# AN EMPIRICAL ANALYSIS OF THE EFFECTS OF STAKEHOLDER MANAGEMENT ON CONSTRUCTION PROJECT DELIVERY: CASE-STUDY OF THE CONSTRUCTION OF ACCESS BANK HEAD OFFICE

By

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# DECLARATION

I hereby declare that this submission is my own work towards the MSc Project Management and that, to the best of my knowledge, it contains no materials previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made the in the thesis.

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# ABSTRACT

This current study was aimed at examining the effects of stakeholder management on project performance using the case study of the construction of Access Bank head office building in Accra. Objectives for the study included: to identify the stakeholder management strategies, policies and practices adopted on the project, to investigate the effects of stakeholder management on the project delivery and to establish the stakeholder management challenges encountered during the course of the head office project. To operationalize this broad objective, the case study approach was used and the study employed the purposive sampling technique which enabled the researcher to use their judgment and intuition to collect data from a specific group. A semi structured interview was administered to 4 (four) key personnel, thus the Project Consultant, the project Contractor and Access bank who were deemed to be informative, knowledgeable and could speak on the subject matter of the study. The data was collected in a week and the use of the Thematic analysis was applied to enable the study to detect the patterns and themes from the information gathered and in the process discuss the finding. The study found that there were many diverse stakeholders with a multiplicity of interests and expectations and that overall, these stakeholders were consulted and involved throughout the duration of the project. It was again found that project leaders and supervisors used different methods and practices to engage, involve and manage stakeholders. In relation to the second objective of establishing the effect of stakeholder management practices on project success at Access bank, it was found that overall; stakeholder management facilitated the timely delivery of the Head office Project. In relation to the third objective, it was established that the project team encountered several challenges such as language barriers, failure to identify certain stakeholders, delays in the release of funds, unreasonable demands and failure to meet regularly with salient stakeholders to discuss issues pertinent to the execution of the project. Recommendations made to improve upon Access bank's stakeholder strategies included the bank taking time and investing in the most appropriate methods of identifying specific stakeholder needs, that Access bank should employ different methods of identifying and communicating with different stakeholders so that they understand and appreciate all issues being discussed in relation to the project and that all team members on site should be regularly trained on key issues and areas such as safety, preservation of resources, waste reduction, and treatment of waste materials.

**Key Words**: *Stakeholder Management, Construction, Project Consultant, Contractor, Employees.*

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# ACKNOWLEDGEMENTS

## DEDICATION

I dedicate this work to my husband and children Edudzi, Etornam and Etriakor for their

immense support and all the days I had to be absent from home.

**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of the Study**

Projects are usually expensive to execute and it is therefore important that project organizations and project leaders alike identify the major entities, individuals and organizations that are likely to be affected by the project coming into being or who can also potentially affect the outcome of projects (Olander and Landin, 2008). These individuals, groups or entities are referred to as stakeholders. They are described as stakeholders because they often have stakes in the project and they are constantly fighting to safeguard or protect their interests and they do not give up until their needs, wants, concerns, issues and expectations are met or addressed (Anderson, 2010; Parmar, Freeman, Harrison, Wicks, Purnell and De Colle, 2010).

The reason why project organizations focus so much on stakeholders has to do with the power they weld and the influence they exert (Miller and Olleros, 2001). The importance of stakeholders in today's building and construction projects is so strong that no project worth its salt commences without identifying and analyzing those that have stake in the project and who may be affected by the project or who can change the project's outcome based on their behaviours, attitudes, actions and inactions (Littau, Jujagiri and Adlbrecht, 2010; Aaltonen andSivonen, 2009; Aaltonen, Kujala andSavage, 2015).

Based on the foregoing therefore, it can be said that stakeholders are indispensible to project success and that it is in the best interest of project organizations to always understand their stakeholders' needs and expectations if projects are to be delivered

within cost, time and to the expectations of project sponsors and financiers (Vaagaasar, 2011; Jepsen and Eskerod, 2009). Project success highly depends on the management of stakeholders'. So, it is necessary to consider the stakeholders' needs and requirements (Aaltonen et al., 2008). Stakeholders' have vital importance in projects and so stakeholder management has become a critical soft skill in projects (Littau et al., 2010). There are discussions about stakeholder management, stakeholder identification, stakeholder analysis and stakeholder managemernt strategies at the front end of a project (Olander and Landin, 2008). However, it is impossible to identify and recognize all salient stakeholders at the beginning of projects as these might change depending on the project dynamics (Parmar et al. 2010). One cannot plan the management for the whole project course at the beginning level of the project (Andersen, 2010; Jepsen and Eskerod, 2009). The stakeholder management and strategies must be flexible according to the changing project environment (Vaagaasar, 2011). The focal organization should apply specific stakeholder management and strategies based on the projects complexity and the stakeholders in hand (Parmar et al., 2010).

## 1.2 Statement of the Problem

It is without doubt based on discussions above that today' project organization finds itself in an era where stakeholders more than ever before are more powerful, influential and can make or break the realization of stated project outcomes. As pointed out by Yang (2010) and Kolk and Pinkse (2006), there are many stakeholders for a given project and it is important that firms and their project leaders invest in resources that ensures effective identification and accurate assessment of stakeholders' legitimacy, influence, power and authority (Atkin and

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Skitmore, 2008; Freeman and McVea, 2001; Jones, 1995). Irrespective of which ever perspective or school that a firm subscribes to, stakeholder identification, analysis and management is non-negotiable (Achterkamp and Vos, 2008).

The Ghanaian banking sector since the liberation of the sector about two decades ago witnessed an unprecedented influx of both sub-regional banks as well as banks from other parts of the continent and the world (Tobbin and Kuwornu, 2011). To deal with the fierce competition in the industry, banks have embarked upon huge expansion projects to ensure that they effectively reach their target markets. Banks as pointed by Domeher, Frimpong and Appiah (2014), banks in the country have been increasing their branch networks while others are changing their Head Offices by building news.

Unfortunately however, even though the issue of stakeholder identification and management is seen as topical, there is limited academic literature from a Ghanaian perspective. Most of the available literature focuses on advanced and developed nations such as Yang (2010), Mok et al. (2013) and Parmar et al. (2010). Thus, there was a gap in the study especially from a Ghanaian banking perspective and it was in bridging this gap that this study was embarked upon.

**1.3 Aims and Objectives of the Study**

**1.3.1 Aims of the Study**

The aim of this study was to examine the effects of stakeholder management on project performance using the case study of the construction of Access Bank head office building in Accra.

**1.3.2 Objectives of the Study**

To operationalize this study's aims, the following specific objectives were established:

1. To identify the stakeholder management strategies, policies and practices adopted on the project

2. To investigate the effect of stakeholder management on project delivery

3. To establish the stakeholder management challenges encountered during the course of the Head Office project.

**1.4    Research Questions**

Based on the above stated objectives, the following research questions were posed:

1. What are the stakeholder management strategies, policies and practices adopted on the project?

2. What are the effect of stakeholder management on project delivery?

3. What are the stakeholder management challenges encountered during the course of the Head Office project?

**1.5 Significance of the Study**

This study's importance can be appreciated when looked from the perspective of Access Bank in particular, other project organizations, and state policy formulation and future studies. In particular, the study is of significance to Access Bank in the sense that the bank is always embarking on branch expansion projects and lessons learnt from this study will therefore inform stakeholder strategies and policies to be adopted. In effect, the outcome of this study will help Access Bank improve upon its stakeholder engagement practices and policies and by so doing, helping the firm to complete its projects on schedule, within cost and to the specification and expectation of top management.

Another significance of the study can be seen from the perspective of other governmental and state organizations. The findings of the study will therefore help formulate stakeholder engagement policies that will guide state organizations to improve upon their stakeholder engagement and management processes. Finally, it is the conviction of the study that this study will also serve other researchers who want to conduct a study into the concept of stakeholder management in project delivery. That is the findings of the study will serve as source of reference for further study.

**1.6 Scope of the Study**

The current study sought to examine the effects of stakeholder management on project performance. The focus was on the consultant's team, the contractor and client as the major stakeholder. These stakeholders played key roles in the management and execution of the project. Respondents were selected among

construction professionals such as project managers, contractors, quantity surveyors, Architects from the consultants and the contractor's outfit etc. Geographically, the study selects respondents based in the Accra Metropolis.

**1.7 Organization of the Study**

This study was structured along five main chapters. Chapter one introduced the study and also discussed the problem statement, research objectives and questions, significance, the scope and the structure. In chapter, the study focused on reviewing the literature on stakeholder management and its effects on construction project delivery and other relevant literature on the subject. Chapter three explained the research methodology. This comprised the explanation of the research strategy, study population, sample and sampling technique, data collection and analysis tools. Chapter four presented the results of the study and discussions on the key findings. Chapter five presented the summary of the study's major findings, the conclusion and recommendations that were deemed suitable to ensure effective stakeholder management at Access Bank .

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

This chapter reviewed the literature on the concept of stakeholder management. It among other things defined and explained the stakeholder concept, the different theories of stakeholder management, the process of identifying and managing stakeholders and also focused on reviewing the effect of stakeholder management on project success.

### 2.2 Conceptual Review

### 2.2.1  Understanding Stakeholders

A stakeholder refers to any individual or group that maintains a stake in an organization in the way that a shareholder possesses shares (Fassin, 2009). Bourne (2005) have defined some stakeholders as individuals or groups who have an interest or some aspect of rights or ownership in the project, can contribute in the form of knowledge or support, or can impact or be impacted by, the project. Donaldson and Preston (1995) define stakeholders as "individuals or groups with legitimate interests in procedural and/or substantive aspects of corporate activity and are identified by their interests in the organization, whether the organization has any interest in them". Werther and Chandler (2011:34) said, "…these can include individuals and groups both inside and outside of the organization".

According to Newcombe (2003), project stakeholders are groups or individuals who have a stake in, or expectation of, the project's performance. Other definitions of stakeholders are – individuals possessing certain powers that can potentially

affect firms and their projects (Vaagaasar, 2011; Jepsen and Eskerod, 2009). Eden and Ackerman (1998) have further described stakeholders as those individuals, groups of people or even larger organizations that have the power to "respond to, negotiate with, and change the strategic future of the organization or project". Clarkson (1995) defines stakeholders as persons or groups that have, or claim, ownership rights, or interests in a corporation and its activities, be they past, present, or future.

Project stakeholders are individuals, groups or institutions that are likely to be effected or when they even perceive that certain decisions are likely to affect them by activities, projects, programmes and or portfolios (PMI, 2013a). Finally, stakeholders have been comprehensively defined as individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion" (Project Management Institute (PMI), 2013).

These definitions also point to the fact that when it suits them, stakeholders can through their actions, inactions, behavious and attitudes prevent projects from even commencing in the first place when their needs and demands are not met by the project organization (Jepsen and Eskerod, 2009). These definitions also bring out the fact that stakeholders have their interests to protect and they will not hesitate in going all the way to safeguard and protect these vested interests. Furthermore, it can be said that stakeholders' influence on projects can either be positive or negative. Their influence can be positive when they help projects to achieve their intended objectives within cost, schedule and expectations (Werther and Chandler,

2011) or negative when their actions leads to cost overruns, time overruns and not meeting the expectations of project sponsors or owners (Yang, 2010; Kolk and Pinkse, 2006).

Based on the above definitions again, it can be concluded that it is in the best interest of firms to know their stakeholders and try to understand what their fears, concerns and interests are in projects because failing to realize their needs is setting the project to fail right from the on-set (Johnson and Scholes, 2002; Nutt and Backoff Bryson, 1992; Bryson, 1995).

**2.2.2 Different Types of Stakeholders**

There are as many projects as there are stakeholders and therefore underlying the importance that projects must attach to their stakeholder engagement efforts (Newcombe, 2003). Stakeholders are ubiquitous, are many and have certain inherent powers, influence and authority that can make or break a project. Stakeholders can be employees, financiers, sponsors, communities, regulatory agencies, governments, suppliers, creditors, civil society organizations and so on (Johnson and Scholes, 2002; Nutt and Backoff Bryson, 1992; Bryson, 1995). There are two main types of stakeholders and these are internal and external stakeholders (Newcombe, 2003).

**Internal Stakeholders:** These are groups and individuals who are found within the project organization and usually include the board of directors, top management, and employees (Yang, 2010; Kolk and Pinkse, 2006). Internal stakeholders are important and they actually needed the support and commitment of top management to perform their functions. For instance, projects have to purchase

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certain materials, tools and equipment and it is the responsibility of those working in the purchasing and supply units to sell their needs to top management.

**External Stakeholders**: External stakeholders are all those individuals, groups and institutions that operate outside of the firm but whose influence and power can affect the operations of the project organization (Yang, 2010). External stakeholders typically include governmental agencies, regulatory agencies (such as the Environmental Protection Agency, Accra Metropolitan Assembly etc), financiers (banks and creditors), civil society organizations, community leaders, opinion leaders, associations set up to protect water bodies, the forest, and the general environment, suppliers, customers, users, consumers etc. External stakeholders have different and diverse needs, wants, concerns and issues that must be identified an addressed at all times if projects are to be delivered on time and within budget (Kolk and Pinkse, 2006).

For instance, users and customers' needs and expectations must be met if their loyalty and commitment is to be guaranteed. Failure to deliver and give what customers want lead to switching behaviours which may eventually affect sales and the bottom-line (Carrol and Buchholtz, 2006). Again, firms must be able to establish that rapport with their suppliers if they are to get materials, suppliers and tools on time to execute projects (Smith and Love, 2004). Similarly, the state and its regulatory agencies are so powerful and they actually determine whether a project will succeed or not. For instance, the AMA (Accra Metropolitan Authority) is responsible for issuing building permits and this process of obtaining building

permits can take time. Thus, if project leaders do not identify the needs and demands of the AMA, its building permit will delay and this inevitably will lead to the project not commencing on time.

According to Carrol and Buchholtz (2006), project stakeholders can be classified as primary of secondary – where primary stakeholders are those that the project needs to fully participate in the project or the project's objectives will not be achieved such as team members, contractors, consultants, sponsors and financiers. Secondary stakeholders on the other hand are not as influential and their failure to participate may not lead to the collapse of the project but may stall the project or even lead to cost overruns (Carrol and Buchholtz, 2006). Secondary stakeholders usually have no contractual relationship with the project organization even though the relationship with them is usually indirect (Smith and Love, 2004).

Another group of stakeholders have been mentioned and this are those entities, individuals and persons who may possibly affect or be affected by the project but who for certain reasons have not yet been identified and analyzed by the project managers (Kolk and Pinkse, 2006).

### 2.2.3 Typical Construction Sector Stakeholders

Typical construction projects are made up of different stakeholders who are responsible and charge of different roles; have different responsibilities, times, targets and objectives (Orlando and Landin, 2005). In spite of all these stakeholders with diverse backgrounds, they are expected to work together to achieve the project's overall objectives. This means that having diverse and multiple

stakeholders at the project site is no excuse for project delivery failures. This again therefore means that lead consultants and project managers must sharpen their team building skills to make all these groups gel and work together. This is where project stakeholder management becomes indispensable (PMI, 2013).

In construction projects, five main stakeholder groups are usually identified and these are clients, consultants, contractors and external entities. Actually, Chinyio and Olomolaiye (2015) have classified construction project stakeholders into internal stakeholders and external stakeholders. Internal stakeholders are clients, contractors and project consultants while any other party outside of the internal stakeholders is classified as external stakeholders (Chinyio and Olomolaiye, 2015). Again, stakeholders can either be said to be primary or secondary.

## 2.3 Theoretical Review

### 2.3.1 Normative Stakeholder theory

Normative Stakeholder theory contains theories of how managers or stakeholders should act and should view the purpose of organization, based on some ethical principle (Friedman 2006). For Donaldson and Preston (1995) the normative theory is the core of the stakeholder theory. Normative stakeholder theory involves the specification of what firms ought to do or should do, from an ethical and moral standpoint, in the treatment of shareholders and stakeholders. Stakeholders have intrinsic value and, as such, ought to be treated as "ends" in themselves and not just as means to an end (Evan and Freeman, 1983) as in a strictly instrumental approach. For them stakeholders have a legitimate interest in MNC's and their

interests have intrinsic value. But Freeman think that the idea of Donaldson and Preston suppose a separation between economics and ethics spheres.

### 2.3.2 Descriptive Stakeholder theory

This theory is concerned with how managers and stakeholders actually behave and how they view their actions and roles. The aim is to understand how managers deal with Stakeholders and how they represent their interests. The corporation is viewed as a constellation of interests, sometime competitive and sometime cooperative. The analytic theory will show how the MNC can deal with these divergent interests of stakeholders. Descriptive dimension of stakeholder theory; referred to the theory is used to describe, and sometimes to explain, specific corporate characteristics and behaviors. For example, stakeholder theory has been used to describe (a) the nature of the firm (Brenner and Cochran, 1991), (b) the way managers think about managing (Brenner and Molander, 1977), (c) how board members think about the interests of corporate constituencies (Wang and Dewhirst, 1992), and (d) how some corporations are actually managed (Kreiner and Bhambri, 1991), stakeholder identification (Mitchell et al. 1997). For Donaldson and Preston (1995), the theory holds that the organization is at the center of cooperation and competition, each with their intrinsic value. The descriptive aspect of stakeholder theory is used to describe and explain the characteristics and specific behaviors such as the nature of the firm.

### 2.3.3 Instrumental Stakeholder theory

The instrumental stakeholder theory deals with how managers should act if they want to flavor and work for their own interests. Study the organizational

consequences of taking into account stakeholders in management examining the connections between the practice of stakeholder management and the achievement of various corporate governance goals. Instrumental stakeholder theory; as part of the instrumental version, the stakeholders are discussed as factors enabling the company to achieve its objectives and enable leaders to meet their fiduciary obligations towards shareholders. (Jones, 1995) indicates that firms contracts with their stakeholders on the basis of cooperation and mutual trust grant a competitive advantage over those that do not. The rationale of instrumental stakeholder theory based on the effect of stakeholder consideration on firm‟s bottom line, and thus the stakeholders can be grouped into labor; customers; shareholders (Hill and Jones 1992; Clarkson, 1995; Jones 1995). (Margolis and Walsh, 2001a) affirmed that the instrumental stakeholder theory developed by (Jones, 1995), in order to link corporate responsibility to indicators of financial performance.

## 2.4 The Effect of Stakeholder Management on Project Delivery

Stakeholder management has been found to have positive effects on project delivery and outcomes.

According to Buertey et al. (2016), it is better to differentiate between stakeholders who have actual stake in the project because they can either influence project outcomes or they may be affected by project decisions while stake watchers (such as worker unions, environmentalists, civil society groups do not possess any stake at all in the project. Stake watchers actually protect the interests of real stakeholders

and that project outcomes do not affect them. Finally, there is a third group called stake keepers and this group possess no stake in the project per se, but they have strong influence and control over the project. Stake keepers include municipal authorities, governmental agencies, certification agencies and autonomous regulators (Zarewa, 2019).

Ekung et al. (2014) investigated the factors that influence construction stakeholders' engagement outcome. More specifically, this study sought to identify the severity of the factors affecting construction stakeholders' engagement in Nigeria. This study used both quantitative and qualitative techniques and data was collected from 186 respondents. The authors found that the factors that influence construction stakeholders' engagement outcome are – the gap between regulatory requirements and public expectations, location of projects, effect of cumulative development effects, poverty and lack of information disclosure.

El-Naway et al. (2015) sought to identify the most effective means of managing stakeholder relations within Egypt's construction projects. The study employed the survey method and data was collected from 136 project professionals. The authors established that there are ten critical factors that must exist for an effective stakeholder management to exist. These are – defining and formulating a clear statement of project missions; developing suitable strategies of managing stakeholders;  building trust between project leaders and the most engaged stakeholders in the project; identifying the needs and concerns of stakeholders

during projects; ensuring effective communications for all stakeholders, identifying stakeholders, promoting strong relationship; understanding areas of stakeholders' interest and prioritizing stakeholders based on then influence, authority and power.

## 2.5 Challenges of Stakeholders Management Practices

### 2.5.1 Language Barrier/Cultural

Language barrier and the inability of project team members to speak each other's language is one of the challenges of stakeholder management in today's projects (Giordano, Passarella, Uricchio and Vurro, 2007). Today, and due to globalization, different teams and individuals are assembled by project organizations to facilitate harnessing and leveraging on the diverse skills of these individuals (Eyiah-Botwe, Aigbavboa andThwala, 2016).

However, there is often a price to pay in the sense that these individuals are drawn from different countries and therefore speak different languages. This unfortunately makes project communications difficult and which even threatens how effective stakeholders are identified and managed (Lawan, 2016). Directly tied to the challenge of language barrier is cultural clashes and difference which similar to the language barrier prevents project team members from gelling and working together (Ekung, Okonkwo and Odesola, 2014). According to Lawan (2016), it is often common to have people who speak the same language and from the same cultures forming groups and leaving others out. This situation leads to people working in

silos and not facilitating effective management of stakeholders (Eyiah-Botwe et al. 2016).

### 2.5.2 Stakeholders Making Extreme Demands

Another major challenge of stakeholder management has to do with the extreme demands and expectations that some stakeholders possess and which therefore makes it difficult to come to a compromising point (El-Naway, Mahdi, Badway and Al-Deen, 2015). As pointed by Chinyio and Olomolaiye (2015), some stakeholders are so uncooperative that the whole process of managing these stakeholders is delayed.

A study by Mok et al. (2013) to determine the barriers of mega construction projects found that these projects due to their high complexity, high stakes and huge capital outlays tends to create an atmosphere of tension arising out of conflicting interest and inability of project leaders to exert their influence an authority.

### 2.5.3 Lack of Regular Meetings and Communications with Stakeholders

Effective stakeholder management entails meeting regularly with identified stakeholders to discuss issues pertaining to the progress of the project and where necessary to certain actions to address issues before they escalate. Unfortunately, this is not often the situation and project leaders fail to schedule regular meetings (Mok et al. 2013). This failure to regularly meet stakeholders means that project leaders miss good opportunities to nip in the bud any issues stakeholders may be habouring and this unfortunately leads to undesirable outcomes such as delays, cost

overruns and even sabotage. Based on the foregoing, it can be said that communicating with stakeholders is crucial to effective stakeholder management.

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Buertey et al. (2016) found in their study that stakeholder management is a challenge for most project organizations because they fail to involve stakeholders in the discussing of urgent issues. According to Bourne and Walker (2005), stakeholder management is also problematic because some stakeholders do not have the capacity to contribute effectively during discussions on technical matters and as a result, they are never invited to attend certain meetings. Again, project leaders fail to break things down to the levels of stakeholders with no technical backgrounds and all these contribute in stakeholders going against certain project tasks and objectives (Fox and Miller, 2006). According to Kastner (2010) there are three major sources of Stakeholder Management challenges:

1. *Unclear Stakeholders* – those who do not clearly articulate enough or who are not open and honest about their interests and expectations

2. *Unidentified Stakeholders* – those who were not identified early in the project

3. *Unreasonable Stakeholders* – those who do not embrace what some refer to as reasonable. Kastner (2010) goes on to expatiate on these three challenges and how a good project manager will address them;

Additional problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project (Kalsern, 2002). Results

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from earlier research have identified that in many projects, management of stakeholders lacks strategies, plans, and methods (Karlsen, 1998). Stakeholder management is often characterized by spontaneity and causal actions, which in some situations are not coordinated and discussed within the project team. The result of this practice is often an unpredictable outcome.

A study carried out by Karlsen (1998) revealed that stakeholders create both problems and uncertainty regarding project execution. From the research, such problems and uncertainties are caused by decisions that were not taken, unexpected changes in specifications, the client was too focused on details, the stakeholder did not understand his or her role in the project, political guidelines that were unexpected changed, and the end user did not know his or her needs.

Zarewa (2019) investigated how to improve the likelihood of realizing success in multifarious infrastructure projects delivery in Nigeria. The study used the Relative Importance Index (RII) as the data analysis method. It was found by the authors that the main challenges of stakeholder management include failing to appreciate stakeholders' expectations and concerns; failure on the part of some stakeholders to cooperate but rather make unreasonable demands; not being able to identify salient stakeholders; failure to identify potential conflicts areas; project managers not having ample knowledge of stakeholder management techniques; identifying stakeholders rather late in the project; giving wrong and false information to stakeholders; poor stakeholder engagement and involvement; conflicts with

stakeholders; stakeholders not understanding their roles and lack of equity and fairness.

A study by Mok et al. (2013) to determine the barriers of mega construction projects found that these projects due to their high complexity, high stakes and huge capital outlays tends to create an atmosphere of tension arising out of conflicting interest and inability of project leaders to exert their influence an authority.

## 2.6 Stakeholder Management

Stakeholder management (SM) plays a critical role in project performance in complex projects (CPs) as a key success factor (Beringer et al., 2012). Project stakeholder management has been described as the methodological identification, documentation, analysis and making plans of actions and activities to communicate with and influence stakeholders. This definition of stakeholder management is quite comprehensive and it clearly shows that stakeholders and their influence can better be managed when specific actions and protocols are established by management and project leaders (Buertey, Amofa and Atsrim, 2016).

This definition shows that stakeholder management is an elaborate process and that nothing is left to chance when it comes to the identification and documentation and analysis of who stakeholders are; what are their concerns and expectations, how powerful are they? How are they influenced by the upcoming project? Are they capable of determining the outcomes of projects? What are the best methods to be

adopted in addressing their needs and expectations in such a manner that they do not harm project outcomes?

Stakeholder management is highly significant in the process of identifying stakeholders, assessing and analyzing their needs and taking steps to address these needs and concerns in a manner that builds strong bonds and understanding with identified stakeholders (Brian and Martin, 2008; Cleland, 1995). According to Newcombe (2003), stakeholders must be constantly managed and this means that the various tools of management such as planning, leading, organizing, controlling, monitoring and evaluation. Stakeholder management in effect means that firms strategically plan how to identify stakeholders, how to analyze these identified stakeholders to ensure that the project organization accurately gauges the stakeholders involved, their primary needs, their influence, power and authority, how to communicate with these stakeholders to gain maximum impact in terms of influencing their decisions and coming to amicable settlements on key issues (Brian and Martin, 2008; Cole, 2005; Olander and Landin, 2005b).

In effect, stakeholder management is the process where firms plan, organize specific resources, plan how to identify stakeholders and how to relate with stakeholders in order to facilitate deeper appreciation and collaboration with the intention of delivering projects to specification, budget and schedule (Kolltveit and Gronhaug, 2004).

**2.6.1 Stakeholder Identification and Management Strategies**

Stakeholder management commences with stakeholder identification (Olander, 2007). It is only when stakeholders are effectively identified that they can be analyzed to determine how to manage and address their numerous but varied interest and concerns. As pointed by Olander (2007) and Winch and Bonke (2002), there are several methods involved and used when identifying and managing stakeholder relationships. Stakeholders must be identified to enable project leaders have ample data and information on stakeholders, their interest, power, legitimacy and influence and to effectively identify stakeholders requires putting in place a systematic and well-documented process (Lock, 2007).

In the opinion of Johnson and Scholes (1999b) stakeholder analysis is best done when the following process is adopted:

1. Identifying salient stakeholders

2. Evaluating with the intention of appreciating their concerns, needs, interests and expectations

3. Understanding their legitimacy, power, authority and influence

4. Assessing how they can affect or be affected by the project and

5. Devising suitable methods of communicating, interacting and dealing with these salient stakeholders.

According to Bourne and Walker (2005), stakeholders can be affectively identified when project organizations adopt the stakeholder cycle method. The stakeholder cycle method entails

1. Identifying stakeholders;

2. Laying emphasis on their significance (prioritizing);

3. Visualizing

4. Engaging, consulting and involving stakeholders

5. Monitoring the effects of involving identified stakeholders

In the view and opinion of Chinyio and Olomolaiye (2015), stakeholders can best be identified and managed when the stakeholder's expectations, needs and wants are assessed with respect to project objectives. According to Zarewa (2019), it does not matter which ever approach is employed to identify and manage stakeholders so far as the approach adopted is effective.

### 3.6.2 Stakeholder Management Strategies

Savage et al. (1991) stated in his article that project management team should identify and diagnose the issues related to stakeholders to decide on a strategy to deal with them. Savage et a1. (2010) suggested in his article about two strategies, and those are 'integrative strategy' and 'distributive strategy' which are alternative to each other. In an integrative strategy, there is a win-win relationship between the organization and the stakeholders. Whereas in distributive strategy there is a win-lose relation at the expense of the stakeholder. Various strategies that are used by the stakeholders during the project to influence the firm's decision making. From various real-life case studies and stories by the scholars, various strategies taken by

the stakeholders can be seen to claim their demand or interest (Frooman, 1999; Hendry, 2005).

**2.7 Chapter Summary**

Stakeholder management challenges and their impact on Project has been the focus of this study, this was done against the backdrop that successful management of Project Stakeholders and eventual realization of project objectives hinge heavily on a better and clearer understanding by Project teams of the complex stakeholder trade-offs and related challenges as well as the necessary processes required to manage the challenges thereof. The task was therefore begun with the identification of categories of Stakeholders in the sector. The work also looked at the challenges posed by the various Stakeholder groups and their resultant impact of Stakeholder Management practices on Project success.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter focused on presenting and discussing the methodological methods and approaches used by the study to ensure that the objectives were well operationalized. This section in particular discussed the research design, the target population of the study, the sampling technique as well as the sample size. In addition, other areas discussed included the data sources, the specific research instrument adopted, how the data was collected from the respondents and how the data collected was analyzed.

## 3.2 Research Design

In order for a study to realize its objectives, it is vital that the right methods and designs are adopted and well followed (Yin, 2003). This study therefore adopted the case study approach and the reason is that even though there are several methods available, this particular enabled the study to channel all available resources into one bank – Access Bank . The case study approach as pointed by Creswell (2007) is particular suited for studies that want to have in-depth understand and appreciation of a particular phenomenon such as this study which sought to have deeper understanding and appreciation of the influence of stakeholder management during the construction of Access Bank 's Head Office.

In effect, case study approach was employed because it allowed the study to conduct in-depth investigations on the subject matter in relation to Access Bank. It

must however be made clear that the case study limited the ability to extrapolate and generalize the findings of this study. The plus side however is that it facilitated in shedding more light on the subject matter.

## 3.2 Target Population

The target population of a study is that segment of the total population that is deemed to possess the information and data needed to facilitate the drawing of valid conclusions. This means that the study had to identify specific individuals that were deemed to be knowledgeable with respect to stakeholder analysis and management at Access Bank – especially during the construction of the bank's head office. Specifically, the target population of this study are the Project Consultant (Nel-ARC Consult); the Contractor- Micheletti and Co Ltd and the Enterprise Business Services Team at Access Bank who also had a project team in place monitoring the project.

## 3.3 Sampling Technique and Sample Size

This study used the purposive sampling technique to collect data from the target population. The purposive sampling technique is a non-probability sampling method which allows the researcher or researchers to use their judgement and intuition to collect data from a specific group of individuals. This sampling technique as pointed by Neuman (2007) is particularly suited for case studies which involves collecting data from small units. This study therefore used the purposive sampling technique because it facilitated the collecting of information from persons

and project team members deemed to be informative, knowledgeable and could speak on the subject matter of the study.

The sample size of this study was four key and relevant project stakeholders. Detailed discussion with the management of Access Bank and other consultations enabled the study to settle on four project stakeholders who played significant roles during the Head Office building project. These four persons were the Project Consultant (Nel-ARC Consult); the Contractor- Micheletti and Co Ltd and employees from the Enterprise Business Services Team at Access.

## 3.4 Data Sources

The study used two sources of data –primary and secondary. The primary source of data used entailed using the semi-structured interview while secondary data was sourced from difference channels such as the internet, from articles, journals and internal documents obtained from the bank.

## 3.5 Data Collection Instrument and data Collection Process

This study was a qualitative one and as such, the semi-structured interview format was adopted in collecting qualitative data from the target population. The study designed a semi-structured interview which was used to get data from the target population. The semi-structured interview format was used because it allowed and gave the respondents ample time to think and reflect on the answers they provided. Again, because the Head Office project was completed in 2017, all information was not available to the respondents who needed cross-checking facts. Thus the semi-

structured interview was useful and effective in getting the exact information sought. In order to ensure that all relevant sections as well as data captured, the researcher test-piloted the interview guide on two project members. The data was collected through the researcher distributing the interview guide to the four respondents who were given a week to complete the questionnaire. To ensure that the questionnaires were returned on time, the researcher regularly called the respondents to remind them and also to answer queries in relation to the study.

**3.6 Data Analysis**

Having received the data from the respondents, the next phase was to analyze the data. The data was qualitatively analyzed using hematic analysis. Thematic analysis enabled the study to detect certain patterns and themes from the data gathered and in the processes, discuss the findings based on these themes (Kumar, 2011). For this study, the themes were centered on the objectives of the study. As pointed out by Creswell (2007), thematic analysis are employed in qualitative studies because they help the study accurately detect and have a sense of direction as what is important or which interests the respondents and these this identified theme are leveraged on to operationalize the study's objectives. In effect, the thematic analysis was employed because it facilitated in making sense of the data gathered and with it, ensured that valid conclusions were drawn for the study.

# CHAPTER FOUR

## DATA ANALYSIS AND INTERPRETATION OF FINDINGS

### 4. Introduction

In this chapter, the data collected from the four key officials and stakeholders of Access Bank during the construction of the Head Office project were analyzed using thematic analysis. This chapter was organized along for main sections. Section analyzed the background of the study and this set the tone for the subsequent sections. Section two analyzed and discussed the findings with respect to stakeholder management practices, policies and strategies at Access Bank , while section focuses on the effect of stakeholder management practices, on project success at Access Bank . The last section of the chapter focused on stakeholder management challenges encountered during the head office project.

### 4.2 Background of the Respondents

This section presented the findings in relation to the background of the respondents such as their positions, role they played during the project, their academic qualification and their project management experience. It was found as illustrated in Table 4.1 that the study contacted and collected data from the representatives of Project Consultant (Nel-ARC Consult); the Contractor- Micheletti and Co Ltd. It also collected data and information from two employees of Access Bank 's Enterprise Business Services.

It was found that all the four respondents have the requisite educational and academic qualifications needed to be involved in the construction of the Head Office project. It was also established that all the respondents have been in the

project management sector for a long period and therefore ensured that all information obtained were truthful, accurate and factual. This therefore made the conclusions drawn valid – all things being equal.

It was found that the four respondents played important roles during the project. It was for instance found as shown in Table 4.1 that Nel-Arc which was the project consultant among other roles was responsible for "… *leading and managing the multiple and different cross-functional teams drawn from different nationalities and backgrounds*". It was also found that Nel-Arc "…*played a leading role in implementing the Head Office project by providing tried and tested technical expertise, prepared report different reports and communicated same to different stakeholders based on needs bases*".

It was in the same vein established that Nel-Arc also developed project plans to help manage the completion of the project within accepted and agreed upon timelines, stay within budget and build to the satisfaction of all stakeholders. The firm also led in organizing bank-wide cross-functional teams, inputs and also resolved meetings to ensure that all the needs of different stakeholders were met (Table 4.1).

This study again established that the project's contractor- Micheletti and Co Ltd played several roles and functions such as "…*we were directly in charge of the supply of site resources, materials, workers, tools, equipment such as pay loaders,*

*bulldozers, trucks and engineering equipment. We also hired sub-contractors to execute certain tasks to expedite the building project. We were however responsible for the performance and work quality of all sub-contractors we brought on board. We in addition applied for building permits from the AMA, secured the facilities and equipment on site, provided site surveys and engineering. We also were directly responsible for the disposal of all construction wastes*".

The findings from Micheletti and Co's is not surprising because as pointed by Buertey et al. (2016), project contractors roles among others include planning, managing, monitoring and coordinating the various works of the project and also responsible for ensuring that appropriate site inductions and welfare facilities are presented at all times. These findings are important because as contractors, one of Micheletti and Co's foremost duties was to safeguard the safety and health of everyone on-site and off-site. Contractors are expected to therefore liaise effectively with different stakeholders such as the project Consultant, contractors, quantity surveyors, architects and other important on-site players to reduce risks and this facilitates that completion of projects on time and more importantly, reduce the incidence of site accidents, injuries and fatalities (Table 4.1).

**Table 4.1: Summary of Respondent's backgrounds**

| Position | Specific Role Played During The Construction Of Access Bank Head Office | Project Management Experience | Academic Background |
|---|---|---|---|
| **Project Consultant (Nel-ARC Consult)** | • Responsible for leading and managing the multiple and different cross-functional teams drawn from different nationalities and backgrounds.<br>• We assembled a crack team to implement the project's plans and also analyzed the returns on investments as well as cost-benefit analysis of building the Head Office.<br>• Played a leading role in implementing the Head Office project by providing tried and tested technical expertise, prepared report different reports and communicated same to different stakeholders based on needs bases.<br>• Also developed project plans to help manage the completion of the project within accepted and agreed upon timelines, stay within budget and build to the satisfaction of all stakeholders.<br>• Led in organizing bank-wide cross-functional teams, inputs and also resolved meetings to ensure that all the needs of different stakeholders were met. | 32 years | BSc (Hons) in Quantity Surveying MSc in project Management |

| | | | |
|---|---|---|---|
| | • Also developed and guaranteed pre and post project execution needs, ensure that we met and satisfied policy standards, meet deadlines and stayed compliant. | | |
| **Contractor- Micheletti and Co Ltd** | • We were directly in charge of the supply of site resources, materials, workers, tools, equipment such as pay loaders, bulldozers, trucks and engineering equipment. We also hired sub-contractors to execute certain tasks to expedite the building project. We were however responsible for the performance and work quality of all sub-contractors we brought on board. We in addition applied for building permits from the AMA, secured the facilities and equipment on site, provided site surveys and engineering. We also were directly responsible for the disposal of all construction wastes.<br><br>• Managing the health and safety of all the project site during the construction of the Head Office building.<br><br>• We were able to help Access Bank to commission its Head Office project on time because at Micheletti and Co, we have developed and perfected our construction phase plan which aided us right from the commencement of the project (pre-construction information) to | 19 years | Degree in Civil engineering Architect |

| | | | |
|---|---|---|---|
| | identify and put together an action plan that made sure that we followed due process to achieve stated objectives of the project. | | |
| **The Enterprise Business Services Team Member** | • We represented Access Bank at the construction site and we liaised with all stakeholders and also monitored project progress to ensure that there were no deviations and that the Head Office project was delivered within agreed upon timelines, cost and specification | 7 years | BSc Admin (Project Management) |

| | | | |
|---|---|---|---|
| **The Enterprise Business Services Team member** | • The Enterprise Business Services of Access Bank of which I am a team member was tasked with the responsibility of interfacing between the bank and various stakeholders on the building site such as architects, lead consultants, project supervisors, workers, security, food vendors tec. Our role included agreeing of tasks to be executed daily, weekly, monthly and even yearly. We then follow up, monitor and ensure that all project stakeholders understand these tasks and activities and work together to achieve our intended objectives.<br>• Another important role that we played that ensured total support and coordination from all stakeholders was to serve as arbiters whenever there were issues and major differences between project contractors and the bank.<br>• We actually leveraged on our decades of experience on project management to ensure that Access Bank during all phases of the project had constant interaction with identified and salient stakeholders. | 6 years | BSc Accounting, Project Management Institute Certificate |

**Source: Field Data (2019)**

**4.2 Stakeholder Management Practices, Policies and Strategies at Access Bank**

This section presented the findings in relation to the first objective of identifying the stakeholder management practices, policies and strategies at Access Bank.

**4.2.1 The Main Stakeholders of Access Bank during the Construction of the Head Office Building**

The respondents were asked the question "*Can you please mention the main stakeholders of Access Bank during the construction of Access Bank head office building in Accra*?" and based on their responses in table 4.2, it can be said that there were many diverse stakeholders during the Head Office project. These responses are not surprising because as pointed by authors such as El-Naway et al. (2015) and Ekung et al. (2014), the typical construction site is replete with diverse stakeholders and it therefore means that project leaders must constantly anticipate that there will be diverse needs from multiple stakeholders. The diversity and multiplicity of the stakeholders that Access Bank had to deal with in order is quite extensive and it suggest that overall, the project leaders and consultants did an extremely good job of delivering the project within schedule.

This point is being made against the background of what authors such as Wallner (2008), Reed (2008) and Boyer, Van Slyke and Rogers (2015) found to the effect that mega projects that involves huge capital outlays and which are highly sophisticated tend to suffer delivery challenges because56project leaders are unable to satisfy the needs and expectations of all salient stakeholders.

**Table 4.2: The Main Stakeholders of Access Bank during the Construction of the Head Office Building**

| Position | The Main Stakeholders of Access Bank during the Construction of the Head Office Building |
|---|---|
| Project Consultant (Nel-ARC Consult) | The AMA, the land owners, vendors, contractors, neighbouring firms, regulators and other governmental agencies such as ECG and Ghana Water Company |
| Contractor- Micheletti and Co Ltd | Top management of Access Bank , sub-contractors, firms found within the a mile radius of the building project, artisans etc. |
| The Enterprise Business Services Team Member | The Board of Access, employees, the Accra Metropolitan Authority, (AMA), landowners, project team members |
| The Enterprise Business Services Team member | Vendors, suppliers, lead consultant, contractors, top executive of Access Bank and project team members. |

**Source: Field Data (2019)**

**4.2.2 Stakeholder Involvement during the Construction of the Head Office Building**

This section sought to identify the extent to which the various stakeholders involved in the planning and delivery of the Head Office project. The respondents were asked "*To what extent were the various stakeholders involved in the planning process and delivery of the construction building projects? Please explain?*" and it was found that overall, stakeholders of the Head Office building project were consulted and involved with the planning and building project. It was for instance found from the Project Consultant (Nel-ARC Consult) that "*To a great extent, stakeholders were heavily consulted and involved with the project right from the conceptualization to execution and delivery. This is because today's building and construction projects are highly expensive, highly involving, very complex relies of technology and tends to affect different stakeholders. It therefore needs a multi-sectorial and a multi-disciplinary approach*". See Table 4.2 for details.

It was also found from the project Contractor- Micheletti and Co Ltd "…*that stakeholders were involved in the planning process and delivery of the construction building projects to a very large extent… we did this because experience has shown us that it is more cost effective involving stakeholders right from the beginning that igniting them*".

It was also found from the two Enterprise Business Services Team members that stakeholders were to a significant extent involved throughout the project duration. See Table 4.2 for details.

The above findings are quite impressive and imply that those assigned with the roles of executing the Head Office project were really conscious of the influence

that certain stakeholders such as top management, the board, land owners, regulatory officials, vendors, suppliers, lead consultant, contractors and project team members have on project outcomes. The above findings actually imply that the project leaders and consultants all put in maximum efforts and which therefore ultimately resulted in successful project delivery.

This finding actually confirms what Richards, Carter and Sherlock (2004) established to the effect that involving stakeholders right when the project was conceived is the best policy from whichever way one looks at it. This is because early identification and analysis of stakeholders' expectations, interest and issues is more than half the problem solved.

Moreover, taking the time to identify, analyze and involve salient stakeholders meant that strong trust and bond was established between all stakeholders and this therefore curbed and prevented major conflict which could have led to undesirable project outcomes (Reed, 2008). Again and as strongly established by Chinyio and Olomolaiye (2015), stakeholder involvement is one of the surest means of preventing or reducing adversarial relationships during projects because stakeholders are able to establish common grounds and by so doing, bringing out all hidden issues and concerns which are then discussed and all differences ironed out for the betterment of the project.

### 4.2.3 Stakeholder Identification and Management Processes Deployed

Today's building and construction projects are highly expensive, highly involving, very complex relies of technology and tends to affect different stakeholders. It

therefore needs a multi-sectorial and a multi-disciplinary approach. One of the most effective means of doing this is through stakeholder engagement and consultation who usually have different views, perceptions, expectations, interest, concerns and objectives.

The respondents were asked "c*an you please indicate how stakeholders were identified and managed during the Head Office project*?" and it was found as shown in Table 4.3 that project leaders and supervisors used different methods and practices to engage, involve and manage stakeholders. It was for instance found from Nel-ARC Consult that "*The main stakeholder practices that were deployed in executing the project was through stakeholder identification, engagement and consultation of salient stakeholders who usually have different views, perceptions, expectations, interest, concerns and objectives*".

It was more specifically revealed by Nel-ARC Consult that the firm identified, analyzed and segmented stakeholders based on their legitimacy, power and influence to ensure that all needs, concerns, interests and expectations were fully met and even exceeded. It was moreover found that the firm ensured that "…*we generated accurate and timely project reports through the collection, analysis and summarization of project trends, data and information and then share all this information with all stakeholders periodically*".

It was similarly found from Contractor- Micheletti and Co Ltd that "…*We investigated the background of all potential stakeholders to identify their stake in the project. We then determined their importance so as to know how to approach*

*them. We then consulted them about the upcoming project and involved them in the whole process*".

It was found from the Enterprise Business Services Team Member (A) that "…*the background checks were done using different methods to establish the identify of actual stakeholders who could either influence the project's outcome or who were affected by the coming into being of the project*. He further reiterated that "…*we identified and complied with all the by-laws of the Accra metropolitan Assembly and also made sure that we complied with all established legislations of building projects in the metropolis by using data validation processes*".

The Enterprise Business Services Team Member (A) additionally added that "*we also implemented what we call workforce consultation which enabled project supervisors to regularly interact, engage and consult team members on all matters pertaining to project delivery which directly affect their health, safety and welfare. The workforce consultation proved a success because it enabled project supervisors to right from the on-set identify problematic areas and concerns of team members. This also ensured that we developed effective solutions and remedies that addressed workers' issues*".

It was in addition found from The Enterprise Business Services Team member (B) that "*To avoid surprises which could have delayed the project, top management invested in an initial project stakeholder identification and analysis process. This included talking to land owners, adjacent and nearby firms, regulators and so*

*forth. This enabled us to have detailed information and idea about the nature of*

*institutions and individuals we would be dealing with".*

The Enterprise Business Services Team member (B) opined that "…*we displayed*

*project information at vantage points for all stakeholders to know the details of the*

*project, the financiers, the sponsors, architects, the owners, the consultants and*

*other significant information*".

The Enterprise Business Services Team member (B) further added that "…*we were*

*also able to communicate and interact more effectively with various stakeholders*

*because our team comprised seasoned and experienced project communicators*

*who possessed the oratory skills needed to adroitly explain all aspect of the*

*project's technical aspects and information to major stakeholders such as Access*

*Bank 's top executive, the board, sponsors, AMA officials, other firms around the*

*building site, vendors, sub-contractors etc*".

.

All the above findings suggest and actually imply that various stakeholder

identification processes and practices were employed to ensure that all salient

stakeholders for the Head Office project were identified and their legitimacy and

influence established. These findings are encouraging and this illustrates how the

entire project team understood the significance of stakeholder identification and

management.

These findings also imply that the entire project team employed different methods based on their suitability and relevance. These findings actually resonate with what Lock (2007) and Bourne and Walker (2005) strongly opined to the effect that there are different processes of identifying and managing relationships with stakeholders and that each project organization must identify what works best for that specific project and then take appropriate actions and strategies.

**Table 4.3: Stakeholder Management Practices, Policies and Strategies at Access Bank**

| Position | To what extent were the various stakeholder involved in the planning process and delivery of the construction building projects | How stakeholders were identified and managed during the Head Office project |
|---|---|---|
| Project Consultant (Nel-ARC Consult) | To a great extent. Stakeholders were heavily consulted and involved with the project right from the conceptualization to execution and delivery. This is because today's building and construction projects are highly expensive, highly involving, very complex relies of technology and tends to affect different stakeholders. It therefore needs a multi-sectorial and a multi-disciplinary approach. | The main stakeholder practices that were deployed in executing the project was through stakeholder identification, engagement and consultation of salient stakeholders who usually have different views, perceptions, expectations, interest, concerns and objectives.<br><br>Identified, analyzed and segmented stakeholders based on their legitimacy, power and influence to ensure that all needs, concerns, interests and expectations were fully met and even exceeded.<br><br>Ensured that we generated accurate and timely project reports through the collection, analysis and summarization of project trends, data and information and then share all this information with all stakeholders periodically. |
| Contractor-Micheletti and Co Ltd | Stakeholders were involved in the planning process and delivery of the construction building projects to a very large extent.<br><br>We did this because experience has shown us that it is more | We investigated the background of all potential stakeholders to identify their stake in the project. We then determined their importance so as to know how to approach them. We then consulted them about the upcoming project and involved |

| | | |
|---|---|---|
| | cost effective involving stakeholders right from the beginning that igniting them. | them in the whole process.<br><br>Another important role that we played that ensured total support and coordination from all stakeholders was to serve as arbiters whenever there were issues and major differences between project contractors and the bank.<br>We actually leveraged on our decades of experience on project management to ensure that Access Bank during all phases of the project had constant interaction with identified and salient stakeholders. |
| The Enterprise Business Services Team Member (A) | We greatly involved stakeholders. | Background checks were done using different methods to establish the identify of actual stakeholders who could either influence the project's outcome or who were affected by the coming into being of the project.<br><br>We identified and complied with all the by-laws of the Accra metropolitan Assembly and also made sure that we complied with all established legislations of building projects in the metropolis by using data validation processes<br><br>We also implemented what we call workforce consultation which enabled project supervisors to regularly interact, engage and consult team members on all matters pertaining to project delivery which directly affect their health, safety and welfare. The workforce consultation proved a success because it enabled project supervisors to right from |

| | | the on-set identify problematic areas and concerns of team members. This also ensured that we developed effective solutions and remedies that addressed workers' issues. |
|---|---|---|
| The Enterprise Business Services Team member (B) | Stakeholders to certain extent where duly consulted. | To avoid surprises which could have delayed the project, top management invested in an initial project stakeholder identification and analysis process. This included talking to land owners, adjacent and nearby firms, regulators and so forth. This enabled us to have detailed information and idea about the nature of institutions and individuals we would be dealing with.<br><br>We displayed project information at vantage points for all stakeholders to know the details of the project, the financiers, the sponsors, architects, the owners, the consultants and other significant information.<br><br>We were also able to communicate and interact more effectively with various stakeholders because our team comprised seasoned and experienced project communicators who possessed the oratory skills needed to adroitly explain all aspect of the project's technical aspects and information to major stakeholders such as Access Bank 's top executive, the board, sponsors, AMA officials, other firms around the building site, vendors, sub-contractors etc. |

**Source: Field Data (2019)**

**4.3 The Effect of Stakeholder Management Practices, On Project Success at Access Bank**

This section presented the findings in relation to the second objective of establishing the effect of stakeholder management practices on project success at Access Bank .

The respondents were asked "*Did stakeholder management practices affect project outcome such the completion of the head office project on time, within budget and to specification?* It was found based on the responses and comments captured in Table 4.4 that stakeholder management facilitated the timely delivery of the Head office Project.

It was for instance found from the Project Consultant (Nel-ARC Consult) that the "…*the Access Bank building project was completed well ahead of schedule and within budget and this incredible feat can largely be attributed to our strategy of taking time to identify and address all stakeholder concerns and issues*".

It was also revealed by the Project Contractor that "*Our stakeholder management efforts inured to the benefit of the project team because we were able to collaborate and work together effectively with our stakeholders. The main benefit was the established of trust and the elimination of all doubts and also made our interactions with stakeholders more transparent. This obviously led to the project team completing the project ahead of schedule*".

The Project Contractor also reiterated that "*our stakeholder management yielded the desired results in terms of helping to achieve project*

*deliverables because we were able to gain the trust of all participants and we were also able to understand the legitimacy, power and influence of different stakeholders and by so doing, finding effective means of addressing these issues*". See Table 4.4 for details.

Based on the foregoing therefore, it can be surmised that stakeholder identification and management was highly instrumental in ensuring that the head office project of Access Bank was executed and delivered within cost, time and to the satisfaction of the bank's Board of Directors and top management executives. These finding are indeed encouraging and actually give credence to what several authors such as Zarewa (2019), Chinyio and Olomolaiye (2015), Buertey et al. (2016) and Retfalvi (2014) found that projects are more likely to succeed when stakeholders are effectively identified, analyzed, understood and managed.

**Table 4.4: The Effect of Stakeholder Management Practices, On Project Success at Access Bank**

| Position | The Effect of Stakeholder Management Practices, On Project Success at Access Bank |
|---|---|
| Project Consultant (Nel-ARC Consult) | The Access Bank building project was completed well ahead of schedule and within budget and this incredible feat can largely be attributed to our strategy of taking time to identify and address all stakeholder concerns and issues. |
| Contractor-Micheletti and Co Ltd | Our stakeholder management efforts inured to the benefit of the project team because we were able to collaborate and work together effectively with our stakeholders. The main benefit was the established of trust and the elimination of all doubts and also made our interactions with stakeholders more transparent. <br> Our stakeholder management yielded the desired results in terms of helping to achieve project deliverables because we were able to gain the trust of all participants and we were also able to understand the legitimacy, power and influence of different stakeholders and by so doing, finding effective means of addressing these issues. |
| The Enterprise Business Services Team Member (A) | Our head office building project was delivered successfully and we attribute this success to top management's efforts in making sure that we effectively and accurately found out all issues and concerns of stakeholders. |
| The Enterprise Business Services Team member (B) | Collaborating successful with project stakeholders was highly instrumental in completing the project within schedule and cost. <br><br> Our collaboration and interaction with project stakeholders enabled us to enhance the creation of project values. We were also able to get excellent results because we were quite successful in terms of integrating and amalgamating the different views and needs by leveraging on our expertise. |

**Source: Field Data (2019)**

## 4.4 Stakeholder Management Challenges Encountered During the Head Office Project

The findings in relation to the third and final objective of identifying the main stakeholder management challenges encountered during the head office project and it was found as shown in Table 4.5 that the project team encountered several challenges.

The main challenges encountered were found to include the following:

1. Different nationalities present with different cultures, languages and believes that often delays communications

2. Some stakeholders went to the extreme with their demands such as they wanting us to compensate them with huge sums of money because of the noise generated during the laying of the foundation

3. Some stakeholders failed to attend scheduled meetings and this therefore meant that we could not agree on certain key and knotty issues. We had to always wait for these stakeholders and this delayed certain aspects of the project

4. Workers of sub-contractors held us to ransom on several occasions because these sub-contractors failed to pay their workers on time.

The findings on the challenges encountered during the head office project do not come as a surprise because several studies (such as Eyiah-Botwe et al. 2016; Mok et al. 2013; Buertey et al. 2016; Bourne and Walker, 2005) have all found that stakeholder management is often fraught with several challenges and that it often requires great determination on the part of project organizations to stay the course.

These findings also point to the fact that at any point in time, there are different and diverse challenges that project organizations have to deal with and this primarily has to do with the multiplicity of stakeholders that are often associated with mega projects. For instance, the finding that language and cultural barriers served as a challenge implies that different project teams from different nationalities were brought together to execute the head office project. This finding is not surprising per se in today's project environment context where due to project complexities, project organizations are sometimes motivated to bring the best team from all over the world (Zarewa, 2019).

Again, the finding that funds earmarked for stakeholder management related activities were not released on time suggest that top management did not completely buy into the need to identify and manage stakeholders and hence the delays in release of funds. This finding echoes what El-Naway et al. (2015) found to the effect that stakeholder management is an expensive exercise and that this tends to discourage project organizations from effectively identifying and managing stakeholder relations.

Another challenge identified that is worth analyzing has to do with the inability Some stakeholders failed to attend scheduled meetings and this therefore meant that we could not agree on certain key and knotty issues. We had to always wait for these stakeholders and this delayed certain aspects of the project

**Table 4.5: Stakeholder Management Challenges Encountered During the Head Office Project**

| Position | Stakeholder Management Challenges Encountered During the Head Office Project | How were these challenges managed? |
|---|---|---|
| Project Consultant (Nel-ARC Consult) | Huge capital outlay was needed to effectively and accurately identify stakeholders. However, the funds were not often released on time and in the required amounts needed. Another challenge was strong opposition from certain individuals who feared that the Head Office location was not suitable due to the lack of parking lot. However, when permission was obtained to use the land adjacent as our parking lot, this opposition subsided a lot. | Through constant reminders to the top management of the bank |
| Contractor-Micheletti and Co Ltd | Some stakeholders went to the extreme with their demands such as they wanting us to compensate them with huge sums of money because of the noise generated during the laying of the foundation. Workers of sub-contractors held us to ransom on several occasions because these sub-contractors failed to pay their workers on time. | Frequent interactions and communications led to amicable settlements |
| The Enterprise Business Services Team Member (A) | Unfortunately, we encountered some very challenging moments in our interaction s with stakeholders and these challenges nearly marred the project outcomes.<br><br>One of the challenges had to do with us not having some practical tools and materials for identifying and really understanding the concerns of some stakeholders. | We had to invest in appropriate tools and equipment |
| The Enterprise Business Services Team member (B) | One of the main challenges of stakeholder engagement and management during the course of the project was the strong opposition from some tribal leaders who challenge ownership of the land.<br><br>Different nationalities present with different cultures, languages and believes that often | |

| | delays communications.<br><br>Some stakeholders failed to attend scheduled meetings and this therefore meant that we could not agree on certain key and knotty issues. We had to always wait for these stakeholders and this delayed certain aspects of the project | |
|---|---|---|

**Source: Field Data (2019)**

## CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATION

### 5.0 Introduction

This chapter focuses on presenting a summary of the major findings as established in the previous chapter. This chapter also draws several conclusions and also made some recommendations that will enhance stakeholder management in Access Bank in particular and other Ghanaian establishments in general.

### 5.1 Summary of the Findings

This study focused on establishing the effects of stakeholder management on project performance by focusing Access Bank 's head office building in Accra. To operationalize this broad objective, data was collected from four officials who represent the Project Consultant, the project Contractor and Access Bank .

In relation to the first objective of identifying the stakeholder management practices, policies and strategies at Access Bank , it was found that there were many diverse stakeholders with a multiplicity of interests and expectations and that overall, these stakeholders were consulted and involved throughout the duration of the project. It was again found that project leaders and supervisors used different methods and practices to engage, involve and manage stakeholders.

In relation to the second objective of establishing the effect of stakeholder management practices on project success at Access Bank , it was found that overall; stakeholder management facilitated the timely delivery of the Head

office Project. In relation to the third and final objective of identifying the main stakeholder management challenges encountered during the head office project, it was established that the project team encountered several challenges such as language barriers, failure to identify certain stakeholders, delays in the release of funds, unreasonable demands and failure to meet regularly with salient stakeholders to discuss issues pertinent to the execution of the project.

## 5.2 Conclusions of the Study

Based on the findings of this study, the following conclusions were drawn:

1. In relation to the first objective of identifying the stakeholder management practices, policies and strategies at Access Bank , this study concludes that Access Bank  adopted stakeholder management practices and this was as a result of project leaders appreciating the significance of identifying stakeholder needs and addressing these needs.

2. With respect to the second objective of establishing the effect of stakeholder management practices on project success at Access Bank , this study concluded that Access Bank 's stakeholder management practices and strategies were highly instrumental in delivering the project within cost, time and specification. This study similarly concludes that when effectively executed, stakeholder management can have strong and significant effect on project outcomes.

3. In relation to the third and final objective of identifying the main stakeholder management challenges encountered during the head office

project, this study concluded that stakeholder management is never an easy undertaking and because it is often fraught with several challenges, project organizations and leaders need to be aware of these challenges if their stakeholder management strategies are to yield expected results.

4. In addition, this study concludes that because typical construction projects are made up of different stakeholders who are responsible and charge of different roles; have different responsibilities, times, targets and objectives, there is the need for project organizations to constantly abreast themselves current methods of identifying and engaging stakeholders so as to maximize the benefits of interacting with them. This means that having diverse and multiple stakeholders at the project site are no excuse for project delivery failures. This again therefore means that lead consultants and project managers must sharpen their team building skills to make all these groups gel and work together.

## 5.3 Recommendations of the Study

One of the main challenges of stakeholder management encountered by the project management team had to do with the inability of the team to identify certain prominent and salient stakeholders such as the needs of vendors, project team members and that of neighbouring firms and institutions. This unfortunate situation nearly marred the project delivery timelines. Based on this finding therefore, this study recommends that no efforts should spared in identifying stakeholders of mega projects such as that of the Head Office building. This study recommends that it is better to have patience and painstakingly identify all salient all stakeholders before

the implementation of the project. This will help in preventing unidentified stakeholders surfacing later in the project and making certain claims which may stall projects for month. In effect, it is better to err on the side of caution than to rush in and only realize that key stakeholders with urgent needs were left out.

Another challenge encountered during the stakeholder management process of the Access Bank head office building project had to do with different stakeholders on site embarking on different stakeholder identification and management exercises. This generated a whole lot of confusions and therefore led to some salient stakeholders being overlooked. To address this challenge and to forestall any such future occurrence, this study highly recommends that there should be an integration of all stakeholder relationship management processes. One unit or entity should be set up to coordinate all stakeholder relationship issues. This entity when effectively established and organized will eliminate all forms of duplications and therefore, ensure that all salient stakeholders are duly identified, their needs analyzed and effective strategies and solutions found to address these needs, wants, concerns, interests and expectations.

Another recommendation made is that Access Bank should employ different methods of identifying and communicating with different stakeholders so that they understand and appreciate all issues being discussed in relation to the project. This suggestion is important because today's projects are highly complex and technical. Considering that not all stakeholders have the capacity to understand the technical jargons and how projects will impact on them positively or negatively.

This study also recommended that future projects of Access Bank  must ensure that it facilitates the execution of all relevant state laws and legal requirements of building and construction such as seeking building permits from the appropriate metropolitan authorities, following labour laws to ensure that all employees, team members and other workers are well protected and motivated to ensure the completion of the project within time and budget.

Similarly, it is recommended that all team members on site should be regularly trained on key issues and areas such as safety, preservation of resources, waste reduction, and treatment of waste materials. Team members should also be regularly trained to ensure that they duly follow and comply with all information, rules, laws and instructions on project schedules, tasks and deadlines.

The study in addition recommends that Access Bank  should invest a lot in its communications channels so as to ensure that it effectively reaches all types of stakeholders. Some of the popular communications tools and channels the firm can adopt include using videos, emails, meetings, whataspp and mobile phone calls.

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**KWAME NKRUMAH UNIVERISTY OF SCIENCE AND TECHNOLOGY**

**(KNUST)**

**INTERVIEW GUIDE**

**Dear Sir/Madam,**

**AN EMPIRICAL ANALYSIS OF THE EFFECTS OF STAKEHOLDER MANAGEMENT ON CONSTRUCTION PROJECT DELIVERY: CASE-STUDY OF THE CONSTRUCTION OF ACCESS BANK HEAD OFFICE**

I am Wihermina Adukwei Habada, a final year student of the above-mentioned institution. In partial fulfillment of the requirements for the award of Master of Science in Project Management, I am conducting a study on the above mentioned topic and as I will appreciate it if you will spare a few minutes of your time to provide answers to the questions posed in this questionnaire. The answers and responses obtained will not be disclosed to third parties.

## SECTION 1: BACKGROUND OF RESPONDENTS

1. **Your position**

a. Project consultant      b. Project team member

b. Other(s), please specify

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2. **Specific you played during the construction of Access Bank Head Office**

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3.  **Your project management experience**

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4.  **Your academic background?**

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## SECTION 2: STAKEHOLDER MANAGEMENT PRACTICES, POLICIES AND STRATEGIES AT ACCESS BANK

5.  **Can you please mention the main stakeholders of Access Bank during the construction of Access Bank  head office building in Accra**

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6. **To what extent were the various stakeholder involved in the planning process and delivery of the construction building projects? Please explain**

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7. **Can you please indicate how stakeholders were identified and managed during the Head Office project?**

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## SECTION 3: THE EFFECT OF STAKEHOLDER MANAGEMENT PRACTICES, ON PROJECT SUCCESS AT ACCESS BANK

8. **Did stakeholder management practices affect project outcome such the completion of the head office project on time, within budget and to specification? Please explain how.**

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## SECTION 4: STAKEHOLDER MANAGEMENT CHALLENGES ENCOUNTERED DURING THE HEAD OFFICE PROJECT

9. **Can you mention the main stakeholder management challenges encountered during the head office project?**

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**10. How were these challenges managed?**

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**11. In your estimation, what are the lessons learnt in relation to stakeholder management practices that will aid future similar projects at Access Bank ?**

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**THANK YOU FOR YOUR PARTICIPATION!!!!!!!!**