AN APPRAISAL OF THE PERFORMANCE OF STAKEHOLDERS MANAGEMENT IN CONSTRUCTION PROJECTS

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DECLARATION

I declare that the work in this dissertation entitled "AN APPRAISAL OF THE PERFORMANCE OF STAKEHOLDERS MANAGEMENT IN CONSTRUCTION PROJECTS" has been performed by me in the Department of Quantity Surveying. The information derived from literature has been duly acknowledged in the text and a list of references provided. No part of this dissertation was previously presented for another degree at this or any other institution.

Ayodele Samson FALEYE DATE

CERTIFICATION

This dissertation entitled "AN APPRAISAL OF THE PERFORMANCE OF STAKEHOLDERS MANAGEMENT IN CONSTRUCTION PROJECTS" by Ayodele Samson FALEYE meets the regulations governing the award of the degree of Masters in Project Management of the Ahmadu Bello University, and is approved for its; contribution to knowledge and literacy presentation.

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Dean, School of Postgraduate Studies	Signature	Date

DEDICATION

This dissertation is dedicated to first and foremost the God almighty, and to my lovely Son, EniObafe Ayo-Faleye. Thank you for the warmness you brought to your Mum and I. Daddy and Mummy love you immensely.

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ABSTRACT

There are different methods of measuring the overall performance of construction projects. Performance frameworks have equally been built for the measurement of different project specific objectives or components. However, the performance of stakeholder management in construction projects is not clear. Projects failure and stakeholder disastisfaction still abounds and this study establsihed the performance of Stakeholder Management (SM) in projects. Stakeholders are very crucial to the project success, and the need to evaluate the performance of stakeholder management processes remain crucial. While many works have explored different areas under SM, this research work attempted to establish the performnace of SM in construction projects. The work adopted comprehensive literature review and data collection using questionnaire. The data were analyzed using descriptive statistics; means, frequency, percentage and correlation analysis. The percentage of respondents that have heard of stakeholder management (SM) is 95.6% while 5.5% have not heard, and 0.6% said they did not know. However, 64.3% have conducted structured stakeholder management on project, while 30.2% have not conducted. Respondents that claimed they were unaware of SM represents 3.8%. In term of contribution of SM to project success; 12.1% believe it has extreme impact, 60.4 believe it has high impact, 25.3% claimed it has moderate impact, 1.1% stated it has slight impact and finally 1.1% stated it has no impact. The three critical success factors for SM mostly demonstrated on projects are 'effective communication with stakeholders', 'Definition of project mission and objectives', 'Exploring stakeholders' needs and constraints to projects. Three SM performance objectives mostly achieved on projects are: Facilitate projects to move forward in a timely and effective manner, achieve collaborative and integrated project solution, Obtain good stakeholder perception. This study has been able to establish the performance of stakeholder management method in construction project. It equally established that there is a relationship between stakeholder management's critical success factors and stakeholder management's performance objectives. From construction professional's perspective, stakeholder management method that is being used on projects is performing. This study has been able to establish the performance of stakeholder management in construction project. The development of structured stakeholder management method is recommended on projects in order to achieve effective result while managing project stakeholders. Success in managing project stakeholders is said to be a major factor towards achieving the overall project success. Due diligence should be placed towards ensuring the inclusion of Success Factors in the SM processes. It is recommended that further work should explore the performance of Stakeholder Management with respect to different procurement methods, especially Public Private Partnership (PPP) that has more diverse project stakeholders. It is recommended that further research should explore specific organization strategies towards achieving project stakeholder performance objectives. This study is limited to the assessment of Stakeholder Management performance from practitioners' perspective, further studies should consider the assessment of Stakeholder Management performance with focus on other project stakeholders, e.g., end users.

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DEFINITION OF TERMS

Project Stakeholder Management: this includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

Stakeholder: An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.

Performance: This mean to continually achieve the preferred results in a manner that is as effective and efficient as possible.

Stakeholder Analysis: A technique of systematically gathering and analysing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.

Stakeholder salience: refers to the degree to which managers give priority to competing stakeholder claims.

Legitimacy: Desirable or appropriate actions of an entity to have a general perception in accordance with the background which is socially constructed in terms of individual or organisation.

Power: This is an act of doing what is not supposed to be done initially. It may be coercive, normative, or useful.

Urgency: When an immediate action is needed to determine the organisational response on stakeholder's request, consideration of time sensitivity is very important.

CHAPTER ONE

1.0 BACKGROUND TO THE STUDY

Project management team always aims for successful outcome of construction projects. Time, cost and quality are performance areas which most of the researchers have acknowledged (Ingle and Mahesh, 2020). However, there are other performance areas which are important in modern project management. A number of methods have been developed to assess the performance of construction projects or to improve the quality of the decision-making process. An integrated approach to estimating the performance of construction projects is essential because of the evolving complexities and uncertainties in today's construction industry (Assaad, El-Adaway, & Abotaleb, 2020). Due to the growing complexisities of construction projects, the contribution of Safety Performance Measurement Systems (SPMS) as a means for monitoring and understanding of sources of complexity and resilience in construction is important (Penaloza, Saurin, & Formoso, 2020). Most studies of construction companies' performance consider mainly the corporate aspects but not the performance they achieve in their projects as a result of their management practices, or specific approach in managing stakeholders (Castillo, Alarcón, & Pellicer, 2018). Stakeholders can be affected by the project outcome and the management of these stakeholders is critical to project' performance (Project Management Institute, 2018). It has been argued that one reason that Supersonic Transport program failed in the United States was that the developers had a narrow view of the essential stakeholders and generally dismissed the key and novel role of the environmentalists until it was too late (Cleland & Ireland, 2002). Abuja Centinary City project has been widely publized and promising arguments were made, but it has suffered a lot of delay due to stakeholder management and other related problems; a major public figure who is a traditioonal

chief stated ‘delay in executing the project was because of the agitations by original land owners’(Gbadebo, 2018). The management of project stakeholders has been widely acknowledged as an essential part of project management performance and a factor contributing to project success (Olander, 2006; Olander & Landin, 2005). It has been stated that convergent method and effective management of stakeholder objectives, interest, and expectation are essential for project performance (Aaltonen, 2011). In the interest of efficiency of project management performance, engagement of diverse project stakeholders is important to delivering the expected complex projects; global infrastructure spending is projected to be up to US $3.3trillion for period 2016 to 2030 (McKinsey Global Institute, 2016). Resources required for initiating, planning, executing, and delivering projects have become multi-sectoral and the needs for stakeholder management has been reported to be highly essential in order for project to see the day. Complexity of public private partnership projects and continual opposition from external groups like environmental activists, local communities, persistent difficulty in securing funding and approval for construction schemes are some of the arguments that make the study of stakeholder management extremely essential.

Many studies have considered different aspect of project performance. Equally, dynamism and salience of project stakeholders have been studied. Project stakeholders are not static, so as their interest, power, urgency, and legitimacy on projects. Stakeholder management theory and framework has been considered a prominent area of study under SM. Stakeholder management theory is positioned or situated in the centre of the strategic centre of the strategic management debate (Freeman, 1984; Friedman & Miles, 2002; Mitchel, Agle, & Wood, 1997; & Whittington, 2006). Dynamism and salience of participants on projects shapes approach Project Managers develop stakeholder management strategies and the eventual performance of such approach. A

well-planned stakeholder management and flexible planning processes may contribute to a successful front-end phase, whereas too fixed and closed processes in terms of stakeholders may lead to unfavourable dynamics in the later front-end stages of the project. A study on stakeholder management approach on Public Private Partnership (PPP) projects states that in order to cope with the PPP specific stakeholder characteristics, the use of a dynamic dual stakeholder management tool is recommended as well as the identification of governance structures that allow the sharing and division of responsibilities between stakeholders (Schepper, Dooms, & Haezendonck, 2014).

In measuring performance of stakeholder management in construction, critical success factors for stakeholder management are also a subject matter under SM management. There exist varying number of identified success factors for SM management. Among these factors are; managing stakeholder with social responsibilities (i.e., economic, legal, environmental and ethical), exploring stakeholder needs to project, engaging stakeholder properly and frequently are considered topmost of success factors for SM management. It has been reported that assessment of stakeholder behaviour is among the least success factors (Yang, Shen, Ho, Drew, & Xue, 2010). The performance of stakeholder management approach has been argued to contribute to the overall project success (Williams, 2016). Stakeholder management critical success factors are those elements which are essential towards achieving positive outcomes in stakeholder management on projects (Oppong, Chan, & Dansoh, 2017). Also, stakeholder management performance objectives are the outcomes that successful stakeholder management in construction projects are meant to deliver (Oppong, Chan, & Dansoh, 2017). The assesmment of the

performance of the existing project stakeholder management method in construction project remains unclear.

1.1 Statement of the Research Problem

Assaad, El-Adaway, and Abotaleb (2020) developed framework that measures and predicts project performance. A novel model that improves project performance in terms of prediction, control, management, analysis, and decision making based on an individualized assessment of different risk indicators was formulated. The ten key performance areas for project performance are customer relation, safety, schedule, cost, quality, productivity, finance, communication and collaboration, environment and stakeholder satisfaction (Ingle and Mahesh, 2020). There are different methods in measuring the overall performance of construction projects (Mladenovic,Vajdic, Wundsch, & Temeljotov-Salaj, 2013). There are frameworks equally built for the measurement of performance of different project specific objectives or components. On the contrary, there is paucity of knowledge about the performance of stakeholder management in the construction projects. Equally, there is lack of a comprehensive system for managing the performance of construction stakeholder management. Considerably, Yang *et al.*, (2010) developed a set of 15 critical success factors (CSFs) to be applied by PMs to ensure that stakeholders are effectively managed. However, these variables are inadequate for enhancing and measuring performance. For instance, Critical Success Factors (CSFs) only represent what should be done by PMs, but not what set targets to meet or how indicators should be used to measure performance. Through literature review, a combined set of stakeholder management critical success factors and stakeholder management performance objectives were developed by Oppong, Chan, and Dansoh (2017). However, the performance of stakeholder management method in

construction projects is not clear. This research assessed the performance of the stakeholder management in the construction projects using Critical Success Factors (CSF) and Performance Objectives as developed by Oppong, Chan, and Dansoh (2017).

1.2 Need for the Study

A reason behind the lack of optimal performance (in terms of safety, reliability, and comfort) could be the absence of a systematic approach in their performance measurement (Zubair and Zhang, 2020). Example of successful stakeholder management was recorded on the construction of the Hackensack Meadowland sports complex. Plan was formed to develop cooperation among the groups concerned with environmental impact, transportation, development, and construction, (Cleland & Ireland, 2002). Construction stakeholder management has been studied in relation to other project management knowledge areas. Xia, Zou, Griffin, and Wang (2018) researched how to work on stakeholders and risk management holistically on projects. There is paucity of knowledge about the stakeholders management performance in the construction projects. There is a need to check the performance of stakeholder management on the actual construction projects. The stakeholder management Performance Objectives (P.Os) and Critical Success Factors (CSFs) were assessed using the parameters developed in Oppong, Chan, and Dansoh (2017) work. Projects failure and stakeholder disastisfaction still abounds and this study in stakeholder management performance will benefit construction organisations and the industry at large. It will aid proper understanding of the stakeholder management performance.

1.3 Aim and Objectives

1.3.1 Aim

The aim of the study is to assess the performance of stakeholder management in construction projects.

1.3.2 Objectives of the Research is to:

1) identify the aspect of Stakeholder Management performance in construction projects
2) appraise the critical success factors for managing stakeholders in construction projects
3) evaluate stakeholder management performance objectives in construction projects
4) establish the relationship between SM critical success factors and performance objectives

1.4 Research Methods

The methodology of Yang *et al.*, (2009) was adopted in searching and selecting appropriate research outputs for this research work. In this study, literature was also searched and critically reviewed on project stakeholder management performance measurement in construction, and the Nigerian construction industry specifically. Equally, research strategy and data analysis methods adopted in this study was a mixed qualitative and quantitative survey. Simple random sampling technique was used for this study. A well-structured questionnaire was administered to construction professionals in Abuja, the Federal Capital city of Nigeria. It has been recorded that Abuja has a high construction activities and huge number of construction projects completed or ongoing. The questionnaire was designed to evaluate related issues in project stakeholder management. It further sought to establish how stakeholder management objectives affect SM outcomes on construction projects. As stated, the questionnaire was administered to construction professionals undertaking projects in Abuja. The professionals include Project Managers, Quantity Surveyors, Architects, Builders, Structural/Civil Engineers, and Electrical/Mechanical

Engineers. Higher percentage of these professionals were registered with either the Quantity Surveyors Registration Board of Nigeria (QSRBN), Architects Registration Council of Nigeria (ARCON), Council of Registered Builders of Nigeria (CORBON) and the Council of Registered Engineers of Nigeria (COREN). The professionals work in client organizations, contracting, and consulting firms. The respondents were asked to express their level of assessment on a 6-point Likert Scale.

1.5 Scope and Limitations of the Study

For the purpose of this study, appropriate literature was reviewed and questionnaire was developed and administered in Abuja. The study was limited to the assessment of stakeholder management performance in the construction industry. Impact of SM performance on the overall performance of project was excluded from this research work. The study equally was restricted to construction professionals that are based in Abuja. The reason for this location is because Abuja has the second largest concentration of construction activities after Lagos state in Nigeria. It has also been argued that Abuja has a large level of construction outputs (Bruno, Abdullah, & Ramly, 2017). In addition, Abuja has second to the highest number of construction stakeholders and leaders among all the states in Nigeria, the restriction to Abuja was also because of brevity of time for the research. Equally, the study is also restricted to Abuja as most Federal Agencies responsible for the management of capital projects in Nigeria are headquartered within the Federal Capital Territory; it thus makes accessibility to these project stakeholders easier.

1.6 Target Population

The questionnaire was administered to construction professionals that include; building and engineering professionals, project initiators, funders, and projects beneficiaries in the construction

industry within Abuja. A good focus was given to projects and professionals with multiple and dynamic stakeholder interaction. In Nigeria, the developing city with vast construction projects is Abuja, being the Nation's capital city, Abuja, has received the attention of many indigenous and foreign funded projects. The study will thus focus on this city as the questions posed will require experience from professionals within the construction and consultancy organisations that have handled projects.

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION

In the modern world, the development of construction and engineering projects attracts a lot of focus due to the numerous individuals and groups who affect and/or are affected by such projects. Different sets of discrepant and correlated interests arising through projects could pose as threats or opportunities to deliverables (Olander, 2007). The stakeholders are the entities or groups that can affect or be affected by the pursuit of organizations in accomplishing set goals and objectives (Freeman, 1984). Therefore, the stakeholders connote the representation of the numerous interests arousing through the achievement of firms' objectives. In Stakeholder Management (SM) research, different models are used for classifying construction stakeholders, however, the classification model based on internal and external stakeholders is adopted throughout this study (Winch & Bonke, 2002). The internal stakeholders are participants who constitute project coalition or provide finance, and the external stakeholders are those who are significantly affected by projects (Calvert 1995; Winch & Bonke 2002). The internal stakeholders, which are mainly contractual project participants, comprise clients, project owners, financiers, project leaders, designers, contractors, subcontractors and suppliers (Manowong and Ogunlana, 2010; Olander, 2003; Moura and Teixeira, 2010).

2.1 Project Stakeholder and Stakeholder management

Today, many corporations, big or small, strive to create value through projects. The process of managing project and people friction brings about the need for project stakeholder management. Project Stakeholder Management covers the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Stakeholder has been defined as an individual, group, entities or organization that may affect, be affected by, or perceive itself to be

affected by a decision, activity, or outcome of a project, program, or portfolio. (PMI, 2018; Eskerod and Jepsen, 2016; and Freeman, 1984).

2.2 Stakeholder theory in brief

Freeman (1984) affirmed that the concept of stakeholders emerged through an international memorandum in 1963 at the Stanford Research Institute. In a SM literature map, Elias *et al.*, (2002) revealed that the stakeholder notion has since then been presented in four main domains: corporate planning, systems theory, corporate social responsibility and organisational theory. In his landmark strategic management book, Freeman (1984) defined stakeholders as "those groups who can affect or is affected by the achievement of the firm's objectives". The Project Management Institute (PMI) (2018) has essentially adopted Freeman's (1984) idea and states that project stakeholders are "persons and organizations such as customers, sponsors, performing organization and the public, that are actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project. They may also exert influence over the project and its deliverables". This book is widely acknowledged for its ground breaking effort in SM research and globally cited by many. Afterwards, new perspectives came to popularity where SM theory is discussed under descriptive, instrumental and normative approaches (Jones, 1995), stakeholder environment is viewed as dynamic rather than static (Freeman, 1984), and also stakeholder salience and typology has been explored (Mitchell, Agle, and Wood, 1997). Subsequently, more empirical investigations in the construction field have been conducted based on the underlying theory and models (e.g., Olander and Landin, 2005, 2008; Yang *et al*., 2010, 2011). The application of stakeholder principles in construction projects has become very relevant and needful due to the complexities of modern construction projects which create multiple stakeholders and relationships. These diverse stakeholders have different interests and concerns

which could be conflicting and mismanaging these can have devastating effects on projects, such as litigations and time overrun (Chinyio & Olomolaiye, 2010). The importance of stakeholders as a key determinant to the success of projects has been recognised and has necessitated the structured management of stakeholders. The essence, according to Cleland and Ireland (2007), is to aid project practitioners in "identifying and understanding project stakeholders, the management of such stakeholders, and how to understand and deal with the likely parochial interests of stakeholders".

2.3 Identification of Stakeholders in Construction Projects

A fundamental step in establishing stakeholder management performance is to determine a general list of the key stakeholders who may affect or be affected by the success or otherwise of stakeholder management on construction project. Table 2.1 shows the identification of potential key stakeholders in general construction projects, 19 stakeholders were first identified based on a comprehensive literature review of the research on stakeholders in construction projects, (Xia, Zou, Griffin, Wang, and Zhonga, 2017). These stakeholders are project sponsors (S1), owners (S2), governments at all levels (S3), survey and design institutions (S4), investors (S5), consultative institutions (except for supervisory ones) (S6), supervisory and audit units (S7), project management teams (S8), contractors (S9), subcontractors (S10), materials/equipment suppliers (S11), ultimate users (S12), the public (S13), the media (S14), professional associations/bodies (S15), environmental organizations (S16), researchers (S17), competitors (S18), and trade and industry (S19). A list of these stakeholders is presented in Table 2.1 with the corresponding references.

Table 2. 1 : Initial Stakeholders in General Construction Projects via a Literature Review

Stakeholders References	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12	S13	S14	S15	S16	S17	S18	S19
Aaltonen *et al*. (2008)	x	x	x	—	—	—	—	—	x	—	—	x	x	—	—	—	—	—	—
Chinyio and Akintoye (2008)	—	x	x	—	—	x	—	—	x	—	—	x	—	—	—	—	—	—	—
Davis (2014)	x	x	—	—	x	—	—	x	x	—	x	x	x	—	—	x	—	—	—
De Blois *et al*. (2016)	—	x	—	x	—	x	x	x	x	—	—	x	—	—	—	—	x	—	—
Doloi (2013)	—	x	—	x	—	x	x	—	x	x	—	x	—	—	—	—	—	—	—
Doloi (2012)	—	x	x	—	x	x	—	—	x	—	x	x	x	x	x	—	—	x	—
Goh and Yang (2013)	—	—	x	x	—	—	x	x	x	x	—	—	—	—	—	—	—	—	—
Heravi *et al.* (2015)	—	x	—	—	x	—	—	x	x	—	x	—	x	—	—	—	—	—	—
Lambert *et al.* (2012)	—	—	x	—	x	—	—	—	—	—	—	—	x	—	—	—	—	—	—
Leung *et al.* (2004a)	—	x	—	—	—	x	—	—	x	—	—	—	—	—	—	—	—	—	—
Leung *et al.* (2004b)	—	—	—	—	—	—	—	x	—	—	—	x	—	—	—	—	—	—	—
Li *et al.* (2016b)	—	—	x	—	—	—	—	—	—	—	—	—	x	—	—	x	—	—	—
Li *et al.* (2013)	—	—	x	—	x	—	—	—	—	—	—	—	x	—	x	x	—	—	—
Li *et al.* (2012)	x	—	x	x	—	—	—	—	x	x	—	—	x	x	x	x	—	—	—
Mostafa and El-Gohary (2015)	—	x	x	—	—	—	—	—	—	—	—	x	—	—	x	x	—	—	—
Newcombe (2003)	x	x	x	x	x	—	—	—	x	—	—	x	x	—	—	—	—	—	—
Olander (2007)	—	—	x	—	—	—	—	—	—	—	—	—	x	x	—	—	—	—	—
Olander (2003)	—	x	x	—	—	—	—	x	—	—	x	—	x	x	—	—	—	—	x
Olander and Landin (2008)	—	x	x	—	—	—	—	—	—	—	x	—	x	x	—	—	—	—	x
Olander and Landin (2005)	x	x	x	—	—	—	—	—	x	—	—	—	x	—	—	—	—	—	—
Storvang and Clarke (2014)	—	x	x	x	—	x	x	—	x	—	x	x	—	—	x	—	x	—	—
Wang and Huang (2006)	—	x	—	x	—	—	x	x	x	x	—	—	—	—	—	—	—	—	—
Yang (2014)	—	—	x	—	—	—	—	—	—	—	—	x	x	x	—	x	—	—	—
Yang *et al*. (2014)	—	x	x	—	x	x	—	x	x	x	x	x	x	x	x	x	x	—	—
Yang *et al*. (2011)	x	x	x	x	x	x	—	—	x	x	x	x	—	—	—	—	—	—	—
Yang and Shen (2015)	—	x	x	—	x	x	—	—	x	—	x	x	x	x	—	—	—	x	—
Zhang and El-Gohary (2016)	—	x	x	x	x	x	x	x	x	x	x	x	—	x	—	x	x	—	—
Zou *et al*. (2014)	—	x	x	x	—	—	—	—	x	—	x	x	—	—	—	—	—	—	—

Source: Xia, Zhong, Wu, Wang, and Wang (2017)

To make the list more systematic, the identified stakeholders were categorized into internal and external groups. Table 2.2 shows there are clearly significantly more internal stakeholders than external ones. The internal stakeholders are those who are actively involved in project execution and/or operation by investing capital in the form of physical materials, human resources, or finance (i.e., something of value) in a project. Typically, an internal stake- holder is connected with one or more other stakeholders by a formal contract that prescribes rights and responsibilities relevant to a project. The internal-stakeholder definition is consistent with the definition from (Cleland and Ireland, 2002): "who have a vested interest in the outcome of the project." In contrast, external stakeholders are those who are only passively affected by project execution and/or operation. Typically, an external stakeholder lacks any formal project authority (Aaltonen 2011; Walker *et al.,* 2008). Both internal and external stakeholders can pose threats to a project and combine to accommodate the broad definition of stakeholders. Note that although a broad stakeholder definition was adopted and two rounds of iterative interviews with practitioners were con- ducted here, the final list (Table 2.2) can never be exhaustive. Rather, it mainly acts as a reference for project management teams to manage the expectation of potential stakeholders and related performance objectives (Xia, Zhong, Wu, Xueqing, and Wang 2017).

Table 2.2: Key Stakeholders in General Construction Projects

S/N	CATEGORY	STAKEHOLDERS	DESCRIPTION OF WORKS
1	INTERNAL	Project sponsors	Government departments, such as development and reform commission, which make plans to develop construction projects
2		Owners	A project's proprietors
3		Financial organizations	Institutions, such as banks and equipment rental companies, which provide capital
4		General contractors	Contractors who are responsible for the whole construction task of a project
5		Subcontractors	Contractors who are hired by owners or general contractors and are responsible for certain construction tasks
6		Materials/equipment suppliers	Suppliers who provide construction projects with materials or equipment
7		Survey and design units	Units that are responsible for surveying and designing
8		Consultative units (except for	Units that provide consulting services
9		Supervisory units	Units that supervise construction work and are committed by owners
10		Insurance companies	Units that engineering risks in construction and property risks upon completion
11		Property units	Departments, such as garden, road, and drainage, which involve property interests
12		Third-party review and monitoring	Monitoring institutions as a third-party hired by owners
13	EXTERNAL	Governments at all levels	Government departments, such as the environmental supervision department, that deal with issues associated with construction projects
14		The public	Influenced individuals
15		The media	Influencing public opinion

Source: Xia, Zhong, Wu, Xueqing, and Wang (2017)

2.4 Types of Stakeholder Theory

The stakeholder theory consists of multiple and distinct aspects, each of which are mutually supportive of one another (Tullberg, 2013). These are descriptive, instrumental and normative aspects of stakeholder management (Oppong *et al.*, 2017). The justification of stakeholder's theory in management literature is advanced from the origin of normative validity, descriptive accuracy and instrumental power (Dodd and Hynes, 2012). Instrumental and descriptive can be classified as theory of social science while normative can be seen as ethics-based theory (Tullberg, 2013). The three aspects of stakeholders' theory are interconnected, have dissimilar significances and are mutually supportive of one another.

2.4.1 Instrumental Stakeholder Theory

Instrumental theory tolerates any stakeholder theorist with an alignment of social sciences believing the outcome of obtaining positive performances whenever they are established (Sternberg, 2013). A contingent theory is an instrumental theory, which predicted the outcome of any positive performance (Harrison and Wicks, 2013). It is used to distinguish both link and non-link amongst traditional industries and stakeholder management e.g., development and profitability (Tullberg, 2013). This theory does not allow economist to make some fundamental hypothesis of human behaviour in nature such as dishonesty (Christensen, Mackey, and Whetten, 2014). This quality prevents the complications of connection with over obscuring human nature, which are despondently complex in model, or over clarifying human nature, which are poorly predicted (Harrison and Wicks, 2013) in the research world. Conventional statistical methodologies are used for various modern instrumental studies of company social responsibility where stakeholder's perspectives were referenced in terms of explicit or implicit theory (Bosch-

Badia, Montllor-Serrats, and Tarrazon, 2013), which they concentrated on the following techniques. The relationship between the technique behind the strategy formulation and comportment of stakeholders' pressure (Mitchell, Weaver, Agle, Bailey, & Carlson, 2016). The relationship between financial and social presentation (Ackermann, 2011; Bowie, 2011; Harrison & Wicks, 2013) amongst stakeholders. It is also concerned with understanding whether individuals/groups who partake in the business e.g., employees, customers, suppliers, stakeholder and so on are been supported strongly by the managers (Christensen, Mackey, and Whetten, 2014). If there are mutual reliance and teamwork between the company's manager and stakeholder, there will be economical benefit for the company (Tullberg, 2013). There is no supposition that managers should rely on cooperation with stakeholders (Harrison & Wicks, 2013), but if they do, they will gain a competitive status.

Harrison and Wicks, (2013) further distinguishes the company's performance in terms of compensation that: Companies with extraordinary level of excessively executives will perform less than the companies without extraordinary level of unduly executives Companies with multiple repetition of contract award that has been done by the employee will perform less than the companies that follow due process. Companies without adoption of poison pill will surpass the companies that use these patterns. The most important aspect of this theory is that companies should respond to the concern of all their stakeholders, and not segregated stakeholders. They should not follow financial performance alone but overall performances of their organisation. Although, Instrumental and descriptive theories are social science oriented while normative theory is basically established on ethics.

2.4.2 Descriptive Stakeholder Theory

The theory is usually employed to clarify and define precise characteristic and behaviours of individual/corporate (Ackermann 2011; Jones, 2010). Usually, it's described how corporations manage their day-to-day relationship with customers, employees and other classes of stakeholders (Oghojafor, 2012). Falsifiable claims must be included when concentrating on the theory of organisational science (Jones, 2011; Christensen *et al.*, 2014), recommended one out of at least two stakeholders that seems to be distinctive based on the theoretical plans, which authenticate the theoretical claims. There should be enough proofs to indicate that claims by some stakeholders from the company are unjustifiable (Ackermann, 2011), and has been peddled by some managers. There has been support for this type of general claims, which has been carefully verified by some scholars (Jones, 2011; Mainardes, Wagner; Alves, Helena; Raposo, and Mario, 2011); Dodd and Hynes, 2012; Gray *et al*., 2013; (Bebbington, Unerman, and O'Dwyer, 2014), 2014). Although this is empirically practicable and is becoming more interesting theoretically but cannot achieve potentials for descriptive theory based on the stakeholder attitude (Tullberg, 2013). For instance, a descriptive theory of a company would propel stakeholder theory into the statuses of foremost establishment in theories by creating wealthy research potentials (Harrison and Wicks, 2013).

Winch and Kreiner, (2011); Jones, (2011); Bosch-Badia, Montllor-Serrats, and Tarrazon (2013); through their initial work described descriptive theory as a way of managing an organisation, nature of a company and thinking about managing the senior manager (Mainardes, Wagner; Alves, Helena; Raposo, and Mario, 2011). Managing social data dissemination from stakeholder's perception is important and can be ascribed to differential opinion of the stakeholder based on the life span of the company (Tullberg, 2013). The methodology of descriptive theory does not give room for amendment between traditional industries, wages, developmental ideas and stakeholders

hence tolerating illustrative suggestions (Jansson *et al*., 2016). The overall goal of descriptive theory is not only to understand how corporations relate with their stakeholder (Christensen *et al.*, 2014), but to also identify variance from standard of behaviour and interaction, thereby implementing corrective measures. Based on the theory of social science (Tullberg, 2013) descriptive and instrumental stakeholder's theory are similar but with some little differential thought.

2.4.3 Normative Stakeholder Theory

Theorists amongst stakeholders take a different tactics from conventional way of (functionalism) social science (Bowie, 2011). This group concentrate on normative subjects instead of using methodological way to examine hypothesis and gathering of data (Harrison and Wicks, 2013). The viewpoint is different from the functionalism established in empirical theory (Tullberg, 2013). This method of inquest encompasses the specification of knowing the right duties of stakeholder theory on managers, most especially the comparative significance of duties to shareholder and other groups of stakeholders (Freeman, 2010; Jones, 2010; Jones, 2011; Miles, 2012; Freeman and Moutchnik, 2013). Collectively, the phrase amongst these researchers is that companies should consider stakeholders as ``ends'' (Evans and Baker, 2012) or sharing the interest that have an essential value (Tullberg, 2013) amongst stakeholders. The theory is also essential in interpretation of ethical strategies for the management and operation of companies (Dodd and Hynes, 2012) and is centred on honest principles on ways of better performance in activities by both government and actors of the industry (Mainardes *et al.* 2011). Competition and occasional conflict interests is the arena of organisational attraction of institutional vision of the theory (Friedman and Hendry, 2012). Due to sustainability of organisation in terms of agreed resolutions and negotiations, the performances of stakeholders on situation of power are different, and these endanger their common

interest. Company's attention cannot be shifted from marketplace achievement in the direction of human politeness coming up with the intentions of business understanding, which can be mutually facilitated (Freeman, 2010; Evans and Baker, 2012; Miles, 2012) amongst the stakeholders. These scholars look for another method of protecting business actions in a productive manner. Individual actions and thinking on business activities are different, and it upholds conceptual schemes, images, language and metaphor (Jones, 2010; Harrison and Wicks, 2013). Framework with this study assesses rapport in pact with metaphysical and ethical principle. Stakeholder from normative point of view advocates the business ethics incorporation as personal project proposal (Freeman *et al.*, 2010). It also, identify Kantian capitalism (Freeman, 2010; Bowie, 2011); for impartial contract, coupled with radical approach (Harrison and Wicks, 2013); and righteousness. The normative aspect of stakeholder theory has been unambiguously justified by some studies (Hansen and Vedung, 2010; Orji, 2010; Mainardes *et al.* 2011), creating alternative to legitimate opinions, such as property privileges (Freeman, 2010; Mainardes *et al*., 2011; Tullberg, 2013). Theorists have industrialized techniques for companies to improve such normative fundamentals (Freeman, 2010) that can make them sound ethically good.

Ackermann (2011), during one of their research found a foundational reference in the field of stakeholders' theory, having been cited more than 1,000 times that ethics and values are offspring of human behaviour. Mitchell, Weaver, Agle, Bailey, and Carlson, (2016) resulted to a typology of stakeholders based on the characteristics of legitimacy, power and urgency as a tool from human behaviour. This has demonstrated how stakeholders are so determined to clinch to what rightfully belongs to them.

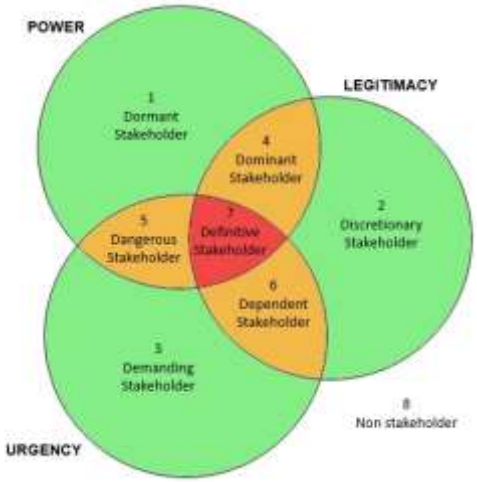

Figure 2.1: Typology of Stakeholder

Source: Strategic Management: A Stakeholder Approach. Freeman (2010)

2.7 Project Stakeholder Thinking

Cleland and Ireland, (2002) introduced stakeholder thinking into the project management paradigm. Since then, the role of stakeholder management as a central project management process has strengthened. Indeed, the concept of project management is defined through stakeholders as "the process of adapting the specifications, plans, and approaches to the different concerns and expectations of the various stakeholders" (Project Management Institute, 2018). Stakeholders have their own objectives, interests, and expectations, which may conflict and cause challenges to project management (Artto & Kujala, 2008). Stakeholder theory, thus, has been used instrumentally to enable managers to understand stakeholders and strategically manage them, typically by engendering and maintaining their support (Aaltonen, Kujala, & Oijala, 2008; Eskerod & Vaagaasar, 2014; Savage, Nix, Whitehead, & Blair, 1991). Following Cleland's (2002) work, various definitions and categorizations of stakeholders—some broadly conceived and some more constricted— have been presented in the project management literature. Broad definitions

(Beringer, Jonas, & Gemünden, 2012; Fraser & Zhu, 2008; Kolltveit & Gronhaug, 2004; Project Management Institute, 2018; Turner, 1999; Ward & Chapman, 2008) accentuate the fact that project stakeholders can affect or are affected by the project. In turn, definitions that adopt a narrower view highlight the nature of the interest or stake that a particular stakeholder has with regard to a project (Chinyio & Akintoye, 2008; Cleland, 2002; McElroy & Mills, 2000; Olander, 2007). Many of the definitions draw upon notions from the stakeholder management literature, but adapt and apply them to the project context. In addition to these diverse definitions, project management scholars have also categorized stakeholders in various ways. Most prominent in the literature are categorizations based on the stakeholders' involvement in the project and the nature of their relationship with the project; the nature of stakeholders' claim and their position toward the project; the stakeholders' role in the project; and the degree to which stakeholders' behaviour can be anticipated. Internal stakeholders are the stakeholders who are formally members of the project coalition and hence usually support the project (Beringer *et al.*, 2012; Winch, 2004). External stakeholders are not formal members of the project coalition, but may affect or are affected by the project. These external entities are often referred to as non-business stakeholders or secondary stakeholders (Cova & Salle, 2005). In addition, stakeholder categorizations in the project management literature may include the division of stakeholders according to their functional role in a project, such as client, contractor, customers, sponsors, local community members, NGOs, media, lobbying organizations, and government agencies (Cova, Ghauri, & Salle, 2002). Recently, Frooman (2010) defined stakeholders as those who have a stake in an issue instead of a firm. From the issue network perspective, stakeholders can be identified as those with grievances, resources, or opportunities with regard to a certain issue such as nuclear waste repositories.

2.8 Stakeholder satisfaction in construction projects

Stakeholder satisfaction can be described as the fulfilment of stakeholders' pre-project expectations in the actual performance which are measurable at different project stages (Li *et al*., 2013). In construction projects, stakeholder satisfaction has gained prominence in success measurement as a complement to the traditional determinants of cost, quality and time (Davis, 2016). This is important because most stakeholder groups occasionally attempt to influence the implementation of construction projects in line with their expectations (Olander and Landin, 2008). Leung *et al.*, (2004) suggested that stakeholder satisfaction can be evaluated by setting an index system which comprises different critical satisfaction factors. They further stated that stakeholder satisfaction in construction projects is contingent on management mechanisms such as communication, participation and commitment, instead of fulfilling specific goals (e.g. time, cost and quality). Generally, SM performance is reflected in the satisfaction that both the organisations and their stakeholders derive from project delivery. Hitherto, diverse perspectives of what should be regarded as "construction project success" exist. In a considerable number of cases, the users become so satisfied with the project outcome to the extent that the inadequacies of the completion criterion are of little concern (Lim and Mohamed, 1999). For instance, the Sydney Opera House and Thames Barrier were considered successful by a section of stakeholders despite exceeding time and cost requirements. Contrarily, some stakeholders were dissatisfied because of operational deficiencies of the Heathrow Terminal 5 project even though time, cost and quality requirements were met (Morris and Hough, 1987; Davis, 2016). These examples amongst many indicate the extent of disagreeing perceptions of different stakeholder groups regarding success in construction project delivery. However, mutual stakeholder satisfaction has been shown to be a crucial indicator of construction project success.

2.9 Performance Mearsurement: Critical success factors for Stakeholder Management

In the process of reviewing relevant papers on this subject, it became apparent that only three papers (Jergeas, Williamson, Skulmoski, & Thomas, 2000; Oppong *et al*., 2017; Olander and Landin, 2008) related mainly to factors affecting stakeholder management performance. Jergeas *et al*., (2000) work used interviews to identify "communication with stakeholders and setting of common goals, objectives and project priorities" as two aspects bringing improvements to the management of stakeholders. Using a comparative study, Oppong *et al*., 2017 developed elaborative tool to manage SM performance in construction projects, a conceptual model of SM performance attributes comprising performance objectives (POs), success factors (SFs) and performance indicators (PIs) that could be engaged to manage (i.e. benchmark, enhance, monitor, and measure) the performance of construction SM emanated from the work. Finaly, Olander and Landin (2008) identified five factors within the stakeholder management process that could bring about different project outcomes. These factors are: "analysis of stakeholder concerns and needs; communication of benefits and negative impacts; evaluations of alternative solutions; project organization; and media relations". Their studies make a significant contribution to the promotion of successful stakeholder management on construction projects, but because the projects were limited to only three sectors and the sizes of the samples were small, it is not possible to generalize their findings. The first study was limited to only five project managers working on oil and gas industry construction sites, and the second research was conducted using articles from 8 top-tier journals that focus on publishing construction related papers. The third work was based on only two railway development projects in Sweden. Some other factors affecting stakeholder management were also identified by the review. Landin (2000) considers that "the long-term performance of any construction project and its ability to satisfy stakeholders" depends on the decisions made and the care taken by the decision makers in fostering stakeholder communication.

Bakens, Foliente, and Jasuja (2005) and Young (2006) also point out that the key to good stakeholder management is effective communication. Aaltonen *et al.*, (2008) affirm that the key issue in project stakeholder management is management of the relationships between the project team and its stakeholders. These factors were cited as critical success factors for stakeholder management. Therefore, based on literature review, it seems that previous studies regarding critical success factors for stakeholder management are either limited to small sample size, or just assumptions without further verification. A complete list of the factors which contribute to the success of stakeholder management has not yet been undeveloped. Other studies, Bakens *et al.*, (2005), Jergeas *et al.*, (2000), Karlsen (2008), Olander and Landin (2008), and Young (2006), confirm that "communication" is an important CSF and they also show that the relationship between the project team and stakeholders is important. As further support, Rowlinson and Cheung (2008) consider that the success of stakeholder relationship management is contingent upon a well-defined communication strategy, supported by structured facilitation of relationship activities. Karlsen (2008) confirms that 5 factors are important to the formation of relationships between the project team and the stakeholders; and Karlsen *et al.*, (2008) identify 14 factors as most important for building trust between a project team and its stakeholders.

2.10 Stakeholder management processes in construction and methods used in the processes

Several scholars have proposed stakeholder management process models. However, it seems that there is no consensus on the best model. Stakeholder management requires a formal structured approach (Cleland & Ireland, 2002), but such a formal approach has not yet been fully developed (Chinyio & Akintoye, 2008). Karlsen (2008) points out that no formal and systematic project stakeholder management process exists in real projects and that the management of stakeholders is a random affair, since there are no routine functioning strategies, plans, methods or processes.

Cleland and Ireland (2002) go on to propose some basic guidelines for the development of a project stakeholder management process. They believe a formal approach is required, because projects are subject to so many changes that informal methods are inadequate. They also point out that successful project stakeholder management should provide project teams with decision-making intelligence. Although the scholars cited in Table 2.2 have proposed several stakeholder management process models, it appears that these models are not coherent and detailed enough to be of practical use. For example, Karlsen (2002) considers "identification of stakeholders" and "analysing the stakeholders" to be the first two stages required for stakeholder management, but ignores the preceding stage of "gathering information about stakeholders", which is considered important by Young (2006). Considering all of the above, it seems clear that a formal stakeholder management process model needs to be synthesized and developed. Besides the process for stakeholder management, as Chinyio and Akintoye (2008) stated, to achieve project objectives, it is also essential to identify effective approaches for stakeholder management. Although several scholars (Newcombe, 2003; Bourne, 2005; Young, 2006) have proposed the different approaches for stakeholder analysis, few have attempted to consolidate practical approaches that can be used for stake- holder management (Reed *et al*., 2009), except Chinyio and Akintoye (2008), and Reed *et al.,* (2009). Chinyio and Akintoye (2008) focused on stakeholder engagement approaches in construction in the United Kingdom, and Reed *et al.*, (2009) discussed the approaches for stakeholder analysis used within natural resource management research activities. These studies identified and proposed a range of approaches that have helped the practitioners to manage stakeholders. However, their limited scope means that they do not represent the complete picture.

and the stakeholder salience affect the degree to which managers give priority to competing stakeholder claims (Mitchell, Agle, and Wood, 1997). Four stakeholders' attributes (i.e., power, legitimacy, urgency, and proximity) are considered as contributors to their salience (Nguyen, Skitmore, Wong, 2009).

2.11 Stakeholder Power

A straightforward definition of power was given by Kanter (1983): "the ability to get things done." Although in conventional management theories, various taxonomies were proposed to categorize the types of power (Freeman, 1999), generally, scholars have followed two perspectives: resource occupation and relationship dependency. The resource occupation perspective treats power as an attribute of the individual (Cavanaugh, 1984) and conceives that the more critical resources a stakeholder possesses, the higher power he or she has. 'Resource' here is a broad term and refers not only to tangible assets, but also incorporeal capital. Etzioni (1964) initiated this perspective. Freeman (2001) suggested three types of power: coercive power with the physical resources of force, violence, or threat (e.g., the use of a gun, a wipe, or a lock); utilitarian power with material or financial resources (e.g., possession of goods, services, and money); and normative social power with symbolic resources (e.g., prestige, esteem, love, and acceptance). Freeman (1983) thought stakeholders' power ranges from the formalistic or voting power (mainly referring to authority hierarchy, shareholder funds, or minority interests) to economic power (marketplace decisions) and to political power (use of political process). Most stakeholder studies in the construction field have consciously or unconsciously accepted the coercive/utilitarian/normative classification as they referred to Mitchell *et al.*'s (1997) work, which applied Etzioni's opinions to the 'Stakeholder Salience Model.' For example, Aaltonen *et al.,* (2008) built upon Mitchell *et al.*'s model to analyze

stakeholder power in a pulp mill construction project, and Nguyen *et al.,* (2009) assessed stakeholder power through three sources (i.e., positional, resource, and expert). Relationship dependency perspective views power as an attribute of social relationships (Cavanaugh, 1984; Lovell, 1993). This perspective is typically identified in Dahl's definition (1957): "A has power over B to the extent that he can get B to do something that B would otherwise not do." It was therefore, noted that "power is context or relationship specific in that a person is not 'powerful' or 'powerless' in general but only with respect to other social actors in a specific social relationship." Using a meta-analysis, Drees and Heugens (2013) consolidated the results of 157 studies on relationship dependency theory and tested its main predictions. The findings showed significant results in the consulted studies allowing confirming of the explanatory power of relationship dependency theory. Freeman and Evan (1990) argued that the stakeholder environment consists of "a series of multilateral contracts among stakeholders." The nature of any existing between-stakeholder relationships influences a stakeholder's behaviour and, consequently, the demands it places on the focal organization (Rowley, 1997). In the construction field, researchers have recently paid more attention to this perspective. Particularly in the construction field, Newcombe (2003), Pryke (2006), Walker and Bourne (2008), and Yang *et al.*, (2011) used the term "the network of relationships" in their studies, because they believe stakeholder influences in construction projects take shape in a non-linear, complex, iterative, and interactive environment, and cannot be easily identified. Beringer *et al.*, (2012) analysed the influence of internal stakeholders' interactions on project portfolio management. Freeman (1999) integrated the resource occupation and relationship dependency perspectives and suggested that resource dependence theory gives "a useful account of stakeholder power." According to the types of resource control and influence pathways, he proposed four stakeholder influence strategies:

withholding, usage, direct, and indirect. Although these previous scholars, no matter from which perspective they studied, have emphasized the role of stakeholders' power in decision making, most of them did not indicate to what extent power can influence project managers' decision-making strategies. Parent and Deep house (2007) used a multi-method, comparative case study of two large-scale sporting event organizing committees, with a particular focus on interviews with managers at three hierarchical levels, and found that power is primary for stakeholder salience and decision making. This statement has not been validated, however, in the construction field.

2.12 Stakeholder Legitimacy

Stakeholder legitimacy has been taken into consideration at least since Freeman's (1984) profound work (Phillips, 2003). Mitchell *et al*., (1997) and (Agle *et al.*, (1999) suggested that legitimacy can be used as a criterion to identify stakeholders according to whether their claims are legitimate or not. A general definition of stakeholder legitimacy is "a generalized perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions" (Suchman, 2015). Donaldson and Preston (2016) accepted this opinion and distinguished between stakeholders and influencers. They thought that some influencers (e.g., the media and competitors) are not stakeholders because the organization's goal is not to advance their well-being. This is a moral philosophical conception of stakeholder theory (Phillips, 2003); it narrows down the boundary of stakeholders and considers moral obligation to be the necessary and sufficient condition for stakeholder identification. However, this narrow conception has been challenged by many scholars and practitioners from the strategic management standpoint. Mitchell *et al.*, (1997) argued that powerful constituencies are stakeholders; Freeman (1999) stated that the appropriateness of a stakeholder's claim may not matter nearly as much as the ability of the stakeholder to affect the direction of the organization

and/or project, and managers should take into account all claims because of their potential impacts on project activities and strategies. Based on the above-mentioned debate, Phillips (2003) proposed two types of stakeholder legitimacy: normative legitimacy and derivative legitimacy. Normative stakeholders are those to whom the organization and/or project have a moral obligation, and for whose benefit the firm and/or project is managed (Freeman, 1984; Philips, 2003). Derivative stakeholders are those whose actions and claims must be accounted for by managers because of their potential effects on the organization and/ or project and normative stakeholders (Phillips, 2003). Furthermore, Phillips (2003) pointed out that those groups without normative and derivative legitimacies (synonymous with 'illegitimate stakeholders') are 'non-stakeholders.' Based on Phillips' classification, project managers can clearly understand the idea of legitimacy, and know (1) who are stakeholders, (2) on what basis they merit such status, and (3) how these groups relate to the focal organization. Phillips (2003) recognized that power is a basis for legitimacy and conceived coercive power as derivative legitimacy; meanwhile, he also thought the concept of derivative legitimacy could help to identify latent stakeholders, which is similar to the relationship dependency perspective of power. Although Phillips' study addressed the fundamental question about stakeholder identity and recognized the interrelation between power and legitimacy, the normative/derivative distinction did not explicitly tell project managers how to identify the salience of stakeholders in an organization; hence, some scholars tend to explain legitimacy purely from a resource occupation perspective. According Stinchcombe (1968), legitimacy is defined by the values of those with social power, "a coupling that appears to carry over into stakeholder theories of the firm." Driscoll and Starik (2004) considered that, although managers view some stakeholders as legitimate even though they have no power, these stakeholders will not likely be salient to managers "unless they hold either the power to influence the form or the urgency of a

claim." Similarly, (Munteanu *et al.*, (2007) stated that to be a legitimate stakeholder, a group must make important resources (e.g., labour, money, and loyalty) available to the organization and/or project. In the construction field, Olander (2007) followed Phillips' classification, and defined legitimate stakeholders as those who bear some sort of risk in relation to the organization, be it beneficial or harmful. Similarly, Nguyen *et al.*, (2007) also accepted Phillips' concept, and considered that legitimacy reflects the contractual relations, legal and moral rights in relationships between stakeholders, and a project. In contrast, Aaltonen *et al.*, (2008) adopted Suchman's definition, which conceived legitimacy as moral obligations. Although scholars can have different perceptions on theories, their statements should be verified in practice; however, these studies neither obtained practitioners' opinions regarding the legitimacy concept, nor analysed whether this stakeholder attribute is critical for decision making when there are conflicts between stakeholders.

2.13 Stakeholder Urgency

Urgency is described as the degree to which a stakeholder's claim calls for immediate attention because of its time sensitive nature and its importance to the stakeholder (Mitchell *et al*., 1997). Urgency differs from other stakeholder attributes because it depends on the time horizon in which claims' effects are expected (Munteanu *et al.,* 2007). Hence, time-related factors, such as the threat of resources' unavailability, rates of return, political agendas, administrative calendars, and project schedule, can influence the urgent levels. There are two standpoints used to evaluate stakeholder urgency, namely, the short-term economic results and the long-term sustainability (Driscoll & Starik, 2004). The short-term economic results "is often precipitated by the use of cost–benefit analysis, rates of return, and changes in stock prices" (Laverty, 1996), whereas the long-term sustainability is more related to environmental catastrophes, such as urban sprawl, coastal

development, biodiversity loss, and endangerment of species extinction (Driscoll & Starik, 2004). Agle *et al.*, (1999), based on the perspectives of CEOs in 80 large U.S. firms, suggested that urgency is the best predictor of salience; however, this statement was challenged by Parent and Deep house (2007) because they thought that power was the most important for stakeholder salience and decision making. In the construction field, which stakeholder attribute has the most important effect on formulating decision-making strategies? Is the result consistent across different hierarchical levels and project types? Limited studies have been conducted previously.

2.14 Stakeholder Proximity

Spatial distance can be as important in stakeholder interactions as time, which is associated with 'urgency' (Driscoll & Starik, 2014). Proximity is suggested as a stakeholder attribute to indicate "the state, quality or fact of being near or next in space, time or order" (Soukhanov, 1984). A systematic statement about proximity in general management literature was conducted by Driscoll and Starik (2014). According to these researchers, four aspects related to proximity must be taken into consideration: (1) physical sharing, such as organizations that share the same physical space or are adjacent to one another; (2) interest connection, that is, organizations are proximate if they share the same or similar ideas, approaches, and actions (e.g., suppliers on the value chain); (3) ubiquity, which means that "a stakeholder is multi-faceted as to be virtually omnipresent" (e.g., the public and communities in a highway project); and (4) affinity, which nominates the predisposition of the organization for establishing partnerships with a preferred group of stakeholders, from reasons of complementary missions, strategies, structures, resources, or their members (e.g., members in the same association). Driscoll and Starik (2014) also considered that proximity is associated with the emerging idea of stakeholder networks, particularly regarding the 'interest connection' aspect. Two network variables, namely, centrality and density, were deemed

as parameters to indicate stakeholder proximity by Driscoll and Starik (2014); however, according to the classical social network theory, these two parameters actually have limited association with the proximity concept. Centrality, no matter which kind of centrality it is (e.g., in-degree, out-degree, betweenness, closeness, or status centrality), measures the degree of prominence of an individual (stakeholder) in a relationship network (Wasserman & Faust, 1994). Stakeholders controlling more resources (related to in-degree or out-degree centralities) or having higher relationship dependency (related to betweenness, closeness, and status centralities) are normally located more centrally in the network. From this point of view, centrality is more related to 'power' (i.e., resource occupation and relationship dependency, rather than 'proximity' or 'urgency'). Density is a measure of "the relative number of ties in the network that link actors together" (Scott, 2015). It is calculated as a ratio of the number of relationships that exist in the network, compared with the total number of maximum possible ties. This parameter is usually used to analyse the communication status or ways in a firm and/or project environment (Parise, S., 2017; (Chinowsky, 2018). Possible measurements of proximity in social network theory are 'clusters' and 'cliques,' which indicate the coalitions among stakeholders, especially when they share similar interests on the firm and/or project (Scott, 2015). Although nuanced conceptions exist, proximity has caused high attention in the general management literature (Driscoll & Starik, 2014). Comparatively, in the construction field, studies on 'stakeholder proximity' are inadequate. Scholars either did not mention the impact of proximity on stakeholder salience (e.g., Olander, 2007; Aaltonen *et al*., 2008) or viewed it from a narrow perspective (e.g., Bourne, 2005; Nguyen *et al.,* 2009). For example, according to Bourne (2005), proximity implies the extent to which a stakeholder is involved in the project; consequently, stakeholders who do not have direct involvement with the project processes are remote ones, and those working directly on the project are 'close'

stakeholders. This definition is much simplified compared with what Driscoll and Starik (2004) interpreted.

2.15 Trends and Emerging Practices in Project Stakeholder Engagement

There exist broader definitions of stakeholders that are being developed that expand the traditional categories of employees, suppliers, and shareholders to include groups such as regulators, lobby groups, environmentalists, financial organizations, the media, and those who simply believe they are stakeholders—they perceive that they will be affected by the work or outcomes of the project. Trends and emerging practices for Project Stakeholder Management include but are not limited to: Identifying all stakeholders, not just a limited set; Ensuring that all team members are involved in stakeholder engagement activities; Reviewing the stakeholder community regularly, often in parallel with reviews of individual project risks; Consulting with stakeholders who are most affected by the work or outcomes of the project through the concept of co-creation. Co-creation places greater emphasis on including affected stakeholders in the team as partners; and Capturing the value of effective stakeholder engagement, both positive and negative. Positive value can be based on the consideration of benefits derived from higher levels of active support from stakeholders, particularly powerful stakeholders. Negative value can be derived by measuring the true costs of not engaging stakeholders effectively, leading to product recalls or loss of organizational or project reputation. (Project Management Institute, 2018).

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter is structured to capture the following; The research design, Study population; and Sample size, Sampling techniques, Data collection instrument and Data analysis. The aim of this chapter was to ensure that the appropriate procedures of collecting and treating data were followed in the course of the research; and in meeting the research objectives.

Methodology can be defined as a system of collecting data for research projects. With the background of the study and foundation already established in the previous chapters, this chapter deals with the overall strategies adopted in carrying out this research work and the analytical tool required to achieve the objectives of the research i.e. The preceding chapter is an extensive review of relevant literature on the stakeholder management in construction projects and possible research solutions by various authors on this topic. This chapter focuses on the research procedures and methods used in carrying out the study.

3.2 Research Design

A research design is considered as a "blueprint" for research that directs, which questions to study, what data are relevant, how to collect data, and how to analyse the data. The overall success of research is determined by the choice of research method (Kwashie, 2012). This research work adopted quantitative research approach. Primary and secondary data were used. The primary data was collected using questionnaires and secondary through field survey, while the secondary data were collected from Journals, Text books, conference proceedings among other sources. Sample frame and study population will be professionals working within the construction Industry in Abuja. Data extracted from the questionnaires will be analysed using Means Item Score, Relative

Important Index; whilst, relationship between SM success factors and performance objectives was analysed using Regression or Anova. These analyses were carried out using SSPS Software and MS-Excel.

3.3 Study Population

According to Polit and Hungler (1999), population is defined as the aggregate or totality of all the objects, subjects, elements or members that conforms to a set of specifications. Similarly, Naoum (2012) sees population as the group with certain common characteristics. Since, the study is aimed at assessing the performance of stakeholder management in construction projects. The population for this study includes professionals working with client organizations, consultants and contractors' organisation either as a project manager, Architect, Quantity Surveyor, Project Engineer, Builder, contract administration/managers among others. These professionals are registered: Builders, Quantity surveyors, Architects, and Engineers, and Project Manager practicing within Abuja, Nigeria. The total population size of this study was 168 (41 builders, 42 Quantity surveyors, 41 Architects, and 44 Engineers).

The list of all the members of the various professional bodies, especially those who are financially up to date as at November, 2019, that are based in Abuja is shown in Table 3.1.

Table 3.1: Questionnaire Distribution

Discipline of respondent	Population Size (Nigeria)	Population Size (FCT)	Sample Size	Total number distributed	Number retrieved	Valid Frequency	Valid Percent
Architect	3651	745	41	62	47	40	24.8%
Quantity Surveyor	3271	752	42	70	74	42	26.1%
Builder	3245	622	41	50	11	39	24.2%
Structural Engineer	42835	16,852	44	60	50	40	24.8%
Electrical Engineer							
Total			168	242	182	161	100%

Source: Field Study (2018)

3.5 Sample Size

Kolawole (2005) state that a sample size is a part of the population that is selected for research purpose. The sample size in respect of this study was determined by the elements or members extracted from the population. The sample size for this study was168 and this was derived by applying the Yamane formula formula by $n=N/(1+Ne2)$;

Where:

n= corrected sample size;

N = population size;

and e = Margin of error (MoE);

e = 0.25 based on the research condition.

Therefore, s = 168

3.6 Sampling Technique

Sampling technique allows for studying a certain proportion of the population to be studied, thus, improving accuracy, sampling time, and cost of gathering data is minimised. Based on this, it is therefore, necessary to employ a sampling technique that is suitable for the study are as well as the target population. Sampling techniques is categorised into simple sampling, systematic, stratified and clustering random sampling (Morenikeji, 2006). Simple Random sampling method was used in the administration of the questionnaires and collection of data. Using simple random sampling, every of the targeted respondents had an equal chance of getting selected to be the part sample.

3.7 Data Collection Instrument

This study adopted questionnaire and Archival records as tools for collecting data for the study. A multi-choice type questionnaire was designed for this research. The questionnaire contains tables and checkboxes for easy selection of options by respondents. The questionnaires was structured in a manner that allows respondents to select from the answer choices provided. The questionnaire reflects the major areas of the study interest, thereby, providing information relevant to the Study objectives and answering the research questions. The questionnaire asked questions on a 6-point Likert scale with 6 being the highest of the ranking.

The five (6) sections into which the questionnaire will be divided are;

Section A – Questions about respondents' profile and organizational background

Section B – Questions on the aspect of SM performance in construction projects;

Section C – Questions on CSF for managing stakeholders in construction projects;

Section D - Questions on project objectives for managing stakeholders in construction projects

Section E - Questions on relationship between SM success factors and performance objectives.

3.8 Data Collection Procedure

The data was collected through self-administration of questionnaires using simple random sampling techniques from construction professionals within Abuja. Prior to the actual administration of the final draft of the questionnaire, the initial draft was pre-tested through a pilot study to ascertain the clarity, effectiveness and how intelligible the questionnaire would be. A pilot study ensured that the respondents understand the contents of the questionnaire; and whether they have the ability and willingness to answer the question.

3.9 Method of Data Analysis Tools/Techniques

The data collected was analysed using descriptive statistics. Descriptive statistics such as; means item score (MIS), relative important index (RII), Regression or Anova, percentages, tables and charts; was used to analyse, present and rank variables. Percentage was used to analyse the respondents' general information. Table 3.2 shows the objectives and corresponding methods for analysing the data that will be collected on various sections to achieve the study aim.

Table 3. 2: Methods of Data analysis

S/NR	OBJECTIVES	METHODS
1	To identify aspect of SM performance in construction projects	Literature
2	To appraise the CSF factors for managing stakeholders in construction projects	Relative Important Index, (RII)
3	To evaluate project objectives for managing stakeholders in construction projects	Relative Important Index, (RII)
4	To establish the relationship between SM success factors and performance objectives	Regression and Anova

Source: Field Study (2018)

The formula for Relative Important Index is written as

$$\text{Relative Important Index (RII)} = \frac{\sum P_i U_i}{A \times N} \quad \ldots\ldots\ldots\ldots\ldots \quad 3.3$$

Where;

P_i = respondent rating of factors,

U_i = Number of respondents placing identical weighting/rating on factor

A = highest weighting (i.e. 5 in this case)

N = Sample size

Also, the cut off point for the determination of level of importance, satisfaction or significance of factors using relative frequency (or percentage) index is shown below

i. (0-20%) - Strongly Disagree

ii. (21-35%) - Disagree

iii. (36-50%) – Slightly Disagree

iv. (51-65%) – Slightly Agree

v. (66-80%) - Agree

vi. (81-100%) – Strongly Agree

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis of retrieved data from the administered questionnaire during the field survey. Data analysis results were presented using descriptive statistics such as frequencies for presentations of the organizations' profiles, and inferential statistics such as factor analysis and Analysis of Variance (ANOVA) to analyse and present the factors affecting stakeholder management and their performance objectives.

4.2 Respondent Background

Table 4.1 showed respondents organization types. It showed that 43.41 percent of respondents work in construction or contracting organizations, 35.71 percent work in consultancy organizations, 14.29 work in client organizations and 6.59 percent work in other related organizations.

Table 4.1: Organization of Respondents

Organization Type	Frequency	Percentage
Consultancy	65	35.71
Contracting	79	43.41
Client Organization	26	14.29
Others	5	6.59
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.2 showed the professional designation of respondents. It showed that 40.7 percent of respondents are quantity surveyors, 25.8 percent are architects, 19.2 percent are engineers, 7.1 percent are project managers, 6 percent are builders and 1.1 percent are designated in other related professional.

Table 4.2: Designation of Respondents

Respondents' Designation	Frequency	Percentage
Architect	47	25.8
Quantity Surveyor	74	40.7
Engineer	35	19.2
Builder	11	6.0
Project Manager	13	7.1
Other	2	1.1
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.3 presented the types of projects embarked on by respondents' organizations. I revealed that 82.97 percent of the projects are building projects, 8.24 percent are road infrastructure projects, 3.85 percent are power infrastructure projects and 4.95 percent are telecommunication and MEP projects.

Table 4.3: Type of Project Respondents Managed

Project type	Frequency	Percentage
Building Project	151	82.97
Road Infrastructure Project	15	8.24
Power Infrastructure Project	7	3.85
Telecommunication and MEP project	9	4.95
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.4 showed the procurement methods adopted by respondents' organizations. It showed that 43.96 percent of organizations adopted the design and build procurement method, 32.42 adopted

the design, bid and build method, 13.74 percent adopted the public private partnership and 9.89 percent adopted other available procurement methods.

Table 4.4: Type of Procurement

Procurement type	Frequency	Percentage
Design and Build	80	43.96
Design Bid Build	59	32.42
Public Private Partnership	25	13.74
Others	18	9.89
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.5 presented the academic qualification of respondents. It showed that 41.76 percent are master's degree holders, 36.26 percent are bachelor degree holders, 14.84 percent are higher national diploma holders, 1.10 percent have Doctoral degrees, and 4.40 percent have other related degrees.

Table 4.5: Academic qualification of Respondents

Academic Qualification	Frequency	Percentage
HND	27	14.84
B.Sc./Tech	66	36.26
M.Sc./Tech	76	41.76
MBA	3	1.65
Ph.D.	2	1.10
Others	8	4.40
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.6 showed the professional qualifications of respondents. It revealed that 29.12 percent of respondents are members of the Nigeria Institute of Quantity surveyors (MNIQS), 25.27 percent are members of the Nigeria Institute of Architects (MNIA), 19.23 are members of Nigeria Society

of Engineers (MNSE), 7.69 percent are probationer members of Nigeria Institute of Quantity surveyors (NIQS), 6.59 percent are members of the Nigeria Institute of Builders (MNIOB), 3.3 percent are Project Management Professionals (PMP), 5.49 percent are fellow members of Nigeria Institute of Quantity surveyors (FNIQS) 1.10 percent are fellow members of Nigeria Institute of Builders (FNIOB), and 2.4 percent are members of other related professionals.

Table 4.6: Professional Qualification of Respondents

Professional Qualification	Frequency	Percentage
MNIQS	53	29.12
FNIQS	10	5.49
MNIA	46	25.27
MNIOB	12	6.59
FNIOB	2	1.10
MNSE	35	19.23
FNSE	1	0.55
PMP	6	3.30
PRINCE2	1	0.55
Graduate Architect	1	0.55
Probationer Members NIQS	14	7.69
Probationer Members MNIQS	1	0.55
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.7 showed the number of years of professional experience of respondents. it showed that 44.51 percent of respondents have six to ten years of experience, 23.63 percent have less than six years of experience, 20.88 percent have eleven to fifteen years of experience, 6.59 percent have sixteen to twenty years of experience and 3.85 have over 20 years of experience. The mean number of professional experience of respondents is 8.82 years.

Table 4.7: Year of Experience of Respondents

Years of Experience	Frequency (F)	Midpoint (x)	Percentage	Fx
0-5 Years	43	2.5	23.63	107.5
6-10 Years	81	8	44.51	648
11-15 Years	38	13	20.88	494
16-20 Years	12	18	6.59	216
Over 20 Years	7	20	3.85	140
Total	**182**		**100.0**	**1605.5**

Source: Field Study (2018) **Mean = 8.82**

Table 4.8 revealed the level of awareness of stakeholder management concept among respondents. It showed that 95.6 percent of respondents have significant awareness of stakeholder management, about 3.8 percent have no awareness of the subject, and 0.6 dont know.

Table 4.8: Awareness of Stakeholder Management (SM)

Type	Frequency	Percentage
No	7	3.80
Yes	174	95.60
Don't know	1	0.60
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.9 showed the field implementation of stakeholder management as experienced by respondents. It revealed that 64.3 percent have experienced a structured or formal execution of stakeholders management, and 30.2 percent have never, while 5.5percent don't know. .

Table 4.9: Experience of Respondent on the implementation of SM in construction projects

Type	Frequency	Percentage
No	55	30.20
Yes	117	64.30
Don't know	10	5.50
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.10 presented the extent to which respondents believed that stakeholder management affects the success of projects. It revealed that 60.4 percent believed stakeholder management to have high impact on projects success, 25.3 believed the impact is moderate, 12.1 believed stakeholder management to have extreme impact on project success and 2.2 percent believed it has little or no impact on projects success.

Table 4.10: Effects of Stakeholder management on Construction projects

Extent	Frequency	Percentage
None	2	1.10
Slight	2	1.10
Moderate	46	25.30
High	110	60.40
Extreme	22	12.1
Total	**182**	**100.0**

Source: Field Study (2018)

Table 4.11, showed the results of a relative significance index for critical success factors for stakeholder management and the results indicating that "Effective communication with stakeholders" and "Definition of project mission and objectives" ranked first as most exhibited with RII of 0.85, followed by "Exploring stakeholders' needs and constraints to projects" and "Management support for managing stakeholder" ranked second with RII of 0.81. "Involvement

of stakeholders in major decision making" and "Good relationship with and amongst stakeholders" ranked third with RII of 0.80. The result shows that "Mutual trust and respect with and amongst stakeholders" came fourth with RII 0.78. 'Comprehensive and transparent analysis of all alternative project solution' and 'Analyze conflicts and coalitions amongst stakeholder' came fifth with RII of 0.77.

Table 4.11: Critical Success Factors Affecting Stakeholders Management Performance

Factors	SD	DA	SLD	SLA	AR	SA	Total	TWV	RII	Rank
Effective communication with stakeholders	2	4	9	22	65	77	179	1807	0.85	1
Definition of project mission and objectives	3	2	8	26	63	76	178	1796	0.85	1
Exploring stakeholders' needs and constraints to projects	1	1	11	36	85	43	177	1748	0.81	2
Management support for managing stakeholder	0	2	13	37	91	38	181	1779	0.81	2
Involvement of stakeholders in major decision making	5	3	11	29	76	55	179	1765	0.80	3
Good relationship with and amongst stakeholders	2	3	16	35	77	46	179	1752	0.80	3
Mutual trust and respect with and amongst stakeholders	10	1	7	47	66	48	179	1734	0.78	4
Comprehensive and transparent analysis of all alternative project solutions	4	2	18	43	64	40	171	1649	0.77	5
Analyse conflicts and coalitions amongst stakeholders	3	1	16	53	71	33	177	1703	0.77	5

Acquaintance with indigenous knowledge	6	4	4	58	75	29	176	1687	0.76	6
Determining the strengths and weaknesses of stakeholders	1	4	21	51	73	28	178	1699	0.76	6
Support and assistance from higher authorities	5	5	25	46	61	36	178	1685	0.74	7
Analyzing the changes in stakeholder environment e.g. information, influence, relationships and behaviours.	8	6	12	55	64	33	178	1684	0.74	7
Compromising stakeholder conflicts through consensus building	8	5	26	57	65	12	173	1586	0.69	8
Understanding stakeholders' interest, attributes and behaviour	3	11	27	79	59		179	1612	0.67	9

Sources: Field Study (2018); Yang (2014); Oppong, Chan , and Dansoh (2017)

Table 4.12, showed the results of a relative significance index of stakeholder management performance objectives. The result indicates that from practitioners' perspective, stakeholder management is effective and yielding the anticipated performance objectives. The results indicates that "Facilitate projects to move forward in a timely and effective manner" ranked first most achieved with RII of 0.86, followed by "Achieve collaborative and integrated project solution" ranked second with RII of 0.84. "Obtain good stakeholder perception, acceptance and support of project purpose" ranked third with RII of 0.83, next is "Increase stakeholders' sense of belongingness and ownership of project" ranked fourth with RII of 0.82. "Satisfy the needs, interests and objectives of stakeholders" and three other performance objectives were ranked fifth with RII of 0.81. The result shows that "Promote equity amongst stakeholders", "Build robust, trustworthy and communicative project relationship with stakeholders" and "Increase awareness, change attitude that positively affect behavior of stakeholders" were the last three relative importance index of stakeholders management performance.

Table 4.12: Performance Objectives Stakeholders Management

SM PERFORMANCE OBJECTIVES	SD	DA	SLD	SLA	AR	SA	TOTAL	TWV	RII	Rank
Facilitate projects to move forward in a timely and effective manner	2	3	7	13	79	73	177	1799	0.86	1
Achieve collaborative and integrated project solution	5	1	4	19	95	53	177	1773	0.84	2
Obtain good stakeholder perception, acceptance and support of project purpose	2	2	7	25	90	53	179	1790	0.83	3
Obtain good stakeholder perception, acceptance and support of project purpose	2	2	7	25	90	53	179	1790	0.82	4
Increase stakeholders' sense of belongingness and ownership of project	3	3	9	35	63	65	178	1771	0.82	4
Satisfy the needs, interests and objectives of stakeholders	4	4	11	27	75	58	179	1771	0.81	5
Build social capital, and promote social learning and cohesion	3	2	5	52	59	58	179	1768	0.81	5
Resolve and minimize conflict and controversy between diverse stakeholder interests	4	3	8	31	86	46	178	1754	0.81	5
Maximize mutual benefits and minimize negative impacts of project	3	0	16	38	69	53	179	1761	0.81	5

Curtail stakeholder activities that might adversely affect project	4	1	16	33	71	53	178	1749	0.80	6
Encourage innovation in project development	2	2	11	42	77	44	178	1746	0.80	6
Ensure openness, transparency, and accountability of the decision-making process	3	3	11	42	71	49	179	1754	0.80	6
Improve the long-term viability of project towards stakeholders	1	2	15	45	87	28	178	1723	0.78	7
Enhance local decision making	7	5	7	39	80	37	175	1691	0.78	8
Facilitate spin-off partnerships with stakeholders	9	2	6	36	95	31	179	1731	0.78	8
Systematically identify and analyses stakeholders	5	2	10	60	57	45	179	1729	0.78	8
Promote equity amongst stakeholders	5	2	12	54	74	32	179	1718	0.77	9
Build robust, trustworthy and communicative project relationship with stakeholders	6	1	20	47	72	33	179	1709	0.76	10
Increase awareness, change attitude that positively affect behaviour of stakeholders	8	19	47	73	31	1	179	1535	0.60	11

Sources: Field Study (2018); Yang (2014); Oppong, Chan , and Dansoh (2017)

Table 4.13 showed the results of a Simple Linear Regression (SLR) for the relationship between the critical success factors of Stakeholders management and the performance objective of stakeholder management. The *R* value of **0.845** represents the simple correlation between the dependent variable (Performance Objectives of stakeholder management) and the independent variable (Critical Success Factors). This R value indicated a high degree of correlation. In addition to the R Value, the R^2 indicated the extent of the total variation in the dependent variable (performance) can be explained by the independent variable (critical success factors), In this case, 71.4% (a substantially large value) of stakeholder management performance can be explained by the presence of the critical success factors.

Furthermore, the Analysis of Variance (Anova) in table 4.16 revealed that the regression model predicts the relationship between of Stakeholder Management Performance Objectives (dependent variable) relationship with Stakeholder Management Critical Success Factors (independent variable) significantly accurately. The *p*-value (0.000) which is less than 0.005 indicated the statistical significance of the regression model statistically as a good fit for the model. It thus predicts that the extent to which Stakeholder Management Critical Success Factors are demonstrated on projects affect the Stakeholder Management Performance Objectives

Table 4.13: Means of critical success factors and performance objectives of stakeholder management

	N	Minimum	Maximum	Mean	Std. Deviation
Critical Success Factors	181	1.31	6.00	4.7284	.92253
Performance Objectives	179	1.63	7.17	4.8096	.92909

Source: Field Study (2018)

Table 4.14: Model Summary of the Relationship between Success factors and stakeholders management performance objectives

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845[a]	.714	.713	.49789

Source: Field Study (2018)

a. Predictors: (Constant), Factors
b. Dependent Variable: Performance

Table 4. 15: Regression Coefficients of the Relationship between Success factors and performance of stakeholders management

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.776	.195		3.972	.000
Factors	.856	.041	.845	21.043	.000

Source: Field Study (2018)

Table 4. 16: Anova of the Relationship between Success factors and performance Objective of stakeholder management

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	109.774	1	109.774	442.823	.000[a]
Residual	43.878	177	.248		
Total	153.652	178			

Source: Field Study (2018)

Tables 4.14 and 4.15 showed the regression coefficients of the relationship between Stakeholder Management's Critical Success Factors and Stakeholders Management's Performance Objectives from which the regression equation of the relationship can be deduced as follows:

Performance Objective for SM = 0.776 + 0.856(critical success factors)

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The following are the summary of findings from the study:

The Nigerian professionals are not completely ignorant of stakeholder management as the responses reveal the following:

i. The number of respondents that have heard of Stakeholder Management (SM) is 95.6%. However, 64.3% have conducted structured stakeholder management on project, while 30.2% have not conducted.

ii. A 3.8% of the respondents claimed that they were unaware of Stakeholder Management.

iii. In term of contribution of SM to project success, 12.1% believe it has extreme impact, 60.4 believe it has high impact, 25.3% claimed it has moderate impact, 1.1% stated slight impact and finally 1.1% stated no impact.

Critical Success Factors Affecting Stakeholders Management Performance

In this order, the following are the first five critical success factors mostly demonstrated on projects:

1) Effective communication with stakeholders

2) Definition of project mission and objectives

3) Exploring stakeholders' needs and constraints to projects

4) Management support for managing stakeholder

5) Involvement of stakeholders in major decision making

Performance Objectives Stakeholders Management

In this order, the following are the first five SM performance objectives mostly achieved on projects

1) Facilitate projects to move forward in a timely and effective manner

2) Achieve collaborative and integrated project solution

3) Obtain good stakeholder perception, acceptance and support of project purpose

4) Obtain good stakeholder perception, acceptance and support of project purpose

5) Increase stakeholders' sense of belongingness and ownership of project.

Stakeholder Management Performance

The present performance of Stakeholder Management in construction. From Table 4.12, the study revealed that the current method stakeholder management method in Abuja is effective, and yielding anticipated stakeholder performance objectives. Also, the Critical success factors of Stakeholder Management contribute to the achievement of stakeholder performance objectives.

5.2 Conclusion

This study has been able to establish the performance of stakeholder management in construction project. It equally established that there is a relationship between stakeholder management critical success factors and stakeholder management performance objectives. Table 4.12, showed the results of a relative significance index of stakeholder management performance objectives. The result indicates that from practitioners' perspective, stakeholder management is effective and yielding the anticipated performance objectives.

5.3 Recommendations

The development of structured stakeholder management method is recommended on projects in order to achieve effective result while managing project stakeholders. Success in managing project stakeholders is said to be a major factor towards achieving the overall project success. Due diligence should be placed towards ensuring the inclusion of Success Factors in the SM processes.

5.4 Areas for further studies

- It is recommended that further work should explore the performance of stakeholder management methods with respect to different procurement methods, especially Public Private Partnership (PPP) that has more diverse project stakeholders.
- It is recommended that further research should explore specific organization strategies towards achieving project stakeholder performance objectives.
- This study is limited to the assessment of Stakeholder Management performance from practitioners' perspective, further studies should consider the assessment of Stakeholder Management performance with focus on other project stakeholders, e.g., end users.

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APPENDIX

QUESTIONNAIRE

MSC RESEARCH STUDY ON "AN APPRAISAL OF THE PERFORMANCE OF STAKEHOLDERS MANAGEMENT IN CONSTRUCTION PROJECTS".

September, 2019

Dear Respondent,

I am an Msc Student at Ahmadu Bello University, Zaria, Nigeria, and I am conducting a study on the performance of stakeholder management (SM) in the construction industry. This questionnaire forms an important part of data collection instruments. The questionnaire comprises of questions on your awareness of stakeholder management, performance objectives of SM and success factors for SM, you are at liberty to provide your answer based on your most recent project.

It is hoped that the end result of the research will complement any existing study by providing additional information on what core construction stakeholders consider as most critical success factors for SM and level of performance of the existing SM model or strategies.

I undertake to ensure that confidentiality of the respondents is strictly maintained. The questionnaire is expected to be returned on or before 31st September, 2019. Your contribution is very much appreciated.

Yours faithfully,

Ayodele FALEYE

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Lugbe, Abuja.

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PART A: **Please tick as appropriate (Respondent/Project Information)**

Type of Organization: Consultancy [ ] Construction [ ] Client Organization [ ] Others Specify……

Designation of the respondent (a)Architect [ ] (b.) Quantity Surveyor [ ] (c) Engineer [ ] (d). Builder [ ]

(e)Project Manager [ ] (f) Others please specify……

Type of Project (a)Building Project [ ] (b.) Road Infrastructures Project [ ](c) Power Infrastructures Project [ ]

(d). Telecommunication and MEP project [ ] (e) Others please specify……

Type of Procurement (a.) Design and Build [ ] (c) Design Bid Build [ ] (d). Public Private Partnership [ ]

(e) Others please specify……

Academic qualification of Respondent (a) HND [ ] (b) B.Sc [ ] (c) M.Sc [ ] (d) M.BA (e) Ph.D [ ] (F)

Others (Please specify)…….

Professional Qualification of Respondent (a) MNIQS [ ] (b) FNIQS [ ] (c) MNIA [ ] (d) FNIA [ ](e)

MNIOB [ ] (f) FNIOB [ ] (g) MNSE [ ] (h) FNSE [ ] (i) Others (Please specify):……

Year of experience (a) 0-5yrs [ ] (b) 6-10yrs [ ] (c) 11-15yrs [ ] (d) 16-20yrs [ ] (e) Over 20yrs [ ].

Have you heard of the term 'Stakeholder Management' before?

□No [ ] □Yes [ ] □Don't know [ ]

Have you seen formal/structured Stakeholder Management being conducted before on project?

□No [ ] □Yes [ ] □don't know [ ]

To what extent do you believe that the management of project stakeholders affect success of the project?

□None[ ] □Slight[ ] □Moderate[ ] □High[ ] □Extreme[ ]

PART B: Please circle as appropriate (SM/Project Information)

For stakeholder management to be successful, ***some factors must be present***. Kindly indicate the extent to which each of the underlisted factors was ***exhibited/demonstrated*** in your ***most recent project***. Circle the option that best describes your choice using the following scale: Strongly Disagree – SD; Disagree – DA; Slightly Disagree – SLD; Slightly Agree – SLA; Agree – AR; Strongly Agree – SA.

Factors affecting Stakeholder Management	**Level of Agreement**					
Management support for managing stakeholder	SD	DA	SLD	SLA	AR	SA
Definition of project mission and objectives	SD	DA	SLD	SLA	AR	SA
Exploring stakeholders' needs and constraints to projects	SD	DA	SLD	SLA	AR	SA
Acquaintance with indigenous knowledge	SD	DA	SLD	SLA	AR	SA
Understanding stakeholders' interest, attributes and behavior	SD	DA	SLD	SLA	AR	SA
Analyse conflicts and coalitions amongst stakeholders	SD	DA	SLD	SLA	AR	SA
Determining the strengths and weaknesses of stakeholders	SD	DA	SLD	SLA	AR	SA
Comprehensive and transparent analysis of all alternative project solutions	SD	DA	SLD	SLA	AR	SA
Compromising stakeholder conflicts through consensus building	SD	DA	SLD	SLA	AR	SA
Involvement of stakeholders in major decision making	SD	DA	SLD	SLA	AR	SA
Formulation of appropriate strategies to handle stakeholders	SD	DA	SLD	SLA	AR	SA
Effective communication with stakeholders	SD	DA	SLD	SLA	AR	SA
Good relationship with and amongst stakeholders	SD	DA	SLD	SLA	AR	SA
Mutual trust and respect with and amongst stakeholders	SD	DA	SLD	SLA	AR	SA
Support and assistance from higher authorities	SD	DA	SLD	SLA	AR	SA
Analyzing the changes in stakeholder environment e.g. information, influence, relationships and behaviours.	SD	DA	SLD	SLA	AR	SA

For stakeholder management to be successful***, some factors must be achieved***. Kindly indicate the extent to which each of the underlisted factors was ***achieved/attained*** in your ***most recent project***. Circle the option that best describes your choice using the following scale: Strongly Disagree – SD; Disagree – DA; Slightly Disagree – SLD; Slightly Agree – SLA; Agree – AR; Strongly Agree – SA.

SM PERFORMANCE OBJECTIVES	**Level of Agreement**					
Achieve collaborative and integrated project solution	SD	DA	SLD	SLA	AR	SA
Enhance local decision making	SD	DA	SLD	SLA	AR	SA
Increase stakeholders' sense of belongingness and ownership of project	SD	DA	SLD	SLA	AR	SA
Satisfy the needs, interests and objectives of stakeholders	SD	DA	SLD	SLA	AR	SA
Encourage innovation in project development	SD	DA	SLD	SLA	AR	SA

Increase awareness, change attitude that positively affect behavior of stakeholders	SD	DA	SLD	SLA	AR	SA
Build social capital, and promote social learning and cohesion	SD	DA	SLD	SLA	AR	SA
Facilitate projects to move forward in a timely and effective manner	SD	DA	SLD	SLA	AR	SA
Ensure openness, transparency, and accountability of the decision-making process	SD	DA	SLD	SLA	AR	SA
Curtail stakeholder activities that might adversely affect project	SD	DA	SLD	SLA	AR	SA
Resolve and minimize conflict and controversy between diverse stakeholder interests	SD	DA	SLD	SLA	AR	SA
Maximize mutual benefits and minimize negative impacts of project	SD	DA	SLD	SLA	AR	SA
Obtain good stakeholder perception, acceptance and support of project purpose	SD	DA	SLD	SLA	AR	SA
Build robust, trustworthy and communicative project relationship with stakeholders	SD	DA	SLD	SLA	AR	SA
Facilitate spin-off partnerships with stakeholders	SD	DA	SLD	SLA	AR	SA
Enhance corporate social responsibility towards stakeholders	SD	DA	SLD	SLA	AR	SA
Improve the long-term viability of project towards stakeholders	SD	DA	SLD	SLA	AR	SA
Promote equity amongst stakeholders	SD	DA	SLD	SLA	AR	SA
Systematically identify and analyses stakeholders	SD	DA	SLD	SLA	AR	SA