selecting a portion of the population to represent the total population and the findings from the sample represents the rest of the group (Burns *et al.*, 2001). The advantage of selecting a sample is that it is less costly and time saving than collecting information from a large group of respondents. The selected sample should therefore, have similar characteristics to the population under study to allow generalizability of the results to represent the population (Burns *et al.*, 2001, Polit *et al.*, 2006). There are two types of sampling, namely probability and non-probability sampling (Burns et *al.*, 2006). In this study non-probability sampling is used.

3.8.1 Non-Probability Sampling

Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. In any form of research, true random sampling is always difficult to achieve. In contrast with probability sampling, non-probability sample is not a product of a randomized selection processes. Subjects in a non-probability sample are usually selected on the basis of their accessibility or by the purposive personal judgment of the researcher. The non-probability sampling technique will be used because the researcher will be bounded by time, money and workforce and because of these limitations, it is almost impossible to randomly sample the entire population.

3.8.2 Criteria for Selecting Respondents

Non-probability sampling techniques include convenience sampling, consecutive sampling, quota sampling, purposive sampling and snowballing sampling. The purposive sampling technique was used to select D1K1 and D2K2 construction firms from the registered list of contractors obtained from the Ministry of Water Resources,

Works and Housing. This was carried out to enable the researcher select experienced and active contractors for the study.

3.8.3 Sample Size

A sample consists of a subject of the units that constitute the population (Polit and Hungler, 1999) and normally used in large-scale survey research for the sake of economy and accuracy (Weisberg & Bowen, 1977). However, research studies use simply a small fraction of the population, referred to as a sample. This is because using a sample is more practical and less costly than collecting data from the entire population. Polit and Hungler (1999) asserted that, the major risk of using a selected sample is that it might not adequately reflect the behaviours, traits, or beliefs of the population.

Kish's (1974) provides a simplified formula to calculate sample sizes. This formula will be used to calculate the sample size. A 95% confidence level is assumed. The sampling technique for this endeavour based on its purpose, design, and practical implication of the research topic is purposive sampling. Simply put, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Bernard, 2002; Lewis and Sheppard, 2006; Tongco, 2007).

The targeted group were construction personnel (engineers, quantity surveyors, supervisors and subcontractors) of contractors and subcontractors that were involved in the execution of the Octagon project). In addition, non-empirical evidence shows that this company have good organizational set up that lend itself to refined academic research work. Kish formula will be used to determine the sample size form the population of 198 assuming a 95% confidence interval from the equation below:

To aid determine the sample size, Kish (1995) provides a formula that

$$n=\frac{n^1}{1+\frac{n^1}{N}}$$

Where,

e,

$$n = the sample size$$

 $n^{l} = \frac{S^{2}}{V^{2}}$
 $S^{2} = the maximum standard deviation of the population$
 $V^{2} = the standard error of sampling distribution$
 $N = total population size = 198$
 $p = the proportion of the population elements that belongs to the defined region$

i.e. p = 0.5 at 95% confidence interval

$$S^2 = p(1-p)$$

= 0.5 (1-0.5)

= 0.25

Since, $n^1 = \frac{S^2}{V^2}$

$$=\frac{0.25}{0.05^2}=100$$

Hence if; N = 210

SANE

N

BADW

$$n = \frac{100}{1 + \frac{100}{198}}$$

 $n = 65.75 \approx 66$

Adding 10% for non-responsiveness;

 $\frac{10}{100} \ge 66 = 6.6$

pprox 7

Sample size = 66 + 6.6 = 72

This sample size formula provided the minimum number of questionnaires that were to be administered.

Snowball sampling technique will be utilized for finding research subject (Atkinson and Flint, 2001). This strategy viewed as a response to overcome the problems associated with concealed or hard-to-reach populations. The process based on the assumption that a 'link' exists between the initial sample and others in the same target population, allows series of referrals made within a circle of acquaintance (Atkinson and Flint, 2001).

This will lead to location of the offices of the first line of workers in the organisation from which the locations of subsequent workers will be obtained. Additional list of employees was obtained from the initial contacted employees, brought the total number of respondents undertaking the study to seventy-five (75) personnel participating. Targeted respondents shall comprise of individuals at managerial level, technical, sales, and personnel responsible for financial decisions and site supervisors. These respondents that will be selected have experience and knowledge enough on the knowledge of stakeholder management hence, meets the criteria of interest in this research.

3.9 Analysis of the Data

The completed questionnaires will be edited to ensure completeness, consistency and readability. Once the data has been checked, they will be arranged in a format that enabled easy analysis. Quantifiable data from the questionnaires was coded into the software for analysis. The data received for the first objective was analysed using the Relative Importance Index (RII) method to determine the relative importance of the competencies as ranked by the respondents.

 $RII = Sum of weights (W1 + W2 + W3 + \dots + Wn) / A \times N$

Where W = weights given to each factor by the respondents and ranges from 1 to 5, where '1' is very low and '5' is very high. A = highest weight (i.e. 5 in this case), and N = total number of respondents.

The data for the second and third objectives was analysed using SPSS 16.0 (Statistical Package for Social Sciences) software computer program and the statistical tool employed was the One Sample T-test. Descriptive and inferential statistics, such as frequency tables, percentages and cross tabulations were used in the data analysis and summaries.

3.10 Summary

This chapter addressed the various methodologies available for the research and the reason for the adoption of the methodology used for this research. The research approach used and the method of data collection was discussed that is, the use of survey

questionnaires. Subsequently, questionnaire response formats, content and design of the questionnaires, distribution of questionnaire, targeted respondents, the scope of questionnaire survey, sample size determination, and data analytical tools used were discussed. With this background, statistical results obtained from the data are discussed in chapter four.



CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter documents the analysis of the primary data retrieved from the seventy-five (75) respondents from the contractors and subcontractors that executed the Octagon project in Accra out of 80 questionnaires that were administered indicative of a response rate of approximately 93%. The number retrieved also represents approximately 68% of the sample population of 198. Respondents were chosen using the snowball technique. This chapter discusses the effect of stakeholder management in the Ghanaian construction as well as awareness, perception and challenges faced by of construction professionals in an attempt in ensuring effective stakeholder management in the Ghanaian construction industry. It discusses amongst other things the views and understanding of various construction professional on stakeholder management as an effective management tool for meeting project requirements and client's satisfaction.

The analyses consisted of simple descriptive statistics, Relative Importance Index and one sample T-test. The results have been presented in tables and interpreted accordingly. The analysis has been presented in five sections; the demographic variables, stakeholder management practices, challenges associated industry and strategies in effective stakeholder management in the Ghanaian construction industry. The analysis is pivoted around the objectives of the study, that is, to identify the benefits, challenges and strategies in effective stakeholder management in the Ghanaian construction industry.

4.2 PRESENTATION AND DESCRIPTIVE ANALYSIS OF DATA

(DEMOGRAPHIC)

This section of the questionnaire comprised questions seeking basic information and some related issues to ascertain the respondents' understanding about the study in order to provide detailed respondent characteristics. The relevance of this section is to generate confidence in the data collected to provide detailed respondent characteristics. Data included: Academic, Qualification, Occupation, how long respondents have worked at their companies, status of firm and length of existence of firm.

4.2.1 Qualification

This part of the questionnaire sought to ascertain the present academic qualification of the respondents involved in the study. From Figure 4.2.1, a total of 10 representing 13.3% had acquired high school education, 50 respondents representing 66.7% had obtained BSC and 15 of the respondents representing 20.0% had obtained MSC. Consequently, majority of the construction professionals are BSc holders which places the respondents in a better position to provide useful contribution to the study.

Table 4.1 Qualification of Respondents

	Frequency	Percent
High School	10	13.3
college/university	50	66.7
post graduate	15	20.0
Total	75	100.0

4.2.2 Position held

With regards to the position held by the respondents from the various construction firms involved in the study, as seen from Table 4.2.2, 2 respondents representing 2.70% were project manager, 22 of the respondents representing 29.3% were practicing engineers, 1 of the respondents representing 1.3% was an architect. Also, of the 14 of the
respondents representing 18.7% were surveyors and 36 of the responds representing 48% were surveyors.

	Frequency	Percent	
Project	2	2.7	ICT
Manager			
Engineer	22	29.3	
Architect	1	1.3	
Surveyors	14	18.7	
supervisors	36	48.0	0
Total	75	100.0	La .

Table 4.2 Profession of Respondents

4.2.3 How long have you worked at this company?

As seen fork table 4.2.4 below a total of 3 of the respondents corresponding to 4.0% had worked for their various companies for less than one year, 47 respondents corresponding to 62.7% also have worked for 1-5 years, 15 respondents corresponding to 20.0% have worked for 6-10 years and 10 of the respondents also corresponding to 13.3% have worked for more than 10 years. Hence it is clear from the above data that respondents have worked in the various place of work enough to make significant and useful contribution to the study.

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 Table 4.3 Experience of Respondents

	Frequency	Percent
Less than (1) year	3	4.0
1-5 years	47	62.7
6- 10 years	15	20.0
Above 10 years	10	13.3
Total	75	100.0

4.2.5 Status of firm

The legal organization of the firm affects the activities of the firm and subsequently its behavior in carrying out its routine activities of business (Owusu-Manu, 2008). In addition, the company's act of Ghana request all who seek to engage in any business activities to register with the registrar General's Department for categorization of business to be undertaken. Also, for a construction company to operate fully and eligible to undertake project by the government of Ghana, it is necessary to be certified by the Ministry of Water Resources Works and Housing Ghana stating clearly the capacity and financial classification of the firm.

In this research table 4.2.5 below demonstrate the categorization of construction firms involved in the survey. It has been demonstrated in the table that 6 firms representing 8.0% of respondents are Sole Proprietorship Companies; 69 of the respondents representing 92.0% of the entire respondents are Private limited firms. It can therefore be deduced that majority of respondents are in private practice as far as this research is concerned hence it can be concluded that the most dominant construction firms operating in the Accra metropolis is the Private Limited Company hence the reputation of these firms are of greater concern for which the issue of quality cannot be compromised.

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Table 4.4 Status of Firms

	Frequency	Percent	
Enterprise / sole proprietorship	2	2.7	
Private Limited company	73	97.3	-
Total	75	100.0	

4.2.6 Length of existence of firm

A critical look at table 4.2.6 below indicates that 3 of the construction firms surveyed for this research, which represents 4%, have been in practice for less than 10 years, followed by 42 of the respondents representing 56.0% have been practicing for more than 10 years but less than 20 years and 28 of the representing 37.3 % have been in practicing for more than 20 years but less than 30 years and 2 respondents representing 2.7% have been practicing for more than 30 years. It can therefore be deduced that most of the construction firms surveyed, as far as this research is concerned have been in practice for less than 20 years. The balances of a variety of levels of experience will therefore enable a generalized and realistic view as far as this research is concerned.

Table 4.5 Years of Existence of Firms

	Frequency	Percent
Below 10 years	3	4.0
10-20 years	42	56.0
20-30 years	28	37.3
Above 30 years	2	2.7
Total	75	100.0

SECTION B: BENEFITS OF EFFECTIVE STAKEHOLDERS MANAGEMENT IN THE GHANAIAN CONSTRUCTION INDUSTRY. (OBJECTIVE ONE)

4.3.1 What is your level of understanding on the concept of stakeholder management?

Table 4.3.1 below describes the Level of understanding of the concept of stakeholder management of the respondents. It could be seen from the table that 28 representing 37.3% of the respondent believe they understand stakeholder management *deeply through reading and taught courses*. 16 representing a total of 21.3% respondents have only read about it while another 16 respondents representing 21.3% have a fair

knowledge about the concept. Also 7 respondent representing 9.3% is just aware of it. This result indicates that 8 respondents representing 10.7% of the respondent do not have knowledge about it at all.

	Frequency	Percent	
Understand deeply	29	38.7	
through reading and			
taught courses		1	
Only read about it	4	5.3	
Fair knowledge about the	37	49.3	
concept			
Just aware of it	5	6.7	
Total	75	100.0	1

Table 4.6 Level of Understanding Concept of Stakeholder Management

4.3.2 View on stakeholder management in the Ghanaian construction industry.

As observed from Table 4.3.2 below, a total of 64 respondents representing 85.3% consider stakeholder management to be very important. Also 10 respondents, constituting 13.3% of the total regard stakeholder management as important and 1 respondent representing 1.3% consider stakeholder management as fairly important. The conclusion from these results is that stakeholder management for all the firms is generally considered to be very important.

Table 4.7 Views of St	akeholder Ma	nagement	in Ghanaian Construction Industr
	Frequency	Percent	SAR .
Very	64	85.3	
important			NO

	Frequency	Percent
Very	64	85.3
important		
Important	10	13.3
Fairly	1	1.3
Important		
Total	75	100.0

4.3.3 Application of stakeholder management

As observed from **Table 4.3.3** below, this section of the questionnaire sought ascertain the level of understanding awareness and whether stakeholder management is appreciated in Ghanaian construction projects. Again from Table **4.3.3**, 2 of the respondents representing 2.7% employ stakeholder management as a management tool to facilitate projects undertaken whiles 36 of the respondents representing 58.7% do not employ stakeholder management as a management tool to facilitate projects undertaken whiles 37 respondents representing 49.3 submitted that they sometimes undertake stakeholder management. This is due to the fact that majority of the respondents do not have enough knowledge about stakeholder management.

Table 4.8 Application of Stakeholder Management

	Frequency	Percent
Yes	2	2.7
No	36	48.0
sometimes	37	49.3
Total	75	100.0

4.3.4 General impression on stakeholder management in the Ghanaian construction industry.

Again it can be observed from, this section of the questionnaire sought ascertain General impression on effective stakeholder management in the Ghanaian construction industry. 75 of the respondents representing 100% submitted stakeholder management is indispensable when for the success of and given project however much attention is not given to this aspect of management in the Ghanaian construction industry. Hence to a large extent depicts the reason why construction projects in Ghana is characterized with poor performance especially when the project is solely undertaken by local contractors.

4.3.5 Stakeholder management Approach

Table 4.3.5. Respondents were asked indicate how they agree to the following listed stakeholder management approach as applied to the execution of the Octagon project on a Likert scale 1-5; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The mean as well as RII scores of all seventy-five (75) respondents were calculated for each outlined benefits as documented in literature and have been presented in the table.

Smith and Love (2004) in light of a study on stakeholder management amid project inception utilizing vital necessities analysis for a case study, inferred that if stakeholder management/engagement is to be of significant benefit; at that point it must recognize and include all stakeholders and proceed through every one of the phases of the project.

Firstly, as indicated in table 4.3.1. as per the overall ranking of the stakeholder management approach adopted during the Octagon project, *Stakeholder Assessment*

was ranked 1st among stakeholder assessment, respondents further indicated that, *analyzing conflict and coalitions among stakeholders* ranks 1st and it is evidenced with an RII of 0.888and a mean score of 4.540 followed by *Predicting the influence of stakeholders* ranked 2nd as it attained an RII of 0.776 and a mean score of 3.88.

Also, as it can be observed from results in **Table 4.3.1**, in the overall ranking of the stakeholder management approach adopted during the Octagon project, *Decision making* was ranked 2nd among stakeholder assessment. Among decision making, respondents further indicated that, *Transparent evaluation of the alternative solution* ranks 1st and it is evidenced with an RII of 0.689 and a mean score of 4.79 followed by *Formulating appropriate strategies* ranked 2nd as it attained an RII of 0.652 and a mean score of 4.733.

Again, from results in **Table 4.3**, in the overall ranking of the stakeholder management approach adopted during the Octagon project, *Top Management Support* was ranked 3rd among the various risk factors with an average RII of 0.649, giving the indication that respondents agree that this approach constituted stakeholder management approach adopted during the execution of the Octagon project. Among top management support, respondents further indicated that, *Flexible project organization* ranks 1st and it is evidenced with an RII of 0.928 and a mean score of 4.64 followed by *Managing Stakeholders with corporate social responsibilities* ranked 2nd as it attained an RII of 0.907 and a mean score of 4.533.

Further, from results in **Table 4.3**, in the overall ranking of the stakeholder management approach adopted during the Octagon project, *Continuous Support* was ranked 4th among the various risk factors with an average RII of 0.5455, giving the indication that respondents agree that this approach constituted stakeholder management approach adopted during the execution of the Octagon project. Among continuous support, respondents further indicated that, *Analysing the change of multiple stakeholder engagement* ranks 1st and it is evidenced with an RII of 0.832 and a mean score of 4.16 followed by *Promoting a good relationship among stakeholders* ranked 2nd as it attained an RII of 0.707 and a mean score of 3.547.

From the results in **Table 4.3**, in the overall ranking of the stakeholder management approach adopted during the Octagon project, *Information Input* was ranked 5th among the various risk factors with an average RII of 0.5173, giving the indication that respondents agree that this approach constituted stakeholder management approach adopted during the execution of the Octagon project. Among information input, respondents further indicated that, *setting common goals and objectives of the project*

ranks 1st and it is evidenced with an RII of 0.848 and a mean score of 4.240 followed by *Identifying stakeholders* ranked 2nd as it attained an RII of 0.749 and a mean score of 3.747.

In **Table 4.3**, in the overall ranking of the stakeholder management approach adopted during the Octagon project, *Action and evaluation* was ranked 6th among the various risk factors with an average RII of 0.4985, giving the indication that respondents agree that this approach constituted stakeholder management approach adopted during the execution of the Octagon project. Among legal risk, respondents further indicated that, *Flexibility in the implementing strategy* ranks 1st and it is evidenced with an RII of 0.968 and a mean score of 4.840 followed by *Implementing the strategy based on schedule plans* ranked 2nd as it attained an RII of 0.941 and a mean score of 4.707.



Table 4.9: Stakeholder management approach

		SEVERITY							
		FRE(R	QUENCY ANKIN	Y OF G					
NO.		1	2	3	TOTAL	Σw	MEAN	RII	RANKING
	Top Management Support				·				
1	Flexible project organization	/ B	19	56	75	348	4.64	0.928	1^{st}
2	Managing Stakeholders with corporate social responsibilities		35	40	75	340	4.533	0.907	2^{nd}
3	Project Managers competences	3	56	11	75	273	3.64	0.728	3 rd
	Information Input								
1	Setting common goals and objectives of the project	1	43	31	75	318	4.24	0.848	1^{st}
2	Identifying stakeholders	5	38	32	75	281	3.747	0.749	2^{nd}
3	Exploring the stakeholder needs and expectation	5	54	16	75	239	3.187	0.637	3 rd
	Stakeholder Assessment				500				
1	Analyzing conflict and coalitions among stakeholders		42	33	75	333	4.54	0.888	1 ST
2	Predicting the influence of stakeholders	Y.	22	53	75	291	3.88	0.776	2 ND
3	Understanding area of stakeholders' interest	19	22	34	75	201	2.68	0.536	3 RD
4	Accessing stakeholders' attitude	15	22	38	75	185	2.467	0.493	4^{TH}
5	Evaluating the stakeholder legitimacy	5	47	23	75	171	2.28	0.456	5^{TH}
6	Evaluating the stakeholders' power	13	42	20	75	157	2.093	0.419	6^{TH}
	Determining the stakeholders' knowledge	21	20	43	75	251	3.347	0.447	7th
7	Determining the stakeholders proximity		53	22	75	284	3.787	0.437	8^{th}
8	Understanding the stakeholders' urgency	\leq	53	22	75	298	3.97 <mark>3</mark>	0. <mark>3</mark> 95	9 th
	Decision making		-				12	-/-	
1	Transparent evaluation of the alternative solution			75	75	375	5	1	1 ST
2	Formulating appropriate strategies	25	18	57	75	357	4.76	0.952	2 ND
3	Change of government policies		16	59	75	353	4.71	0.932	3 RD
	Action and evaluation								
1	Flexibility in the implementing strategy		12	63	75	363	4.84	0.968	1 ST
2	Implementing the strategy based on schedule plans		22	53	75	353	4.707	0.941	2 ND

3	Evaluation of the stakeholder satisfaction	9	53	13	75	154	2.053	0.411	3 RD
	Continuous Support								
1	Analyzing the change of multiple stakeholder engagement		63	12	75	312	4.16	0.832	1^{ST}
2	Promoting a good relationship among stakeholders	5	35	35	75	266	3.547	0.709	2^{ND}
3	Obtain support assistant from higher authorities		5	70	75	355	4.61	0.93	3 RD
4	Maintain alignment between or among	64	5	6	75	92	1.227	0.245	4^{TH}
5	Mutual trust and respect amongst the stakeholders	61	14	0	75	89	1.187	0.237	5^{TH}
6	Reduce the uncertainty	13	42	20	75	157	2.093	0.219	6 TH
7	Communication with the engaging stakeholder properly	64	5	6	75	92	1.227	0.211	7 TH
8	Stakeholder involvement in decision-making	5	47	23	75	171	2.28	0.208	8 TH

Source field survey, (2018)

4.4 Challenges Associated with Effective Stakeholder Management in the Ghanaian Construction Industry

This section of the questionnaire sought to give respondents the opportunity to show by indicating on a five point Likert scale challenges faced by the construction personnel in the course ensuring effective stakeholder management.

The one sample t-test was used to establish the relative significance of the variables. Ahadzie (2007) purports that for a usual one sample t-test, the mean of the test group, degree of freedom for the test (an approximate of the sample size), the t-value (strength of test) and the p-value (probability of test being significant) are reported usually. Moreover, the mean for each variable with its corresponding standard deviation and standard error are presented. The significance level was set at 95% in accordance with predictable levels of risk. This is premised on the five point Likert scale rating where a success variable is deemed important if its mean was equal to or more than 3.5 (Field, 2005). The standard error is the standard deviation of sample means and it is a measure of how likely a sample is representative of the population (Field, 2005). Hence, a large standard error suggests a high degree of variability between means of different samples and a small standard error indicates that most sample means are similar to the population mean, therefore the sample is likely to be an accurate reflection of the population (Ibid). Standard deviation values of less than 1.0 indicate consistency in agreement among the respondents of the reported level of results (Ibid).

From **Table 4.4.1** all the variables, have mean values above the test mean of 3.5, it is reasonable therefore to conclude that they constitute challenges faced by the construction personnel especially the design team in the course adoption of challenges associated with effective stakeholder management in the Ghanaian construction industry.

The standard error associated with some the means are close to zero whiles the others are equal to zero suggesting that the sample chosen is an accurate reflection of the population. As a final argument, from the results in **Table 4.4.1** most standard deviations of a recognized percentage are less than 1.0 indicating that, there is little degree of variability in the data collected and consistency in agreement among the respondents. This therefore implies that there is consistency in agreement between the respondents' interpretations of these outlined challenges.

NO

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CHALLENGES	Ν	Mean	Std. Deviation
Globalization	75	4.39	.655
Effective Knowledge Transfer	75	4.80	.569
Organizational Policy	75	4.91	.293
Project manager competencies	75	2.59	1.001^{*}
Transparent evaluation of alternative solutions based on stakeholder concerns	75	4.84	.369
ineffective communication between the project and its stakeholder	75	4.19	.512
Setting common goals and objectives for the project	75	4.33	.577
Exploring stakeholder needs and expectations	75	4.35	.581
Proper and frequent communication with the engaging stakeholder	75	4.52	.503
Implementing the strategy based on schedule plans.	75	2.57	.000ª
Mutual trust and respect amongst the stakeholders	75	4.00	.000 ^a
Formulate strategy to deal with stakeholder	75	3.67	1.131*
Managing stakeholder with corporate social responsibility	75 16 th	2.54	.333
Identifying stakeholders	75 17 th	2.48	.215
Assessing stakeholders' attitudes	75 14 th	2.46	.000ª
Obtain support from higher authorities	75 18 th	2.52	.412
Keeping and promoting an ongoing relationship with stakeholders	75 15 th	2.44	.356
Evaluating stakeholder legitimacy	75 19 th	2.50	.525
Predicting the influence of stakeholders	75 21th	2.40	.332
Understanding areas of stakeholders' interests	75 20 th	2.36	.000ª
Stakeholder involvement in decision- making	75 12 th	2.38	.231

Table 4.10 Challenges Associated with Stakeholder Management

From the t-test table, the p-value is for two-tailed test and since the study is interested

in one-tailed test, the p-values are divided by two. The results of the challenges are

detailed in Table 4.4.2

Table 4.11 One-Sample Test

Challenges Associated with Effective Stakeholder Management in the Ghanaian Construction Industry

	Test Value = 3.5					
	t	df	Sig.	Mean	95% Confiden	ce Interval of
CHALLENGES			(2-	Difference	the Dif	Terence
			tailed)		Lower	Upper
Globalization	11.716	74	.000	.887	.74	1.04
Effective Knowledge Transfer	19.769	74	.000	1.300	1.17	1.43
Organizational Policy	41.597	74	.000	1.407	1.34	1.47
Project manager competencies	-7.900	74	.000	913	-1.14	68
Transparent evaluation of alternative solutions	31.443	74	.000	1.340	1.26	1.42
based on stakeholder concerns						
ineffective communication between the project	11.618	74	.000	.687	.57	.80
and its stakeholder						
Setting common goals and objectives for the	12.500	74	.000	.833	.70	.97
project						
Exploring stakeholder needs and expectations	12.618	74	.000	.847	.71	.98
Proper and frequent communication with the	17.563	74	.000	1.020	.90	1.14
engaging stakeholder						
Implementing the strategy based on schedule	1.276	74	.206	.167	09	.43
plans.						
Mutual trust and respect amongst the	19.769	74	.000	.887	.74	1.04
stakeholders						
Formulate strategy to deal with stakeholder	41.597	74	.000	1.300	1.17	1.43
Managing stakeholder with corporate social	-7.900	74	.000	1.407	1.34	1.47
responsibility						
Identifying stakeholders	31.443	74	.000	913	-1.14	68
Assessing stakeholders' attitudes	11.618	74	.000	1.340	1.26	1.42
Obtain support from higher authorities	12.500	74	.000	.687	.57	.80
Keeping and promoting an ongoing relationship	12.618	74	.000	.833	.70	.97
with stakeholders						
Evaluating stakeholder legitimacy	17.563	74	.000	.847	.71	.98
Predicting the influence of stakeholders	1.276	74	.000	1.020	.90	1.14
Understanding areas of stakeholders' interests	19.769	74	.000	.167	09	.43
Stakeholder involvement in decision-making	41.597	74	.000	.887	.74	1.04

Source: field survey (2018)

The initial descriptive analysis of the results indicates that there is a consensus between respondents' views and the identified variables as being the challenges faced by the construction personnel's team in the course undertaking effective stakeholder management on the Ghanaian construction projects. It was therefore necessary to test the data with an appropriate statistical method to confirm the statistical significance of the strategies. The mean scores were compared to a hypothesized mean of 3.5 (as noted previously) to know the level of importance respondents regarding challenges faced by the construction personnel's in effective stakeholder management.

From **Table 4.5.3**, *Organizational Policy* was ranked as the first and most crucial challenge with a mean score of 4.91 with a corresponding level of significance at 0.000, making it a statistically significant challenge with regards to the issue of effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.293, indicating the existence of agreement between responses. It was argued that the policy of an organization plays a major role as to seriously factor the opinions and concerns of the stakeholders of any given project. Hence can be said that in Ghana there is the need for organizations to revise their policies and begin to understand the direct and indirect implication that comes with poor stakeholder management.

Transparent evaluation of alternative solutions based on stakeholder concerns 2^{nd} , with a mean score 4.84 well above the hypothesized and a corresponding level of significance at 0.000, making it a statistically significant challenge with the issue of stakeholder management. It also recorded a standard deviation of .0369 which is less than one.

Ranking 3^{rd} was *Effective Knowledge Transfer* with a mean score of 4.80 with a corresponding level of significance at 0.000, making it a statistically significant challenge with the issue of stakeholder management. It also recorded a standard deviation of 0.569, indicating the existence of agreement between responses. Therefore, the lack of effective Knowledge Transfer among stakeholders in the Ghanaian construction industry is a challenge to effective stakeholder management.

Lack of Proper and frequent communication with the external stakeholder was ranked as the 4th significant challenge. It recorded a mean score of 4.52 and a standard deviation of 0.503, with a corresponding level of significance at 0.000, making it a statistically significant. Researchers argued that in the attempt to adopt stakeholder management in the construction industry, the Lack Proper and frequent communication with the engaging stakeholder could be a great challenge and this has been the case in the Ghanaian construction industry.

Again as seen from **Table 4.5.3**, Globalization was ranked as the 5th important among the challenges associated effective stakeholder management in the Ghanaian construction industry and this is evidenced with a mean score of 4.39 with a corresponding level of significance at 0.000, making it a statistically significant challenge. It also recorded a standard deviation of 0.655, indicating the existence of agreement between responses. Roginski, (2011) argued that effective stakeholder management can be can be encouraged through Reluctance to train staff or initiate new work flows.

Exploring stakeholder needs and expectations ranked 6th, with a mean score 4.35 well above the hypothesized and a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian

construction industry. Here again, it recorded a standard deviation of .581 which is less than one and hence confirming the strong level of agreement among the respondents.

Ranking 7th *Setting common goals and objectives for the project* with a mean score of *4.33* with a corresponding level of significance at 0.000, making it a statistically challenge in effective stakeholder management. It also recorded a standard deviation of *0.577*, indicating the existence of agreement between responses. Therefore, there is lack of exploring stakeholder needs and expectations in the matters of effective stakeholder management in Ghanaian construction projects. And hence it is a contributing factor to the challenges in effective stakeholder management in the Ghanaian construction industry.

Ineffective communication between the project and its stakeholder ranked as the 8th challenge. It recorded a mean score of 4.19 and a standard deviation of 0.512, with a corresponding level of significance at 0.000, making it a statistically significant. Liu and Hsieh, (2011) argue that in order to promote effective stakeholder management the challenge of ineffective communication between the project and its stakeholder in the project must be annulated.

Mutual trust and respect amongst the stakeholders was ranked as the 9th among the challenges with a mean score of 4.00 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Formulate strategy to deal with stakeholder ranked 10th, with a mean score 3.67 well above the hypothesized and a corresponding level of significance at 0.000, making it a statistically significant strategy to the improvement of effective stakeholder management. It also recorded a standard deviation of 1.131 which is more than one indicating that there is no consensus between the responses of respondents concerning this variable. It was also discarded on the grounds that it was not a significant challenge.

Ranking 11th was *Project manager competencies* attained a mean scores of 2.59 with a corresponding level of significance at 0.000, making it a statistically significant challenge in effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 1.001, which is more than one indicating that there is no consensus between the responses of respondents concerning this variable. It was also discarded on the grounds that it was not a significant challenge.

Again, among the challenges, Ranking 12th was *implementing the strategy based on schedule plans* which attained a mean score of 2.57 with a corresponding level of significance at 0.000, making it a statistically significant strategy to the improvement effective stakeholder. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Managing stakeholder with corporate social responsibility was ranked as the 13th among the challenges with a mean score of 2.54 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Obtain support from higher authorities was ranked as the 14th among the challenges with a mean score of 2.52 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Evaluating stakeholder legitimacy was ranked as the 15th among the challenges with a mean score of 2.50 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Identifying stakeholders was ranked as the 16th among the challenges with a mean score of 2.48 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Assessing stakeholders' attitudes was ranked as the 17th among the challenges with a mean score of 2.46 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Keeping and promoting an ongoing relationship with stakeholders was ranked as the 18^{th} among the challenges with a mean score of 2.44 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Predicting the influence of stakeholders was ranked as the 19th among the challenges with a mean score of 2.40 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the

Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Stakeholder involvement in decision-making was ranked as the 20^{th} among the challenges with a mean score of 2.38 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

Understanding areas of stakeholders' interests was ranked as the 21^{st} among the challenges with a mean score of 2.36 with a corresponding level of significance at 0.000, making it a statistically significant challenge to effective stakeholder management in the Ghanaian construction industry. It also recorded a standard deviation of 0.000, indicating the existence of agreement between responses.

CHALLENGES	Mean	Std. Deviation	ranking	Sig. (1- tailed)	Statistically significant
Organizational Policy	4.91	.293	1^{st}	.000	Yes
Transparent evaluation of alternative	4.84	.369	2^{nd}	.000	Yes
solutions based on stakeholder concerns					
Effective Knowledge Transfer	4.80	.569	3 rd	.000	Yes
Proper and frequent communication with the	4.52	.503	4^{th}	.000	Yes
engaging stakeholder					
Globalization	4.39	.655	5^{th}	.000	Yes
Exploring stakeholder needs and expectations	4.35	.581	6 th	.000	Yes
Setting common goals and objectives for the project	4.33	.577	7 th	.000	Yes
Ineffective communication with the	4.19	.512	8^{th}	.000	Yes
engaging stakeholder.					
Mutual trust and respect amongst the	4.00	.000 ^a	9^{th}	.000	Yes
stakeholders					
Formulate strategy to deal with stakeholder	3.67	1.131	10 th	.000	no

 Table 4.12: Challenges Associated with Effective Stakeholder Management in the Ghanaian Construction Industry

Source: field survey (2018)

SECTION D: STRATEGIES FOR EFFECTIVE STAKEHOLDER IN THE GHANAIAN CONSTRUCTION INDUSTRY.

Strategies for effective stakeholder management have been outlined in **Table 4.5.1**. Respondents were asked to rank the outlined strategies that can effective stakeholder management on Ghanaian construction projects on a Likert scale 1 - 5; 1 = not important, 2 = less important, 3 = neutral, 4 = important and 5 = very important. The mean as well as RII scores of all seventy-five (75) respondents were calculated for each competence and have been presented in the table. Respondents were asked to rate in their opinion the level of importance of the below sated strategies.

From the results in the table, *define your stakeholders* is the most significant benefits of stakeholder management obtaining a RII of *1.000* and a mean of *5.000*. This is to say that, engage your team in identifying who should be included in stakeholder management. Define at what point in the project key stakeholders need to be involved, and add this to the plan; the earlier the better.

Public Prioritizing stakeholders by level of influence allows time resources to be dedicated accordingly. Give stakeholders an opportunity to voice their priorities ranked 2nd with a RII of 0.987 and a mean of 4.933. Hence, if you have no intention of directly implementing a stakeholder's ideas, don't ask for direct input. Instead, let stakeholders give general comments via a survey. This gives stakeholders an opportunity to voice their priorities. As a follow-up to the survey, issue a few general public comments about the suggestions people made and the actions you took to respond.

The Government and private agencies must move away from 'paper-based' procurement approaches continually assess the stakeholders' expectations and desires ranked 3rd, with RII of 0.981 and a mean of 4.907. This can be achieved by asking stakeholders to provide suggestions. Remembering that if you ask their opinion, they expect

you to consider it. The simple act of asking will make them feel valued. It shows that you considered their input, and this makes stakeholders less likely to treat you poorly in their comments.

Again as shown in **Table 4.5.1**, *More Training and education on the concept of stakeholder management* ranked 4th with RII of 0.973 and a mean of 4.867.

Most importantly, treat stakeholders with sincere interest, and show respect for their ideas. They're likely to return the favor ranked 5th with an RII of 0.960 with a mean of 4.800.

Finally, *match a team member to each stakeholder, and task your team member with keeping in touch with the stakeholder* ranked 6th with an RII of 0.896 and a mean score of 4.480.



Table 4.13: Strategies for Effective Stakeholder in the Ghanaian Construction Industry

		FREQUENCY OF RANKING			TOTAL	214/	MFAN	DII	PANKINC		
NO.	STRATAGIES	1	2	3	4	5	IUIAL	IOIAL SW	NILAN	KII	KANKING
1	Define your stakeholders. Engage your team in identifying who should be included in stakeholder management. Define at what point in the project key stakeholders need to be involved, and add this to the plan; the earlier the better.				l	75	75	375	5.000	1.000	1 st
2	Give stakeholders an opportunity to voice their priorities. If you have no intention of directly implementing a stakeholder's ideas, don't ask for direct input. Instead, let stakeholders give general comments via a survey. This gives stakeholders an opportunity to voice their priorities. As a follow-up to the survey, issue a few general public comments about the suggestions people made and the actions you took to respond.				5	70	75	370	4.933	0.987	2 nd
3	Continually assess the stakeholders' expectations and desires. Ask stakeholders to provide suggestions. Remembering that if you ask their opinion, they expect you to consider it. The simple act of asking will make them feel valued. It shows that you considered their input, and this makes stakeholders less likely to treat you poorly in their comments.	V. IVANNA	TAN S	2006	7	68	75	368	4.907	0.981	3 rd
4	More Training and education on the concept of stakeholder management.	~		Ň	10	65	75	365	4.867	0.973	4 th
5	Most importantly, treat stakeholders with sincere interest, and show respect for their ideas. They're likely to return the favor.	1		3	9	63	75	360	4.800	0.960	5 th
6	Match a team member to each stakeholder, and task your team member with keeping in touch with the stakeholder.	2	51		39	36	75	336	4.480	0.896	6 th

Source: field survey (2018)

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This dissertation essentially delved into the effects of stakeholder management in the Ghanaian construction industry of which it is divided into five (5) independent but interrelated chapters. The aim of this research as indicated in chapter one is to assess the effects of stakeholder management in the Ghanaian construction industry which will ultimately contribute to the improvement in the Ghanaian construction industry. The study also sought to benefits of effective stakeholder management, challenges associated with effective stakeholders' management, and strategies in effectively managing stakeholders during construction project in the Ghanaian construction industry.

This chapter summarizes the study's findings and provides evidence based recommendations of the researcher based on the findings of the study. This section ends with recommendations for further research and the conclusion of the study.

5.2 REVIEW OF RESEARCH OBJECTIVES

The aim of this research is to assess the effects of stakeholder management in the Ghanaian construction industry which will ultimately contribute to the improvement in the Ghanaian construction industry. In pursuing this aim, three objectives were set out. The achievement of each of the three research objectives is set out in the following subsections.

5.2.1 Review of First Objective

The first objective was to identify the stakeholder management practices adopted by Dream realty in the execution of the Octagon project. This objective has been achieved by first asking respondents rank of a Likert scale their awareness and perception of the concept as well as the stakeholder's management approach adopted in the execution of the Octagon project by indicating how well they agree with the listed stakeholder management practices as document in literature. As a result, respondents submitted they have fair knowledge and not too versed in it. Six (6) major stakeholder management practices were identified that conformed to existing literature and was used as a basis for the questionnaires. The results from respondents were ranked using the Relative Importance Index method.

5.2.2 Review of Second Objective

The second objective was identifying the challenges associated with effective stakeholders' management in the Ghanaian construction industry. Respondents were asked to indicate the level of significance of challenges drawn from existing literature pertaining effective stakeholder management in the Ghanaian construction industry. Results from respondents were ranked using the one sample T-test.

5.2.3 Review of Third Objective

The third objective was to propose strategies in effective stakeholder management in the Ghanaian construction industry. To attain this objective an extensive literature enquiry was carried out on the critical challenges in effective stakeholder management in the Ghanaian construction industry. Arising from this enquiry were seven (7) strategies to facilitate the effective stakeholder management during construction project in the Ghanaian construction industry. Afterwards, respondents were asked to rank these strategies on how important they were to the minimization of the challenges in effective stakeholder management in Ghanaian construction industry. After analysis of responses using the Relative importance index (RII), all the strategies extracted from existing literature were found out to be significant to the minimization of the challenges in effective stakeholder management in Ghanaian construction industry.

5.3 SUMMARY OF FINDINGS

Results showed that the low level of understanding of respondents on the concept of effective stakeholder management in the Ghanaian construction setting is a clear reflection of the low level of this important aspect of management in Ghanaian construction projects, hence, majority of the respondents have a fair idea about it. However, with their limited practice of this aspect of management, they opined that it is very important and necessary for advancement in the Ghanaian construction industry. It can therefore be seen from the table that 29 representing 38.7% of the respondent believe they understand stakeholder management deeply through reading and taught courses. 4 representing a total of 5.3% respondents have only read about it while another 37 respondents representing 49.3% have a fair knowledge about the concept.

Also 5 respondent representing 6.7 % is just aware of it.

2. Finding of the study revealed that, stakeholder management was a major concern during the execution of the Octagon project and for that matter management made sure that the following stakeholder management approach was adopted in order to prevent any interruptions that might impede project performance. The stakeholder practices that were adopted included the following as indicated in table 5.1 below:

Stake holder management	Actions		
practice			
Predicting the influence of	1. Analyzing conflict and coalitions among	1^{st}	
stakeholders	stakenoiders.		
	2. Evaluating the stakeholders' power.		
	3. Evaluating the stakeholder legitimacy.		
	4. Understanding the stakeholders' urgency.	1	
Decision making	1. Transparent evaluation of the alternative solution	2 nd	
	2. Change of government policies		
	3. Formulating appropriate strategies		
Top Management Support	1. Managing Stakeholders with corporate social responsibilities	3 rd	
	2 Elevible project organization		
	3 Project Managers competences		
Continuous Support	1. Communication with the engaging	∕th	
Continuous Support	stakeholder properly	4	
	2 Stakeholder involvement in decision making		
	2. Stakeholder involvement in decision-making 3. Promoting a good relationship among		
	stakeholders		
	4. Analyzing the change of multiple stakeholder engagement		
	5. Obtain support assistant from higher		
	authorities		
	6. Mutual trust and respect amongst the		
	stakeholders		
	7. Reduce the uncertainty		
	8. Maintain alignment between or among		
Information Input	1. Setting common goals and objectives of the	5 th	
	project.	-	
	2. Identifying stakeholders.		
	3. Exploring the stakeholder needs and		
	expectation.		
Action and evaluation	1. Implementing the strategy based on schedule	6 th	
1212	plans.	-	
THE A	2. Flexibility in the implementing strategy.		
S	3. Evaluation of the stakeholder satisfaction		
10	or Draidation of the stateholder satisfaction.	L	

Table 5.1 Stakeholder Management Practices

Source: field survey, (2018)

3. Twenty-one (21) challenges were identified to have been facing construction personnel in the course of effective stakeholder management in the Ghanaian construction industry. The following five were the most dominant among the rest; globalization, effective knowledge transfer, organizational policy, project

management competencies and transparent evaluation of alternative solutions based on stakeholder concerns.

4. Lastly, the study identified six (6) strategies to facilitate the adoption and effective stakeholder management during project in the Ghanaian construction industry as indicated in Figure 5.3.1

Table 5.2: findings of challenges associated with effective stakeholder management Source: field survey (2018)

Strategies to strategies to minimize the challenges in effective stakeholder

 Define your stakeholders. Engage your team in identifying who should be included in stakeholder management. Define at what point in the project key stakeholders need to be involved, and add this to the plan; the earlier the better. 2. Give stakeholders an opportunity to voice their priorities.

If you have no intention of directly implementing a stakeholder's ideas, don't ask for direct input. Instead, let stakeholders give general comments via a survey. As a followup to the survey, issue a few general public comments about the suggestions people made and the actions you took to respond.

3. Continually assess the stakeholders' expectations and desires. Ask stakeholders to provide suggestions. Remembering that if you ask their opinion, they expect you to consider it.

4. More Training and education on the concept of stakeholder management.

5. Most importantly, treat stakeholders with sincere interest, and show respect for their ideas. They're likely to return the favor.

6. Match a team member to each stakeholder, and task your team member with keeping in touch with the stakeholder.

Figure 5.1: Strategies to minimize the challenges in effective stakeholder management.

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5.4 RECOMMENDATIONS

Management of various construction firms together with stakeholders must make all the necessary effort in the event of stakeholder management in order to allow the smooth and successful accomplishment of construction project objectives. There is also the need to address a number of key issues to ensure that they maximize the benefits outlined earlier. To ensure that stakeholder management is tailored to its specific objectives. It is recommended that, considerations in effective stakeholder management should include the following:

- 1. Improvements in education on stakeholder management for professionals in construction industry and then availability of a robust project development process, which is documented, adaptable, periodically evaluated;
- 2. Provision of incentives for collaborative working and existence of an organizational framework and policies that support both individuals and teams, and enables the project development process to be controlled;
- 3. A demonstration from clients to showcase the benefits of the approach as well as the need for a clear business strategy that outlines an organization's objectives with regard to interaction with clients and other project team members;
- 4. The establishment of strategic alliances and partnership. The strategies should be appropriate for team formation and operation, including the need to ensure that team members understand their roles and work towards a common purpose.

Furthermore, efforts should be made to ensure appropriate selection and delegation of authority to team leaders, appropriate guidelines for maintaining team discipline, provision of training to enable team members to fulfill their roles and the institution of reward structures that recognize both individual and team achievements, maintaining focus on the client's requirements and having the capacity to respond to any changes that might occur, institution of appropriate procedures and policies for quality assurance, development of designs that are flexible, robust and informed by the client's requirements and the use of an integrated project model and systems that facilitate integration between members of a project team.

The earlier list is not exhaustive but includes the majority of issues that need to be considered. It should also be pointed out that there are many barriers to effective stakeholder management in construction, and consideration needs to be given to overcoming these to ensure successful stakeholder management endeavors during the Ghanaian construction projects.

5.5 CONCLUSION

Effective and formal stakeholder management process is critical in achieving stakeholder needs and satisfaction, an important project success factor. Developed countries construction industries have embraced stakeholder management as a soft project management skill and consequently developed suitable approaches for improved project delivery though developing countries are yet. Studies have associated project failures to poor stakeholders' performance, the absence of formal stakeholder management process, industry challenges and lack of proper documentation in developing countries such as Ghana. To overcome some of this challenge this study through an extensive review of literature has identified some strategies to overcome these challenges and promote effective construction stakeholder management in the Ghanaian construction setting.

5.6 RECOMMENDATION FOR FUTURE RESEARCH

Further research can be undertaken to identify the reason why the of effective stakeholder management is has not been well practiced in the Ghanaian construction industry



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APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY DEPARTMENT OF BUILDING TECHNOLOGY BSC CONSTRUCTION TECHNOLOGY AND MANAGEMENT; BSC QUANTITY SURVEYING AND CONSTRUCTION ECONOMICS

QUESTIONNAIRE

THE EFFECTS OF STAKEHOLDER MANAGEMENT IN THE GHANAIAN CONSTRUCTION INDUSTRY

This questionnaire forms part of a BSc research being undertaken at the Kwame

Nkrumah

University of Science and technology.

The purpose of the questionnaire is to enable the achievement of the following

research objectives:

- 1. To identify the effective stakeholders management practices adopted by Dreamralty Ghana in the execution of the Octagon project.
- 2. To identify the challenges associated with effective stakeholders' management in the Ghanaian construction industry.
- 3. To identify the strategies in effectively managing stakeholders in the Ghanaian construction industry.

Your assistance in answering the questions set out below would be much appreciated. Please do not leave any identification marks on the forms in order that the replies remain anonymous. The information provided will be used solely for academic purposes and will be treated confidentially.

SANE

NO

Thank you.

For any enquiries please contact;

Tel. No: +233..... Email: Please provide the correct information by ticking $[\sqrt{}]$ in the appropriate box and fill in the blank

Spaces where necessary.

SECTION A: BACKGROUNG INFORMATION OF RESPONDENT

- 1. Academic Qualification:
 - a. SSCE
 - b. HND
 - c. BSC
 - d. MSC
 - e. PHD
- 2. Occupation:
 - a. Manager
 - b. Engineer
 - c. Architect
 - d. Surveyor
 - e. Accountant
 - f. Procurement officer
- 3. How long have you worked in this firm?

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- a. Less than (1) year []
- b. 1–5 years
- c. 6-10 years
- d. Above 10 years []

OBJECTIVE ONE: BENEFITS OF EFFECTIVE STAKEHOLDERS MANAGEMENT IN THE GHANAIAN CONSTRUCTION INDUSTRY.

1. What is your level of understanding on the concept of stakeholders management:

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- a. Understand deeply through reading and taught courses
- b. Only read about it
- c. Fair knowledge about the concept
- d. Just aware of it
- e. No knowledge about it
- 2. What is your view on stakeholder management in the Ghanaian construction industry?
 - a. Very important
 - b. Important
 - c. Fairly Important
 - d. Not important
 - e. Do not know
 - 3. Have you ever being involved with stakeholder management on any construction project before?
 - a. Yes
 - b. No
 - 4. If yes please state your experience in terms of challenges and its success.

······

The following are stakeholder management approaches adopted in the construction industry. With your experience, kindly rank on a Likert scale of 1-5, the following stakeholder management approaches as adopted in the execution of the Octagon project.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

		1	2	3	4	5
	Predicting the influence of stakeholders					
1	Analysing conflict and coalitions among stakeholders					
1	Evaluating the stakeholders' power					
3	Evaluating the stakeholder legitimacy					
4	Understanding the stakeholders' urgency					
-	Decision making					
1	Transparent evaluation of the alternative solution		-	/		
2	Change of government policies	2				
3	Formulating appropriate strategies					
	Top Management Support					
1	Managing Stakeholders with corporate social responsibilities					
2	Flexible project organization					
3	Project Managers competences					
	Continuous Support	Z				
1	Communication with the engaging stakeholder properly	5/				
2	Stakeholder involvement in decision-making					
3	Promoting a good relationship among stakeholders					
4	Analysing the change of multiple stakeholder engagement					
5	Obtain support assistant from higher authorities					
6	Mutual trust and respect amongst the stakeholders					
7	Reduce the uncertainty					
8	Maintain alignment between or among					

	Information Input			
1	Setting common goals and objectives of the project			
2	Identifying stakeholders			
3	Exploring the stakeholder needs and expectation			
	Action and evaluation			
1	Implementing the strategy based on schedule plans			
2	Flexibility in the implementing strategy			
3	Evaluation of the stakeholder satisfaction			

OBJECTICE TWO: CHALLENGES ASSOCIATED WITH EFFECTIVE STAKEHOLDER MANAGEMENT IN THE GHANAIAN CONSTRUCTION

INDUSTRY Please in your own opinion, how will you rate the severity of the following challenges associated with effective stakeholder management use a scale of 1-5 as indicated in the table below?

1	2	3	4	5
Not severe	Less severe	Neutral	Severe	Very severe

	CHALLENGES	1	2	3	4	5
1	Globalization					
2	Effective Knowledge Transfer					
3	Organisational Policy					
4	Project manager competencies					
5	Transparent evaluation of alternative solutions based on stakeholder concerns					
6	ineffective communication between the project and its stakeholder					
7	Setting common goals and objectives for the project		7			
8	Exploring stakeholder needs and expectations	2	1			
9	Proper and frequent communication with the engaging stakeholder	1				
10	Implementing the strategy based on schedule plans					
11	Mutual trust and respect amongst the stakeholders					
12	Formulate strategy to deal with stakeholder					
13	Managing stakeholder with corporate social responsibility					
14	Identifying stakeholders					
15	Assessing stakeholders' attitudes					
16	Obtain support from higher authorities					
17	Keeping and promoting an ongoing relationship with stakeholders					
18	Evaluating stakeholder legitimacy					
19	Predicting the influence of stakeholders					
20	Understanding areas of stakeholders' interests					

21	Stakeholder involvement in decision-making			
24	Understand the stakeholders' urgency			

OBJECTIVE THREE: STRATEGIES IN EFFECTIVELY MANAGING STAKEHOLDERS IN THE GHANAIAN CONSTRUCTION INDUSTRY.

The following are strategies in effective stakeholder management. Kindly rank on a Likert scale of 1-5, the following strategies in effective stakeholder management.

1	2	3	4	5
Not important	Less important	Neutral	Important	Very Important

-

r				RANK		
NO.	STRATEGIES	1	2	3	4	5
	Define your stakeholders. Engage your team in identifying					
	who should be included in stakeholder management.					
	Define at what point in the project key stakeholders need					
	to be involved, and add this to the plan; the earlier the					
1	better.					
-	Match a team member to each stakeholder, and task your				_	
2	team member with keeping in touch with the stakeholder.	6		/		
-	The goal is to continually assess the stakeholders'	-			5	
	expectations and desires. Ask stakeholders to provide	1	1			
	suggestions. Remembering that if you ask their opinion,	-		1		
	they expect you to consider it. The simple act of asking	~	2			
	will make them feel valued. It shows that you considered	2				
	their input, and this makes stakeholders less likely to treat					
3	you poorly in their comments.					
	If you have no intention of directly implementing a			1		
	stakeholder's ideas, don't ask for direct input. Instead, let	_	1.5			
	stakeholders give general comments via a survey. This	1				
1	gives stakeholders an opportunity to voice their priorities.	/				
1-	As a follow-up to the survey, issue a few general public			5		
	comments about the suggestions people made and the	8	1 -	5		
4	actions you took to respond.		54	7		
	Most importantly, treat stakeholders with sincere interest,	-0	5			
	and show respect for their ideas. They're likely to return	5	-			
5	the favor.					
	SANE NO					