THE IMPACT OF EFFECTIVE STAKEHOLDER MANAGEMENT STRATEGY ON PROJECT SUCCESS – A CASE OF THE GHANA LAND ADMINISTRATION PROJECT OF THE LANDS COMMISSION- ACCRA

By

Samuel Ofori Odjelua

(BSc. Project Management)

A thesis submitted to the Department of Construction Technology and Management, Kwame Nkrumah University of Science and Technology, Kumasi, in partial fulfilment of the requirements for the award degree of

MASTER OF SCIENCE IN PROJECT MANAGEMENT.

November, 2019

DECLARATION

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

Samuel Ofori Odjelua
(PG1153217) …… ……..……
Signature **Date**

Certified by:

Prof. Theophilus Adjei Kumi

(Supervisor) ……..…… ……..……
Signature **Date**

Certified by:
Prof. Bernard Kofi Baiden
(Head of department) ……..…..… ……..
Signature **Date**

ABSTRACT

Determining stakeholder interests is important in meeting the sustainability objectives in a development project. The aim of the study is to examine the importance of effective stakeholder management strategy to project success; a case of the land administration project-LAP (Lands Commission). Lands Commission was used as a case study. Purposive sampling was used to select the respondents. Data processing was done by SPSS through descriptive statistics such as mean, standard deviation and rank score. It was found out that the approaches that effectively involve stakeholders in the land administration project were; gathering in meeting and being told what is happening continuously, identification of the project needs, giving their input for project development, decide on project location and monitoring the project, participatory monitoring and evaluation and citizen control. The data revealed that the challenges with stakeholder management strategy in the land administration project were the slow information flow between parties owing to the struggle to clearly define the project objectives, changes in the scope of work, conflicts and controversies which obstruct the project implementation process, and lack of involvement in the project. it was gathered that opportunities and avenues for dialogue, making efforts to pay attention across an array of stakeholders rather than limit attention to a few stakeholders and obeying the demands and rules that are presented by stakeholders were the major strategies instituted to effectively respond to stakeholders' pressures in the planning of the land administration project. It is recommended that relevant stakeholders must come on board early enough in the project and remain as long as they have some contributions to make towards the project goal. This means that the design and implementation team will need to work together right from the start of the project while the external stakeholders are also carried along where and when necessary.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ACKNOWLEDGMENT

How does one say thank you when there are so many people to thank? God Almighty must first have His due. I would also like to extend my sincere gratitude and appreciation to all those from whose assistance in many several ways i benefited throughout the course of my studies. I give special thanks to my supervisor Professor Adjei Kumi of the department of Building Technology for his kind guidance and encouragement that enabled the completion of this work on time. I sincerely thank all my special friends both home and abroad, I say thank you for all the support and encouragement. Lastly, my acknowledgements will not be complete without expressing my most sincere gratitude to Mrs Comfort Ohui Odjelua my grandmother for the immense and invaluable support to me all my life, and to all person(s) whose names I cannot mention, who assisted me in various other ways, I say God bless you all.

DEDICATION

I dedicate this work to my children: Chelsea Ogboo MacOfori, Nicole Ohui MacOfori, Wilhemina Oforiwa MacOfori, and William Jefferson MacOfori.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Project is a time-bound organized endeavor for providing service(s) and/or product(s). Project management is the application of knowledge, skills, tools and techniques to project activities to ensure that a given project is successfully accomplished. In order to ensure success, the existing framework of project management advises project managers to exercise the ten (10) knowledge areas. These are management of scope, time, cost, quality, resource, risk, communication, procurement, stakeholder and integration. Scope, time, cost, resource, quality, and risk constitute the iron constraints. Management of stakeholder, communication, procurement, and integration are declared secondary and support functions for project management (Project Management institute PMI,2009: Schwalbe, 2010). This is how the literature guides that the ten knowledge areas are somewhat not equal in priority and precedence. However reports on the practical exercise of stakeholder management and communication for various projects portray a different picture of its significance. It is indeed the stakeholder and communication management through which the project's scope, time, quality and resource are interpreted, maintained and pursued during execution. The practice of stakeholder management in most industries presents a view very different from what literature says. It has been identified as one key variable that impacts on project success.

Nowadays, Project stakeholder management has become a critical area of project management knowledge and practice in order to ensure project product acceptance by the customer and end users. Takim (2009) indicated that, the interaction between the parties involved in a project determines the overall success of a project. Furthermore, the success of a project highly

correlates with the effective management of project stakeholders (Aaltonen et al., 2008; Ward and Champman, 2008; Chinyio and Akintoye, 2008). As demonstrated by Werther and Chandler (2011), stakeholders have been identified as key elements of an organization's business environment and can affect and be affected by the achievement of the organization's objectives. To illustrate this, Werther and Chandler (2011).divided the stakeholders into three categories: organizational (employees, project managers, shareholders), economical (suppliers, clients, end users, competitors) and societal (government, regulators). In addition, the very success of a project hinges on meeting the needs and expectations of stakeholders (Cleland, 1995). The ability of a project manager to adopt effective communication strategies to manage stakeholder relationships is key to meeting stakeholder needs.

The success of a project can be ensured if the project manager is able to develop a strong project commitment through early stakeholder involvement and approval of project plans (Walley, 2013). The commitment of stakeholders in a project can be enhanced by providing stakeholders an active participatory space in the management of the project that will aid in achieving the strategic objectives (Nangoli et al., 2013). Engaging stakeholders like the Lands Commission will help them to anticipate and respond quickly to changes in the dynamic business surroundings. Streeter and Jongh, (2013), opined that, it is very important to identify stakeholder beliefs as it helps in meeting the sustainability goals in a development project. Furthermore, Ayuso et al., (2011) attested to that fact by indicating that, stakeholders must be involved at every stage of a project as project managers can draw on their past experience through their continuous involvement to increase the probability of project success.

The phases of a project involve processes from design to project execution which involves collaboration with numerous stakeholders which may include the client, designers, contractors,

local authorities and so on. (Cheeks, 2003; Winch, 2010). Cleland (2002), opined that, project stakeholders may directly or indirectly have interest, power, influences and expectations that affect or are affected by the project. Therefore, to say that effective stakeholder management is very critical to achieving success in projects is undebatable.

1.2 PROBLEM STATEMENT

Research has shown that, project failures are most caused by the lack of adequate stakeholder engagement during the project (Black 1995; Akintoye et al., 2003; Bourne, 2005; Olander and Landin, 2008). Therefore, effective stakeholder management is necessary to ensure a successful project execution. However, it is important to identify to what extent stakeholder management is deemed effective and sufficient to ensure project success. Bourne (2005) also indicated that, the success or failure of any project is highly affected by the perception of stakeholders and thus, it is very important for the project manager to balance the expectations of stakeholders with project goals. Akintoye et al. (2013), further opined that, stakeholders may have different and conflicting objectives which can also affect the outcome of the project. It is therefore significant to involve stakeholders at the early stages of a project to incorporate their requirements and consequently, avoid controversies that may affect the outcome of the project.

As indicated by Olander and Landin (2005), amid the previous decades, most projects globally have a record of unsatisfactory stakeholder management, and the Land Administration Project at The Lands Commission may not be an exception. Yang et al. (2009), also determined the importance of stakeholder engagement in projects to deal with issues such as complexity in many processes and parties involved, temporary relationship among stakeholders and their different interests, poor understanding of their own duties and roles and finally to address issues regarding

schedule slippage and cost overruns. Most of these could be associated with inadequate information to stakeholders/ ineffective stakeholder management of the project; for instance, identifying and mapping out the various interests of the stakeholders early on, and getting them involved is vital to determining, defining and clearly setting out the project objectives and scope. This is the surest way to avert any negative community/pressure group reaction against the project. Mere involvement of these key stakeholders is however, not a guarantee for achieving a successful project; it also needs to be properly done (Nash et al., 2010). It is against this background that this study seeks to fill certain gaps in the literature to examine the importance of effective stakeholder management strategy to project success.

1.3 AIM

The aim of the study is to explore the strategies used in effective stakeholder management for project success; a case of the Ghana land administration project (LAP) of the Lands Commission.

1.4 RESEARCH OBJECTIVES

To support the overall aim of the research and address the research question the following objectives have been developed:

1. To identify the approaches used to effectively involve stakeholders in the land administration project.
2. To identify the challenges associated with stakeholder management strategy in the land administration project.

3 To identify the strategies put in place to effectively respond to stakeholders' pressures in the planning of the land administration project.

1.5 RESEARCH QUESTIONS

From the aforementioned issues, this examination endeavors to answer the inquiry:

1 What are the approaches used to effectively involve stakeholders in the land administration project?

2 What are the challenges associated with stakeholder management strategy in land administration project?

3 What are the strategies put in place to effectively respond to stakeholders' pressures in the planning of land administration project?

1.6 SIGNIFICANCE OF THE STUDY

The study of the importance of effective stakeholder management strategy to project success is purported to bridge the gap in researches previously conducted in this area in addition to contributing to a broader understanding in the Ghanaian public sector. This study will assist the Ghanaian public sector especially the Lands Commission and its land administration project by providing helpful information and creating awareness on the need for effective stakeholder management strategy. The findings would also help future researchers interested in the subject matter and as a basis for further references. In the light of this observation, it is envisaged that the results of this study will fill some gaps and at the same time make modest contributions to knowledge.

1.7 SCOPE OF THE STUDY

The contextual extent of this study was nevertheless narrowed to the Lands Commission and its land administration project in Accra. Geographically, the scope of the study covered the Lands Commission in Accra. The choice of location was due to larger population of professionals found in that regional office of the organization thus the principal variables can be found within this location. Additionally, this location was selected owing to proximity to data thus making it easier for the researcher to retrieve information.

1.8 LIMITATION OF THE STUDY

It is imminent that the availability of finance is quite scanty given that this study is an academic one without sponsorship and support in terms of funds. Also, the issue of time confronts the study as deadlines are based on schedules with stipulated time. The retrieval and soliciting of data are one of the most challenging endeavors research unearths upon research since not every individual and/or organization from whom data was sought, provide adequate information and data readily. Despite these limitations, the researcher put in enough efforts to ensure the reliability and validity of measurement and data to be collected. Research participants were encouraged to respond to the questionnaire and subsequently present true responses.

1.9 OUTLINE OF RESEARCH METHODOLOGY

A cross-sectional survey was utilized for this investigation. Cross-sectional research is an examination strategy which uses distinctive parties of individuals who contrast in the variable of intrigue, however share different attributes, for example, financial status and instructive foundation. As per Fraenkel and Wallen (2006), in utilizing the cross-sectional study data is

gathered from an example that has been drawn from a foreordained populace and data is gathered at only one point in time. The target population of the study consists of project managers, project coordinators, quantity surveyors, land surveyors, land administration officers, and other staff of the Lands Commission. The study will use both primary and secondary data as well as purposive sampling procedure to identify respondents. The technique was chosen because the study wanted to use respondents who have the required information and characteristics to achieve the objective of the study. Questionnaires was used because it helped the researcher to gather data within a shorter period of time and also it protects the identity of the respondents. The researcher personally administered the questionnaire. Respondents were allowed sufficient time of two working days to complete the questionnaire. Data from the structured self-administered questionnaire was properly organized through data coding, cleaning and entering. Data processing was done by SPSS and rank score.

1.10 ORGANIZATION OF THE STUDY

The study is in (five) distinct chapters. Chapter one includes of the heritage of the study, problem statement, aims and objectives, significance, scope and limitation of the study, research methodology and organization of the study. Chapter two deals with both the theoretical and empirical review of related literature that is relevant to the study. Chapter three deals with a detailed discussion on the methodology used to carry out the study. Chapter four looks at the analysis of data and presentation of results. Chapter five focuses on the summary of the study, recommendations from findings to policy makers for consideration and conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter gifts a review of the relevant literature on the study space to present the information gap the study seeks to fill and to urge a directed path for this analysis. The review is supposed to grant a basis for the present work.

2.2 STAKEHOLDER THEORY

The theory of stakeholders is very significant and thus, organizations must be aware and recognize the local community and other stakeholders in other to achieved mutual benefits (Gibson, 2012; Podar and Jancic, 2006). Hendry (2001), indicated that, stakeholder theories are seen as an alternative view to the neo-classical economic theory of the organization. The stakeholder theory makes it clear that, in a monopolistic-competitive business environment, activities that are only at the interest of the organization may have negative influences on the community (Casidy, 2003). Furthermore, according to the stakeholder theory, firms will be scrutinized by the society in which they operate through interactions with its stakeholders. They hold the view that, organizations are scrutinized as an entity through a group or a chain of implicit and/or explicit interactions between itself and individuals and other firms.

Stakeholders are not only popular in academics, but also, in mainstream media and government communications (Friedman and Miles, 2002). The stakeholder theory is a very significant tool in comprehending an organization in its environment. Mitchell et al. (1997) opined that, the theory of stakeholder engagement is meant to widen an organization's vision of its responsibilities beyond profit maximization.

2.3 STAKEHOLDER MANAGEMENT PROCESS

The effective management of the stakeholder relationship during a project is significant in achieving a successful project (Jergeas et al., 2000; Cleland, 2000). Numerous project stakeholder management processes done by organizations lacks strategies, plans and methods. This leads to numerous challenges in stakeholder management. These challenges can be averted by following a structured process of stakeholder management. The process of stakeholder management may include the execution of the management function of planning, organizing, motivating, directing and controlling the resources used to execute stakeholder strategies.

There is a six-step stakeholder management process developed by Karlsen, (2000). These include identification of stakeholders, stakeholder analysis, stakeholder assessment, development of implementation strategies and following-up the strategies and actions that have been implemented. Furthermore, Olander and Landin (2008), determined five major factors within the stakeholder management process that could result in different outcomes. Thus, for this study, the six-steps of Karlsen (2000) are adopted.

2.4 IDENTIFYING PROJECT STAKEHOLDERS AND THEIR INTERESTS

Researchers who have added knowledge to the stakeholder management knowledge area (Karlsen. 2002; Olander, 2006; Jespen and Eskkrrod, 2008; Walker et al., 2008) have emphasized the import of distinguishing stakeholders. Project stakeholders can be categorized into different groups by different criteria (Pinto, 1998). In the construction industry for instance, specific parties get involved at different stages of the project from initiation through to closure to its operation, and whose interests and expectations can affect the outcome or may be affected by both desirable and undesirable events (Olander, 2007).These groups are identified as follows:

- The client
- Project management team
- Consultant and design team
- Contractors
- Subcontractors
- Suppliers
- Employees
- The local community
- Funding agencies
- Statutory bodies

The stakeholders involved and their requirements differ from project to project. Nevertheless, Leung and Olomolaiye (2010), identified five (5) main category of requirements for project stakeholders as follows.

1. **Clients/customer**

   These include public and private clients. The interests of the private clients include: to ensure the project will support the organization's strategy; to ensure the effective and economic use of resources; provide financial support; and to ensure the project product is successfully and profitably procured. The interests of the public clients include: to ensure public funds is properly used; to allocate funds to the project; to serve the public interest in line with the organizations' strategic objectives; ensure it can be financed and there will be return on investment; and ensure the construction product is successfully procured.

2. **Consultants (project professionals)**

These could either be in-house or out-of-house and they include: Architect, Quantity surveyor, Engineer, construction manager and other consultants relevant to the requirements of the project. Their primary interest is carrying out their respective professional duties to their employers.

3. **Contractors**

These usually include the main and sub-contractors and their employees; and the suppliers. The primary interest of the main contractor is to carry out the work successfully as designed and perform other contractual duties assigned to them in the contracts. The sub-contractors carry out work assigned by the main contractor and or the client depending on the contract terms and conditions. Similar to the sub-contractor, the suppliers' primary interest is to supply and install all materials and equipment as required of them. In the end, the main interest of the contractors is to get the job done, get paid and close the contract.

4. External public parties

External parties may comprise of Government authorities, consultation bodies such as labor union. The Government bodies are responsible for ensuring that the project meets the established regulations. Also, consulting bodies makes sure that the project meets the requirements of the local community. Lastly, the labor union ensures that they protect the rights and influence the behaviors of its members.

5. External private parties

The external private parties may include the local residents, landowners, environmentalists, competitors and the media. The fundamental interest of local residents is to establish how the new project affects their environment. Also, landowners are more tuned in ensuring that the

project does not adversely affect their personal interest. The environmental stakeholders ensure that, the environment is protected from pollution and destruction.

2.5 NEW APPRAOCH TO STAKEHOLDER CATEGORIES

- **Stake owners**: stakeholders who have legitimate claim on the organization.
- **Stake watchers**: pressure groups who press only on indirect claims.
- **Stake keepers**: regulators who impose external control and regulations on the organization.
- **Stake seekers**: stakeholders who seek to have a voice in the public debate and "pretend to have a claim on the organization. (Fassin, 2012).

2.6 TOOLS AND APPROCAHES FOR STAKEHOLDER MANAGEMENT

This section discusses major useful tools that can be adopted for stakeholder management for most projects. The tools discussed includes design charrette, contingent valuation method, Delphi technique, strategic needs analysis and stakeholder cycle. These tools are discussed as follows;

2.6.1 Design Charrette

A charrette is a series of workshops conducted at the project pre-design level to receive and incorporate project stakeholders' concerns and feedback into the final project design. The charrette's goal is to seek to understand all design-related issues from stakeholder perspective and to find approaches that are all presented in the form of a document to guide the project's final design (Sutton & Kemp, 2006). Depending on the nature and scope of the task, level of awareness of the stakeholders involved and available resources, it may take a varying length of

time. A project charrette's length can range from half-day to two days or more. The charrette sessions include the successful implementation of some human and material resources, including; facilitator, session(s) agenda, project overview and/or brief, site plan, etc. The role of the facilitator normally expected not to participate in the design is very critical for charrette's success. Participants in the design charrette should be drawn from the following: design team members, project manager or qualified representative(s), representatives of specific interest groups, users / occupants if different from the owners, any relevant experts, etc.

2.6.2 Contingent Value Method

This is a widely accepted approach for determining the financial value of assets and or services that cannot be sold on the market in environmental economics and urban planning (Portney, 1994). This seeks to find a common ground between the company and its shareholders by extracting the Total Economic Value (TEV) consisting of the planned project's Direct Use Value (DUV) and Non-Use Value (NUV). DUV is the market value for example in: access fees, adjacent property price, and people who use but do not pay directly for the facility, while NUV is the value that cannot be measured on the market which involves the potential for future use and the value of the asset's life. Consequently, the total economic benefit is the sum of the cost of direct use and of non-use (TEV= DUV+NUV). Before this, the project's quality is measured from the user's perspective in two dimensions. The willingness of the users to pay (WTP) is measured prior to the start of the project; whereas the willingness to accept (WTA) is assessed when the project is completed. WTP is a measure of how much the user is willing to pay for the project's product, and WTA is a measure of how much the user is willing to accept for not providing the project's facility or service. The CVM's basic steps include: setting up a hypothetical market; and obtaining offers. This has been used to obtain buy-in stakeholders for

infrastructure construction projects (Fonta et al., 2007) and has proven to be a very useful tool particularly to engage and secure the support of project stakeholders at the early stages of the project when the investment decision is made

2.6.3 Delphi Technique

This is a procedure to gather stakeholder interests / inputs in the establishment of a project design. This facilitates collaboration and engagement between project participants and helps to integrate the interests of stakeholders by representing the various interest groups that are drawn from different disciplines and backgrounds. The Delphi process usually runs in each of the rounds in a sequence of three rounds involving different groups (Orndorff, 2005). Participants (stakeholders) are given the same set of questions (survey tool) that are sufficiently informed about what it takes and what is expected of them in each round. It is usually expected that the Delphi methodology will generate either a consensus or a completely new (alternative) plan for the project being created. For infrastructure investment decisions, the Delphi Method was used (Orndoff, 2005).

2.6.4 Strategic Needs Assessment

Strategic needs assessment includes using seminars and conferences to gather information on the project needs of stakeholders and evaluate them using technology to determine the desired approach (Smith and Love, 2004). The process of analyzing strategic needs involves five (5) major steps. They are;

1. Collecting data to clarify the nature of the problem (preliminary information seminar);
2. Discussing and evaluating the problem (phase two, workshop one);
3. Developing solutions for solving the problem (phase two, workshop one); Choosing a preferred option (phase two, workshop two) and

4. Recommend implementing the decision based on the activities of the workshop.

Smith and Love (2004) discussed the use of strategic need assessment at the briefing stage of the project to engage stakeholders in defining and recommending a range of strategic options for a proposed project in a study that centered on stakeholder management during project initiation. Smith and Love's (2004) work, which is limited to briefing, found that stakeholder management at the construction project briefing stage is useful although it observed but failed to capture the need for continuity and sustainability of the process that was felt in the research case. The presumption that once some stakeholders are involved in the briefing stage leading to the final decision on the project was adequate to address issues related to general stakeholders could be misleading as demonstrated by the concerns expressed by some of the stakeholders at the later stages of the case project.

2.6.5 Stakeholder cycle

Bourne (2005) developed a tool called the Stakeholder Management Cycle to identify, visualize and map the influence of stakeholders on projects. The stakeholder process consists of five different steps:

1. Step 1–Stakeholder Identification;
2. Step 2–Stakeholder prioritization
3. Step 3–Stakeholder visualization
4. Stakeholder engagement; and
5. Step 5–Monitoring of outcome

The stakeholder process can be used to recognize investors and develop interaction. In construction projects, this was tested by Yang and Shen, (2014).

2.6.6 Public hearing

Public hearing is a means of bringing together stakeholders to share opinions, discuss various interests and define common objectives in construction projects. It can also be used to assess the project's rights, responsibilities and decision-making procedures (Rowe and Frewer, 2005). Although public hearing has been shown to be effective in stakeholder engagement, it can be problematic if not properly conducted. Public hearing involves engaging with all key project stakeholders in an open forum where views are freely and systematically exchanged and captured in the final scheme of the project (Li et al., 2012). This mostly applies to public interest projects.

The conceptualization of stakeholder management / engagement in construction projects has three distinct approaches (Mathur, et al., 2008). This contribute to understanding the participation of stakeholders as; a leadership strategy, an ethical obligation, or a discussion platform to promote shared social learning. When properly planned, stakeholder engagement / management system can produce a wide range of outcomes from collecting diverse forms of knowledge to social learning. Management of stakeholders must ensure cooperation, but collaboration between project managers and influential stakeholders is highly dependent on the ability and willingness of staff to share knowledge, which requires a great deal of team effort to be produced (Bourne, 2005). In addition, knowledge of the activities should be sought at all stages and corresponding stakeholders; the types of decisions that need to be made at each stage; and the effects of the change in decision on the process. This will help form a formidable team by appreciating the efforts needed for each stage and assigning them adequate resources and responsibilities (Tzortzopoulos et al., 2006).

In addition, the specific stakeholder management processes rely on what the stakeholders have attributed. Next, there is a moral obligation to include their participation in the decision-making process for the legitimate stakeholders. Also, there is a need for the important investors to be controlled in the stakeholder management system to be constructive in managing the potential impact they may have. Second, there is a timely responsibility to resolve the immediate need of investors. In fact, for those investors who have two or more characteristics, these responsibilities will therefore be combined. The project manager has all the ethical, appropriate and timely considerations of the interests of the stakeholders for the definitive stakeholders (Olander, 2007).

Based on a study of stakeholder management needs and expectations, Takim (2009) found that government and consultants believe that social and political issues are of major importance, while the private sector places great emphasis on building project coalitions and lobbying strategic structures to handle stakeholder needs and expectations. Takim suggested involving project stakeholders throughout the life cycle of the project, particularly in front-end project planning, and emphasizing overall interaction with the different stakeholders to achieve cohesion and input between them. Similarly, good management of stakeholders at the early stages of a project was found to provide potentially significant incentives to remove several problems that prevent project success from being achieved (Faniran et al. 1999). Nonetheless, it is important for project managers to recognize and evaluate the specific stakeholders they need to handle in order to do this effectively.

At the construction point, project managers face many difficulties in using the existing stakeholder assessment guidelines, the result of which is crucial to the decision-making approach of stakeholder management. It takes them a long time to conduct stakeholder analysis because of

the difficulties in identifying some of the stakeholders that have been established as important to the venture, so they finally decide and adopt a stakeholder management strategy without collecting the much-needed information (Jepsen and Eskerod, 2009).

2.7 STAKEHOLDER MANAGEMENT AND PROJECT SUCCESS

Project management has focused over the years on the processes leading to the effective planning and management of the complex series of activities involved in the successful delivery of projects (Morris, 1994). The complex interaction and interrelationships between the parties involved in a project, according to Takim (2009), determine the overall successful completion of the project. In addition, project performance was related to the continuing active engagement / management of all project stakeholders (Bourne & Walker, 2005; Olander, 2007; Aaltonen et al., 2008; Ward & Chapman, 2008; Chinyio & Akintoye, 2008). The typical understanding of project performance is measured on the basis of cost efficiency and disputes, environmental friendliness and stakeholder satisfaction (Lim & Mohamed, 1999; Cookie-Davies, 2002; Bryde & Brown 2005; Low & Chuan 2006; Toor & Ogunlana 2010).

Previous research has attributed project failures throughout the venture to either lack or sufficient stakeholder management (Black, 1995; Akintoye et al., 2003; Bourne, 2005; Olander & Landin, 2008). Therefore, it is necessary to engage / manage stakeholders effectively from initiation through closure and even during project execution in order to achieve project success and in line with the current perception of project success. Nevertheless, the question as to how efficient management of stakeholders can be achieved in projects persists. The priorities and motivations of stakeholders are not constant and may vary from stage to stage and even from time to time in a particular phase of the lifecycle of the project (Cleland, 1995; Jergeas et al., 2000; Olander,

2007; Aaltonen et al., 2008; Ward and Chapman, 2008). This is an example of the complex relationships between the stakeholders themselves as well as between the stakeholders and the plan that also demonstrates interdependence between events and actions. (Pajunen, 2006; Nash et al., 2010; Olander, 2007).

Participating participants may have their respective priorities and aspirations from the project and fulfilling them throughout the project's life cycle is essential to the project's successful completion and eventual acceptance. (Skitmore & Atkin, 2008). Stakeholders may behave differently in pursuing their interests and expectations on projects, including cooperative capacity, competitive risks, opposing positions, and neutral attitudes (Yang et al., 2014). Therefore, participation and management of stakeholders should not stop at the front-end planning stage of the project or at any point, but should continue throughout the project's entire life cycle (Takim, 2009). Olander and Landin (2008) concluded that if there is no clear strategy on how to handle and engage stakeholders in the project planning and execution process, the project manager would end up fending off complaints from stakeholders in a rearguard action. Nonetheless, the argument that the project manager is responsible for handling stakeholders is arguable; as this will depend heavily on the procurement methods adopted, the lifecycle stage of the project and other project features.

2.8 ENGAGING STAKEHOLDERS

The logic of stakeholder engagement is that once an agreement has been reached based on mutual respect, dialogue and collaboration, there is less conflict (Ihugba, 2012). The Institute of Social and Ethical Accountability (ISEA, 1999) defines stakeholder engagement as the process of seeking stakeholder views on their relationship with an organization in a way that may

realistically be expected to elicit them". Boesso and Kumar (2008), indicated that, numerous institutions and professional bodies are trying to produce an elaborate step for effective stakeholder engagement. They further indicated that, if firms attach much more importance to stakeholder management, the level of interaction between the firm and the stakeholders will increase thus, addressing the issues facing the stakeholders. Sallinen et al. (2013), opined that, stakeholder engagement is important as it aids in achieving project goals like on time delivery, to budget and to quality. Stakeholder engagement further helps in the efficient delivery of projects consequently satisfying the need of the stakeholders (Mathur et al., 2007).

Sustainable engagement is key is ensuring sustainable development. Romenti (2010) opined that, stakeholder engagement serves as a level to initiate and convert an organizational identity into solid organizational behavior. Furthermore, engaging stakeholders aids the firm in becoming consistent and also maintain a temporal alignment between expectations and behaviors of stakeholders.

2.9 CHALLENGES WITH STAKEHOLDER MANAGEMENT IN PROJECTS

Black (1995), indicated that, the causes of project failure like poor scope of work definition, inadequate resources, unforeseen regulatory changes are mostly caused by ineffective stakeholder management on the project. For example, involving stakeholders and considering their interest is important in vividly defining the project scope and also eradicate the possibility of negative community reactions to the project. Chinyio (2010), also indicated that, the perception of stakeholders on the project affects the successful execution of the project, therefore, the mere involvement of project stakeholders is not a guarantee for the success of a

project. However, managing construction project stakeholders is very challenging. Winch (2010) identified two (2) main reasons for the causes of the challenges facing the projects.

Engaging stakeholders in project planning and design has been recognized by most organization as an important aspect to be included in community projects management since there are various stages that need to be managed in a systematic manner and offering opportunities for companies to achieve mutual benefits by becoming more collaborative with host communities. it is however very important also to acknowledge the inherent challenges and tradeoffs that are involve in this process and the need for proper management approach becomes very essential. Management mostly consists of planning the work, organizing and staffing, leading or directing, monitoring and controlling the activities of the organization. These will require deployment and manipulation of human resources, financial resources, technological resources, and natural resources (Peter, 2007). According to the RIBA, as cited by (Chinyio and Olomolaiye 2010) a construction development project comprises of twelve key elements within five main stages: (1) the pre-design stage: the inception, the feasibility and the outline proposals; (2) the scheme design stage; (3) the detailed design stage; (4) the tendering stage: production information, bills of quantity and tender action; (5) the construction stage: project planning and operations on site and the completion and feedback stage. The identification of challenges is crucial if the project stakeholders are to be managed. In the views of (Ismodes, 1997; Carroll and Buchholtz, 2006), Failure to manage stakeholders' interest can be detrimental to the organization's survival as this could trigger conflicts with the local communities which could give negative publicity for the company putting their operation license in jeopardy. It could also complicate decision-making process which in the long run can affect time delays and associated cost overruns. Stakeholder engagement requires additional time and resources especially where resources are limited,

stakeholder engagement must be carefully planned to ensure the results are sufficient Haddaway et al., (2017). Tuchman (1984) also identifies some challenges in stakeholder management where she states that ignoring the involvement of interest groups will affect information flow needed for planning and execution of a successful project. Nutt (2002) made an incredible revelation after examining 400 strategic decisions and discovered that half of the decisions 'failed' because they were not implemented, only partially implemented or otherwise produced poor results and in addition to that most decision makers failed to attend to interests and information held by key stakeholders. Other uncertainties and problems created by stakeholders that contribute to project failure include inadequate resources assigned to the project, poor communication, unfavorable news about the project in the press, changes in the scope of work, and negative or hostile community reactions to the project (Kalsern, 2002). A study conducted by Karlsen (1998) discovered that stakeholders create both uncertainty and problems in project execution. From the study, such uncertainties and problems are caused by unclear stakeholder expectations because they do not understand the details and specifications and their role in the project political guidelines. Kastner (2010), also highlights three major sources of Stakeholder Management challenges:

1. Unclear Stakeholders- where he explains that these are the type of stakeholders who do not clearly articulate enough or who are not open and honest about their interests and expectations
2. Unidentified Stakeholders- these are another type of stakeholders who were not identified early in the project.
3. Unreasonable Stakeholders- these are those who do not embrace what some refer to as reason and the laws of the organization.

2.10 STRATEGIES TO RESPOND TO STAKEHOLDERS' PRESSURES IN PROJECTS

Stakeholders need to be involved in the early stages of the project to ensure that their negative impacts are curtailed at the early stages of the project. Project management also require strategies in dealing with and managing different types of stakeholders. Knowing the interest of the stakeholder is useful for establishing stakeholder management strategies. In the construction industry, different strategies should be used in order to manage different groups of stakeholders (Jawahar and McLaughlin, 2001). The project manager needs to analyzed and focus on particular stakeholders at each stage of the project's lifecycle. A construction project should ideally have engaged and informed stakeholders who actively support the project's objectives and outcomes. The Tasmanian Government (2005) recommends the following tactics for achieving and sustaining stakeholder commitment.

Provide active involvement of all stakeholders who have an effect on the outcome of the project at the early stages. Furthermore, legitimize the role of the project manager in understanding the advantages and outcome of the project. Creditability and trust should be encouraged by establishing good personal relationships, illustrating that project actions are being seriously driven by the stakeholders' needs, using recommendations of consultants or the formal methodologies established to support the project and involving senior executives as project champions in lending the project authority. In addition, early communication and persuasion should be implemented. The communication strategy should understand stakeholders' differences and meet their needs.

According to Manowong and Ogunlana (2006), if they are adequately informed about the project external stakeholders may be satisfied. Therefore project managers must try to recognize as much as possible the related needs of the project to all stakeholders in order to meet that party or

at least meet their minimum requirements. The expectations of stakeholders can be met and satisfied if they are known early in the project. In doing this, the opposing investors may become more comfortable with this. As such, keeping the key stakeholders informed about the project information and decision-making is a useful tactic for satisfying project stakeholders, especially in a construction project that has a lot of public impact. It is also an important strategy to use transparent and trustworthy contact with the media and the stakeholders involved to satisfy these groups with the information given. (Olander and Landin, 2005). Appropriate management framework is therefore needed to avoid, handle, or resolve disputes, ensure management of stakeholders and increase their satisfaction.

2.11 EMPIRICAL REVIEW

Smith and Love (2004), conducted a study on stakeholder management at the inception stage of a project using case study research strategy. They concluded that, stakeholder management can only be significant if all stakeholders are identified and their involvement is executed throughout the lifecycle of the project. They also realized that, delays that normally occur during the execution of a project are mostly caused by external stakeholders who were not involved during the workshops at the need's analyses stage of a project.

Jergeas et al. (2000) and Cleland (2006) opined that, the effective management of stakeholder's relationships is significant to the success of a project.

Numerous project stakeholder management processes done by organizations lacks strategies, plans and methods. This leads to numerous challenges in stakeholder management. These challenges can be averted by following a structured process of stakeholder management. The process of stakeholder management may include the execution of the management function of

planning, organizing, motivating, directing and controlling the resources used to execute stakeholder strategies. There is a six-step stakeholder management process developed by Karlsen, (2000). These include identification of stakeholders, stakeholder analysis, stakeholder assessment, development of implementation strategies and following-up the strategies and actions that have been implemented. Furthermore, Olander and Landin (2008), determined five major factors within the stakeholder management process that could result in different outcomes. Thus, for this study, the six-steps of Karlsen (2000) are adopted.

2.12 CHAPTER SUMMARY

This chapter reviewed literature pertaining to the subject area of study. The review began with the stakeholder theory, followed by the stakeholder management process. The review went further to identify the project stakeholders and their interest which led to a discussion on various stakeholders including clients, consultants and contractors. The tools and approaches for stakeholder management was further discussed. The concept of stakeholder management and stakeholder engagement was described which led to the discussion on the challenges of stakeholder management followed by the strategies to improve stakeholder management practices. This chapter concluded with an empirical review on stakeholder management.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter concentrates on the methodological processes adopted for the study. The research methodology aids in articulating the study so as to enhance its replicability. The chapter discusses research design, approach, data collection and also the tools used in analyzing the data.

3.2 RESEARCH DESIGN

A cross-sectional survey was employed for this study and adopts the quantitative research strategy. According to Fraenkel and Wallen (2006), in using the cross-sectional survey information is collected from a sample that has been drawn from a predetermined population and information is collected at just one point in time. The survey method sits well with this study due to the cross-sectional nature of data collection. According to Creswell (2012), a cross-sectional survey design enables the researcher to examine the way in which individuals think about issues (attitudes, beliefs and opinions) and their actual behaviors (practices). The cross-sectional survey again allowed the researcher to look at different things at once and often appropriate when assessing the prevalence of something in a given population at a particular point in time. The cross-sectional survey was found appropriate as it requires the collection of quantifiable information from the sample. It was also the best method for collecting original data and for describing and exploring existing phenomena.

3.3 POPULATION OF THE STUDY

According to Neuman (2003), a research population is a specific group of people that a researcher desires to investigate to determine if the identified problem is congruent across the full group of people. They are the totality of cases that conform to certain specifications, which defines the elements that are included or excluded in the target group. The target population for this study includes project managers, quantity surveyors, project coordinators, architects, land administration officers and staff of the Land Commission. Investigation conducted by the supervisor from the organization indicates that the organization has (9) project managers, (5) quantity surveyors, (18) land administration officers and (16) land surveyors, and (8) other staff, totaling 56 respondents.

3.4 SAMPLING TECHNIQUE AND SAMPLE SIZE

Bryman and Bell (2000) refer to samples as the population that is selected for investigation. Samples involve collecting information from a portion of the larger group, and on this basis, infer something about the larger group (population). The sampling technique is the process used in reaching the sample selected. The census survey was employed in this study as the entire population was used.

3.5 SOURCES OF DATA

The source of data for this study was primary and secondary. There are several methods for collecting primary data, to mention a few are interviews, questionnaires and observation. In this study, the primary data collection method to be employed by the researcher was questionnaires. The rationale for using these techniques was that questionnaire is one of the widely used survey

data collection techniques where each respondent would be asked to respond to the same set of questions. Secondary data was collected from various relevant documents such as, journals, research papers, different statistical data and books. The rationale for using this method was to get theoretical and empirical background information of the study and other information which is deemed necessary for this study.

3.6 DATA COLLECTION INSTRUMENT

Questionnaires were used because it helps the researcher to gather data within a shorter period of time and also it protects the identity of the respondents. A questionnaire was used to collect data for the study. According to Creswell (2012), the use of questionnaires in research of this nature comes with many advantages, which formed the basis of its use in the current research. Such advantages include its flexibility to allow for a large sample size to be used, permission for a self-administered method of data collection, very economical in terms of monetary cost and time as well as ensuring anonymity in the responses offered by respondents. In addition, the purpose for this questionnaire was to find out the attitudes, behaviors, expectations, and beliefs of the respondents. The questionnaire was used to obtain objective opinion from respondents. It was self-administered, effective and it was the best form of obtaining information from a relatively large number of respondents. The questionnaire was closed- ended with strongly agreed, agreed, undecided, disagreed and strongly disagreed responses.

. Improvements were made to the instrument for accuracy. By the end of data collection process, the researcher personally issued another 10 questionnaires to test the consistency of the instrument. The researcher worked hand in hand with the supervisor to prove validity of the

instrument. More importantly, peer reviews were also incorporated to ensure validity of the instrument.

3.7 DATA COLLECTION PROCEDURES

Permission to conduct the study was sought from the management of the organization. The approval of participants was also sought before questionnaires were delivered to them for completion. During the distribution of the instruments, the purpose of the research was explained. In total, fifty-six (56) questionnaires were distributed and forty (40) was retrieved for the analysis.

3.8 DATA ANALYSIS

Statistical analysis for questionnaires was done by using Statistical Package for the Social Sciences (SPSS). Prior to the analyses, the data was edited and coded to ensure consistency. Discussion for the obtained results was also made, as well as conclusions and recommendations of research. Descriptive statistics (frequencies and percentages, mean, standard deviation, rank order) was used to determine the respondents' views on each of the study variables. From these, appropriate recommendations were made on the findings of the research whereas the results to be obtained from the study are presented in chapter four of the study.

3.9 ETHICAL CONSIDERATION

The researcher observed all ethical issues in the study. Most importantly, confidentiality was maintained, informed consent was enforced and a full explanation was given in advance to the

respondents so that they could understand the purpose and use of the research. In addition, the respondents participated voluntarily whilst assuring them of anonymity and confidentiality on the information given. In order to avoid plagiarism, all sources of information were likewise duly acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS OF RESULTS

4.1 INTRODUCTION

This chapter discusses and analyzes the findings of the data collected. It presents the results of data collection and analysis pertaining to the research questions that guided the study. This chapter focused on the analysis of the responses received from respondents. A total number of 56 questionnaires were administered to project managers, quantity surveyors, land surveyors, land administration officers, project coordinators and other staff of the Lands Commission, out of which 40 were obtained and valid for the data analysis. These valid questionnaires used for the analysis yielded 72% response rate. This indicates that, the response rate was very high and reflects the views of the entire population. The study employed descriptive statistics and frequency distribution tables and percentages to analyze the data because of the descriptive nature of the research.

4.1.1 Background information of respondents

The first section of the questionnaire gathered data on the background of the respondents. The demographic data of the respondent include gender, age, years of service, academic qualification and position held. The data obtained are presented below:

Table 4.1: Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	33	82.5	82.5	82.5
	Female	7	17.5	17.5	100.0
	Total	40	100.0	100.0	

Source: Field Data (2018)

Table 4.1 above illustrates the gender distribution of respondents. The study showed that (82.5%, 33) were males while (17.5%) were females indicating that both genders were sampled. The analysis revealed that most of the respondents were males as compared to females.

Table 4.2: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 25yrs	6	15.0	15.0	15.0
	26 – 33yrs	8	20.0	20.0	35.0
	34 – 41yrs	12	30.0	30.0	65.0
	42 years and above	14	35.0	35.0	100.0
	Total	40	100.0	100.0	

Source: Field Data (2018)

The next demographic variable of the participants examined was their age. The results showed that (30%, 12) were aged between 34-41years, (15, 6%) of the respondents were less than 25 years, (20, 8%) of the respondents were aged between 26-33 years, (35, 14%) indicated to be above 42 years. This reveals the fact that majority of the respondents were youth between 34-41 years and 42 years and above, hence understood how the data sought is essential for this investigation.

Table 4.3: Education background of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Professional Certificate	7	17.5	17.5	17.5
	University Degree	16	40.0	40.0	57.5
	Post Graduate	10	25.0	25.0	82.5
	A/O Level	3	7.5	7.5	90.0
	Others	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Source: Field Data (2018)

Considering the level of education of the respondents from the Table it was evident that, (40%, 16) of the participants had bachelors' degree, (25%, 10) were Post Graduate Degree holders, (17.5%, 7) had obtained Professional qualifications, (7.5%, 3) were A/O Level holders whiles (10%, 4) of the respondents were with other academic qualifications did not mentioned exactly what qualifications they held. The results showed that most of the employees were basically first-degree university holders demonstrating that their knowledge and supportiveness were high.

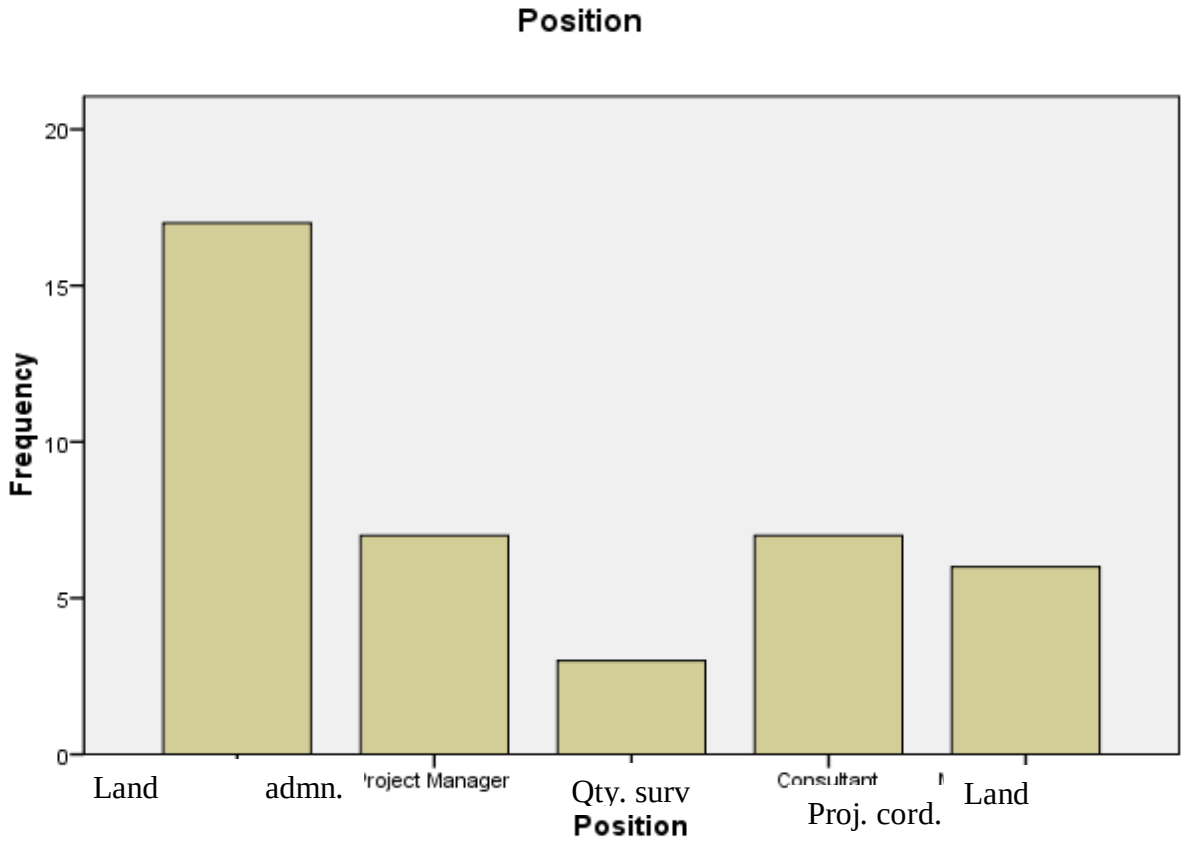

Figure 4.1: Position of respondents

Source: Field Data (2018)

Figure 4.1 illustrate the respondent's position on the project. As accomplished in the Figure above, most of the respondents (42.5%, 17) Land administration officers, (17.5%, 7) were Project Managers and Project coordinators respectively, while (15%, 6) were land surveyors and (7.5%, 3) were Quantity surveyors. Deductions consequently be made that most of the participants' role on the project were Quantity surveyors, Land administration officers, Land surveyors, Project coordinators, Project Managers and other staff of the Lands commission respectively whose skills and knowledge base is very relevant to the quality of data for this study

Table 4.4: Tenure of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	4	10.0	10.0	10.0
	1-3years	3	7.5	7.5	17.5
	3-5 years	20	50.0	50.0	67.5
	5-7years	9	22.5	22.5	90.0
	7 years and above	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Source: Field Data (2018)

From the study, (50%, 20) of the respondents indicated that they had a total experience of 3 to 5 years, (22.5%, 9) of the respondents indicated that they had a total experience of 5 to 7 years, 11 (10%, 4) of the respondents indicated that they had a total experience of less than one (1) year and for over 7 years respectively and only (7,5%, 3) of the participants have spent between 1 to 3 years in various capacities. This result shows that majority of the respondents had stayed in land administration (Land Commission) for quite some time to understand the modalities of the projects in details and could impact the outcome of the study greatly.

4.1.2 Approaches employed to effectively involve stakeholders in the land administration project

Data on the approaches to effectively involve stakeholders in the land administration project were examined. The results obtained from the study are presented below:

Table 4.5: Descriptive Statistics

	Mean	Std. Deviation	Rank Order
Gather in meeting and being told what is happening	4.0250	2.14222	1
Identification of the project needs	3.8250	1.19588	2
Giving their input for project development.	3.7750	1.12061	3
Monitoring the project	3.7250	1.15442	4
Decide on project location.	3.7250	1.10911	4
Participatory monitoring and evaluation	3.7000	1.20256	5
Citizen control	3.7000	1.32433	5
Supply the needed materials	3.6750	1.24833	6
Cost sharing/paying for the service being provided	3.6000	1.25678	7
Take decision and carry out project planning	3.5500	1.21845	8
Valid N (list wise)			

Source: Field Data (2018)

The Table 4.4 above shows the approaches to effectively involve stakeholders in the land administration project. The fallouts reveal that gathering in meeting and being told what was happening attained a mean of (M=4.02; SD=2.14; RO=1ST). "Identification of the project needs" achieved a mean of (M=3.82; SD=1.19; RO=2nd). Per the discoveries it was revealed that majority of the participants strongly agreed that "Giving their input for project development", "Decide on project location" and "Monitoring the project" achieved in a mean of (M=3.77; SD=1.12; RO=3rd), (M=3.72; SD=1.10; RO=4th) respectively. Obviously, "Citizen control" and

"Participatory monitoring and evaluation" attained the mean of (M=3.70; SD=1.32; RO=5th) and (M=3.70; SD=1.21; RO=5th) respectively, followed by "Supply the needed materials" (M=3.67; SD=1.24; RO=6th), "Cost sharing/paying for the service being provided" also achieved a mean of (M=3.60; SD=1.25; RO=7th), and "Take decision and carry out project planning" (M=3.55; SD=1.21; RO=8th).

By inference per the mean, standard deviation and rank score scores respectively, the approaches effectively involve stakeholders in the land administration project were; gathering in meeting and being told what is happening, identification of the project needs, giving their input for project development, decide on project location and monitoring the project, participatory monitoring and evaluation, and citizen control.

4.1.3 Challenges with the stakeholder management strategy in the land administration project.

Data on the challenges with the stakeholder management strategy in the land administration project were similarly examined. The data obtained from the study are presented below:

Table 4.6 Descriptive Statistics

	Mean	Std. Deviation	Rank Order
Slow information flow between parties owing to the struggle to clearly define the project objectives	3.8250	1.33757	1
Changes in the scope of work	3.7500	1.03155	2
Conflicts and controversies which hinder the task implementation process	3.6750	1.20655	3
Lack of involvement in the project	3.6250	1.29471	4
Inadequate resources assigned to the project	3.6250	1.03000	4
Rejected projects by end-users/community	3.5250	1.28078	5
Uninformed or ineffective stakeholder administration on the venture due to poor verbal exchange	3.4250	1.37538	6
Valid N (list wise)			

Source: Field Data (2018)

Regarding the mean score accomplished from the analysis of the statistics, the outcome shows that the challenges with the stakeholder management strategy in the land administration project was slow information flow between parties owing to the struggle to clearly define the project objectives, this had a mean score of (M=3.82; SD=1.33; RO=1st). Essentially, majority of the respondents indicated "Changes in the scope of work", and Conflicts and controversies which obstruct the project implementation process" reaching a mean score of (M=3.75; SD=1.03; RO=2nd) and (M=3.67; SD=1.20; RO=3rd) respectively. The mean score of (M=3.62; SD=1.20; RO=4th) was linked to be respondents who agreed that the lack of involvement in the project was the challenge with stakeholder management strategy in land administration project. As revealed per the statistics, majority agreed that "Rejected projects by end-users/community" attained a mean of (M=3.52; SD=1.28; RO=5th), followed by the respondents who agreed that "Uninformed or ineffective stakeholder management on the project was due to poor communication" via a mean score of (M=3.42; SD=1.37; RO=6th).

Once again, the deductions were that per the mean, standard deviation and rank score scores similarly, the challenges with stakeholder management strategy in the land administration project were the slow information flow between parties owing to the struggle to clearly define the project objectives, changes in the scope of work, conflicts and controversies which obstruct the project implementation process, and lack of involvement in the project.

4.1.4 Strategies put in place to effectively respond to stakeholders' pressures in the planning of land administration project.

Data on the strategies put in place to effectively respond to stakeholders' pressures in the planning of the land administration project were in the same way examined. The data obtained from the study are presented below;

Table 4.7 Descriptive Statistics

	Mean	Std. Deviation	Rank Order
Negotiating with the stakeholders, going to their claims connected to the project and providing opportunities and avenues for dialogues	3.8500	1.05125	1
Making efforts and pay attention to all stakeholders rather than limit attention to a few stakeholders	3.8250	1.05945	2
Obeying the stress and rules that are bestowed by stakeholders.	3.8000	1.01779	3
Design and implementation crew can get to work jointly right from the beginning of the project.	3.6750	1.22762	4
Identify, acknowledge and honor the expectations of project stakeholders	3.6250	1.25448	5
Loosening attachments to stakeholders and their claims so as to protect and protect oneself against the claims.	3.5500	1.29990	6
	3.5000	1.21950	7
Valid N (list wise)			

Source: Field Data (2018)

The mean score of (M=3.85; SD=1.05; RO=1st), (M=3.82; SD=1.05; RO=2nd) and (M=3.80; (SD=1.01; RO=3rd) was connected with participants who agreed that negotiating with the stakeholders, attending to their claims connected to the project and offering opportunities and avenues for dialogue, making efforts to pay attention across a range of stakeholders rather than limit attention to a few stakeholders and obeying the demands and rules that are presented by stakeholders attained the highest responses and major the strategies in place to effectively respond to stakeholders' pressures in the planning of the land administration project. In the same way, a mean of (M=3.67; SD=1.22; RO=4th) and (M=3.62; SD=1.25) was recognized for the item "Design and implementation will need to work together right from the start of the project" and "Identify, recognize and honor the expectations of project stakeholders". This element was the 4th and 5th highest ranked between the items in this segment suggesting that, the strategies in place to effectively respond to stakeholders' pressures in the planning of the land administration project were design and implementation team will need to work together right from the start of the project and identify, recognize and honor the expectations of project stakeholders. A mean score of (M=3.55; SD=1.29; RO=6th) and (M=3.50; SD=1.21) was computed for the item, "Loosening attachments to stakeholders and their claims in order to guard and shield oneself against the claims" and "Ignoring the presented demands of stakeholders by not considering the stakeholder related pressures" which showed that respondents who disagreed.

Conclusions were that per the mean, standard deviation and rank score scores equally, negotiating with the stakeholders, attending to their claims connected to the project and offering opportunities and avenues for dialogues, making efforts to pay attention across a range of stakeholders rather than limit attention to a few stakeholders and obeying the demands and rules

that are presented by stakeholders were the major strategies instituted to effectively respond to stakeholders' pressures in the planning of the land administration project.

4.2 DISCUSSION OF RESULTS

The main objective of the study is to explore the strategies used in effective stakeholder management for project success; a case of land the administration project (Lands Commission)

4.2.1 Research Objective One: Identify the approaches used to effectively involve stakeholders in the land administration project.

It was found that the approaches which effectively involved stakeholders' in the land administration project were; gathering in meeting and being told what is happening, identification of the project needs, giving their input for project development, decide on project location and monitoring the project, participatory monitoring and evaluation and citizen control.

The effective management of stakeholder relationships is significant in achieving a successful project. (jergeas et al,2000: Cleland , 2000). Numerous project stakeholder management processes done by organizations lack plans, strategies and methods. This leads to numerous challenges in stakeholder management. These challenges can be averted by following a structured process stakeholder management. The process of stakeholder management may include the execution of the management functions of planning, organizing, motivating, directing and controlling the resources used to execute stakeholder management strategies.

4.2.2 Research Objective Two: Identify the challenges associated with stakeholder management strategy in the land administration project.

The study revealed that the challenges with stakeholder management strategy in the land administration project were the slow information flow between parties owing to the struggle to

clearly define the project objectives, changes in the scope of work, conflicts and controversies that obstruct the project implementation process, and lack of involvement in the project.

The finding conforms to that of Jepsen and Eskerod (2009) who stated that project managers are facing some challenges in using the current guidelines for stakeholder analysis at the construction phase of a project. Stakeholder analysis is a major component of stakeholder management and ineffective stakeholder management affects the entire stakeholder management process.

4.2.3 Research Objective Three: Strategies put in place to effectively respond to stakeholders' pressures in the planning of land administration project.

The study found that negotiating with the stakeholders, attending to their claims connected to the project and offering opportunities and avenue for dialogue, making efforts to pay attention across a range of stakeholders rather than limit attention to a few stakeholders and obeying the demands and rules that are presented by stakeholders were the major strategies instituted to effectively respond to stakeholders' pressures in the planning of land the administration project.

The results in this study were in line with the results found by Chinyio and Akintoye (2008) who reported that it is important to identify and acknowledge in order to eliminate the negative impacts. This will ensure the smooth running of the project. Jespen and Eskerod(2009) opined that the purpose for stakeholder management is to aid in obtaining the support and contribution of stakeholders involved in the project.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter five which is the final chapter of this study integrates all the information from the preceding chapters and arrives at a summary. It provides necessary recommendations based on the findings of the empirical results as well as conclusions of the study.

5.2 SUMMARY OF FINDINGS

The aim of this investigation was to explore the strategies used in effective stakeholder management for project success; a case of the Ghana land administration project (Lands Commission). Based on that aim, three specific objectives were attained to accomplished the aim of the study which comprises; the approaches used to effectively involve stakeholders' in the land administration project; the challenges associated with stakeholder management strategy in the land administration project; and the strategies put in place to effectively respond to stakeholders' pressures in the planning of the land administration project.

Per the objective one, it was found that the approaches used to effectively involve stakeholders' in the land administration project were; gathering in meeting and being told what is happening, identification of the project needs, giving their input for project development, decide on project location and monitoring the project, participatory monitoring and evaluation and citizen control.

Per the objective two, the study inferred that the challenges with stakeholder administration strategy in the land administration venture had been the sluggish records go with the flow between events owing to the fighting to simply outline the venture objectives, modifications in

the scope of work, conflicts and controversies which impede the challenge implementation process, and lack of involvement in the project.

Per the goal three, it used to be gathered that opportunities and avenues for dialogue, making efforts to pay attention throughout a range of stakeholders rather than restriction interest to a few stakeholders and obeying the needs and rules that are presented by means of stakeholders were the important techniques instituted to correctly reply to stakeholders' pressures in the planning of the land administration undertaking.

5.3 CONCLUSION

Project managers are always looking forward to seeing public projects perform well. This involves finishing the project on time, within budget, meeting product specifications, meeting customer needs and requirements and meeting management objectives. Failure to involve the key stakeholders in the initial and planning stages of the project cycle led to project delays and failures, thus increased cost of the project relocating and/or redesigning. More emphasis should be placed on stakeholders' interests, expectations and needs in order to achieve a common good and realization of project objectives. People engage in what they feel part of, and value what they help to build, it gives them a certain sense of ownership and belongingness. In other to develop a sense of ownership to decision making, it is necessary to involve people and local communities. Therefore stakeholders should actively be involved in the project to satisfy their own needs Stakeholders have the ability to negatively or positively influence the outcome of a project.

Focusing the company on personnel, procedures and culture will make a significant contribution to ensure that management of specifications is used as a key success factor for projects. To do this, project stakeholders need to play a central role in setting project priorities to ensure

relevance and suitability. It is critical that all project stakeholders are interested in project development and not just the initiatives' direct beneficiaries. Management of stakeholders is about having stakeholders to contribute to the project when needed. The strategy for influencing stakeholders must therefore be based on a need to alter and encourage the willingness of each stakeholder to provide the required input and resources. It is expected that stakeholders that are supportive will be more compliant than stakeholders in some opposition stage. They will therefore need less resources than strong and opposition investors. It is therefore very important that we consult with all project stakeholders in order to discover and handle their expectations before and during the execution of the project. Effective and reflective involvement of investors enhances our incentives for well received initiatives, promoting engagement and desired outcomes.

5.4 RECOMMENDATIONS

Based on the findings of the study, the researcher recommends the following:

Relevant stakeholders must come on board early enough and remain as long as they have some contribution to make towards the project goal. This means that the design and construction team will need to work together right from the start of the project while the external stakeholders are also carried along where and when necessary.

The community should play a critical role in decision making because they are the beneficiaries of the projects and know how well projects are beneficial to them. Therefore, all the stakeholders should be involved in the choice of project location, analyzing the needs of the community in terms of the type of projects and in the analysis of the costs and benefits.

There should also be effective communication channels during the implementation stage to get rid of propaganda and misinformation especially information to the local community where the project is associated with the political class.

Transparency during the award of contracts (avoid long and bureaucratic tender processes) is key to the success of Projects. The committee should encourage community participation, cooperation among committee members and auditing of completed project to assess their alignment to requirements/needs for which they have been initiated.

REFERENCES

Aaltonen, K., Kujala, J. & Oijala, T. (2008). Stakeholder salience in global projects. *International journal of project management*; *26*, 509-516.

Adeyeye, K., Osmani, M., & Brown, C., (2007). Energy conservation and building design: the environmental legislation push and pull factors. *Structural Survey, Structural Survey, 25* (5), 375-390.

Akintoye, A., Hardcastle, C., Beck, M., Chinyio, E., & Asenova, D. (2003). Achieving best value in private finance initiative project procurement. *Construction Management and Economics, 21*(5), 461 – 470.

Andriof, J., Waddock, S., Husted, B. & Sutherland Rahman, S., (2002). "Introduction", in Andriof, J., Waddock, S., Husted, B. and Sutherland Rahman, S. (Eds), *Unfolding Stakeholder Thinking*, Sheffield: Greenleaf Publishing Limited,

Atkin, B., & Skitmore, M. (2008) Editorial: stakeholder management in construction. *Construction Management and Economics, 26* (6), 549-552.

Ayuso, S., Rodríguez, M. A., Castro, R. G., & Ariño, M. A., (2011). Does stakeholder engagement promote sustainable innovation orientation? *Industrial Management & Data Systems, 111* (9), 1399 – 1417.

Black, K., (1995). Causes of project failure: a survey of professional engineers. *PM Network, 11,* 21-24.

Boesso, G., & Kumar, K, (2009). An investigation of stakeholder prioritization and engagement: who or what really counts. *Journal of Accounting & Organizational Change, 5* (1), 62-80.

Bourne, L. (2005). Project relationship management and the stakeholder circle. Doctoral thesis, *Graduate School of Business, Melbourne,* RMIT University.

Bourne, L., & Walker, D. (2006). Using a visualizing tool to study stakeholder influence – two Australian examples. *The Project Management Journal, 37* (1), 5–21.

Bryde, D. J., & Brown, D. (2005). The influence of project performance measurement system on the success of a contract for maintaining motor ways and trunk roads. *Project Management Journal*, *35*(4), 57 – 65.

Bryman & Bell (2000). The ethics of management research: an exploratory content analysis.

Casidy, C. (Ed.). (2003). *Economic stakeholder theory: working study*. Texas: M&M University.

Cheeks, J. R. (2003). Multistep disputes resolution in design and construction industry. *Journal of Professional Issues in Engineering Education and Practice*, *129*(2), 84-91.

Chinyio, E. A. & Akintoye, A., (2008). Practical approaches for engaging stakeholders: Finding from the UK. *Construction Management and Economics, 26* (6), 591-599

Chinyio, E. (2010). Case studies. *In: Chinyio, E. and Olomolaiye, P. (Eds.) Construction Stakeholder Management*, John Wiley & Sons Ltd, United Kingdom, 350 – 376.

Cleland; D. L. (1995). Leadership and the project management body of knowledge. *International Journal of Project Management 13*(2), 82-88,

Cleland, D.I; Ireland R.L. (2002) Project Management Strategic Design and Implementation New York: McGraw-Hill.

Cookie-Davies, T., (2002). The real success factors on projects, International Journal of Project Management 20 (3), 185–190. Cox, D. (2001). Private finance initiate-an introduction to the structure and concepts of PFI, *In the Proceedings of 2001 of International Conference on Construction, Hong Kong,* pp. 501-12.

Citizen (1984)”

Creswell (2012)” educational research planning, conducting and evaluating quantitative and qualitative research.

Donaldson T., & Preston L. E., (1995), The Stakeholder Theory of the Corporation: Concepts, Evidence and Implications. *Academy of Management Review, 20* (1), 65-91.

Faniran, O. O., Love, P. E. D. and Smith, J. (2000). Effective front-end project management–a key element in achieving project success in developing countries. In Proceedings of the Construction Development Conference, *Construction Industry Institute*, Bostwana, June 2-16.

Fraenkel and Wallen (2018). How to design and evaluate research in education.

Friedman, A., & Miles, S. (2002). Developing stakeholder theory. *Journal of Management Studies, 39*(1), 1-21.

Frooman, J., (1999). Stakeholders influence strategies, *Academy of Management Review, 24* (2), 191-205.

Foo, L. M. (2007). Stakeholder engagement in emerging economies: considering the strategic benefits of stakeholder management in a cross-cultural and geopolitical context. *Corporate Governance, 7* (4), 379 – 387.

Fonta, W. M., Ichoku, H. E., Ogujiuba, K. K. & Chukwu, J. O. (2007). Using contingent valuation approach for improved solid waste management facilities: Evidence from Enugu State, Nigeria. *Journal of African Economics, 17* (2), 277 – 304.

Gibson, K. (2012). Stakeholders and sustainability: An Evolving Theory. *Business Ethics, 109*, 15–25

Haigh, R., & Sutton, R., (2012), Strategies for the effective engagement of multi-national construction enterprises in post-disaster building and infrastructure projects. *International Journal of Disaster Resilience in the Built Environment, 3* (3), 270 – 282.

Hendry, J. (2001). Economic contracts versus social relationships as a foundation for normative stakeholder theory *Business Ethics: A European Review, 10*(3), 223–232.

Ihugba, B. U., (2012), CSR stakeholder engagement and Nigerian tobacco manufacturing sub-sector. *African Journal of Economic and Management Studies, 3* (1), 42 – 63.

Jergeas, G. F., Eng. P., Williamson, E., Skulmoski, G.J. & Thomas, J.L. (2000). Stakeholder management on construction projects, *2000 AACE International Transaction*, 12.1-12. 6

Jepsen, A. L., & Eskerod, P. (2009). Stakeholder analysis in projects: challenges in using current guidelines in the real world. *International Journal of Project Management, 27*, 335 – 345.

Johansson, P. (2008). Implementing stakeholder management: A case study at a micro-enterprise, *12* (3), 33-43.

Karlsen, J. T. (2002). Project stakeholder management. *Engineering Management Journal, 14* (4), 19-24.

Leung, M., & Olomolaiye, P. (2010). Risk and construction stakeholder management. *In: Chinyio, E. and Olomolaiye, P. (Eds.) Construction Stakeholder Management*, John Wiley & Sons Ltd, United Kingdom, 75 – 98.

Li, B., Akintoye, A., Edwards, P. J. & Hardcastle, C. (2005). Critical success factors for PPP/PFI projects in the UK construction industry. *Construction Management and Economics, 23*, 459–471.

Lim, C. S., &Mohamed, M. Z., (1999). Criteria of project success: an exploratory re-examination. *International Journal of Project Management, 17* (4), 243–248.

Loosemore, M. (2010), Using multimedia to effectively engage stakeholders in risk management. *International Journal of Managing Projects in Business, 3* (2), 307 – 327.

Low, S. P., & Chuan, Q.T. (2006). Environmental factors and work performance of project managers. *International Journal of Project Management, 21* (1), 24–37.

Matar, M., Georgy, M. & Ibrahim, M., (2008), Sustainable construction management: introduction of the operational context spaces (OCS). *Construction Management and Economics, 26* (3), 261-75.

Mathur, V. N., Price, A. D. F., Austin, S. & Moobela, C., (2007). *Defining, identifying and mapping stakeholders in the assessment of urban sustainability,* International Conference on Whole Life Urban Sustainability and its Assessment.

Mitchell, R. K., Agle, B. R., & Wood, D.J., (1997). Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts, *Academy of Management Review, 22* (4), 853-856.

Morris, P.W.G. (1994). *The management of projects: A new model*. London: Thomas Telford

Nash, S., Chinyio, E., Gameson, R., & Suresh, S. (2010). The dynamism of stakeholders' power in construction projects. *In: Egbu, C. (Ed) procs 26th Annual ARCOM conference*, 6 – 8 September, Leeds, UK, Association of Researchers in Construction Management, 471 – 480.

Newcombe, R., (2003), From client to project stakeholders: a stakeholder mapping approach. *Construction Management and Economics, 22* (9/10), 762–784.

Nangoli et al., (2013), Special networks: A strategy for enhancing project stakeholder commitment.

Olander, S., & Landin, A. (2008). A comparative study of factors affecting the external stakeholder management process. *Construction management and economics, 26*(6), 553-561.

Olander, S., & Landin, A., (2005). Evaluation of stakeholder influence in the implementation of construction projects. *International Journal of Project Management, 23* (4), 229-321.

Orndoff, C. J. W. (2005). Promising new tool for stakeholder interaction. *Journal of Architectural Engineering*, *11*(4), 139–46.

Pajunen, K. (2006). Stakeholder influences in organisational survival. *Journal of Management Studies*, *43*(6), 1261-88.

Person & Olander, (2004). Methods to estimate stakeholder views of sustainability for construction project.

Podar, K., & Jancic, Z. (2006). Towards a Categorization of Stakeholder Groups: An Empirical Verification of a Three-Level Model. *Journal of Marketing Communications 12*(4), 297–308.

Portney, P. R. (1994). The contingent valuation debate: why economists should care. *The Journal of Economic Perspectives*, 3-17.

Rowe, G., & Frewer, L. J. (2005). A typology of public engagement mechanisms. *Science Technology of Human Values*, 30(2), 251–290.

Rowley, T. J. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences. *The Academy of Management Review, 22*(4), 887-910

Smith, J. & Love, P.E.D. (2004). Stakeholder management during project inception: Strategic needs analysis. *Journal of Architectural Engineering, 10* (1), 22–33.

Streeter & Jongh, (2013). Measuring performance to engage the extended project team in construction.

Sutton, S. E., & Kemp, S. P. (2006). Integrating social science and design inquiry through interdisciplinary design charrettes: an approach to participatory community problem solving. *American Journal of Community Psychology, 38*(1-2), 125-139

Takim, R. (2009). The Management of Stakeholders' Needs and Expectations in the Development of Construction Projects in Malaysia. *Modern Applied Science, 3* (5),167-175,

Toor, S.R. and Ogunlana, S.O., (2010). Beyond the 'iron triangle': Stakeholder perception of key performance indicators (KPIs) for large-scale public sector development projects *International Journal of Project Management* 28, 228–236.

Tzortzopoulos, P., Cooper, R., Chan, P. & Kagioglou, M. (2006). Clients' activities at the design front-end. *Design Studies*, *27*(6), 657-683.

Vinten, G. (2000). The stakeholder manager. *Management Decision*, *38*(6), 377-383.

Ward, S. and Chapman, C. (2008). Stakeholders and uncertainty management in projects. *Construction Management and Economics, 26* (6), 563-577.

Walley, P., (2013). Stakeholder management: the sociodynamic approach. *International Journal of Managing Projects in Business, 6* (3), 485 - 504

Werther W. B. Jr., Chandler, D. (2011). *Strategic Corporate Social Responsibility – Stakeholders in a Global Environment* (2nd ed.) Thousand Oaks: Saga Publications

Winch, G. M., (2010). *Managing Construction projects: An information processing approach* (2nd ed.). West Sussex, UK: Wiley-Blackwell,

Yang, J., Shen, G. Q., Bourne, L., Ho, C. M. & Xue, X. (2011). A typology of operational approaches for stakeholder analysis and engagement. *Construction Management and Economics, 29* (2), 145-162.

Yang, J., Shen, Q., & Ho, M., (2009). An overview of previous studies in stakeholder management and its implications for the construction industry. *Journal of Facilities Management, 7* (2), 159 - 175

Yang, R. J., & Shen, G. Q. P. (2014). Framework for stakeholder management in construction projects. *Journal of Management in Engineering, 13* (12), 11-`9.

Yu, L., Kim, K., Jung, Y. & Chin, S., (2007). Comparable performance measurement system for construction companies. *Journal of Management in Engineering, 23* (3), 131-139.

APPENDIX

QUESTIONNAIRE

Dear respondent,

My name is Samuel Ofori Odjelua, a student of Kwame Nkrumah University of Science and Technology, Kumasi, Ghana, conducting a research on "The Impact of Effective Stakeholder Management Strategy on Project Success; "A Case of the Ghana Land Administration Project (LAP) of the Lands Commission." This work is basically academic and all information provided will be treated with strict confidentiality. Kindly tick (√) where appropriate

Section A: Demographic Information

1. Gender:
   a. Male ( ) Female ( )

2. Age of respondents:
   a. 18 – 25yrs ( )
   b. 26 – 33yrs ( )
   c. 34 – 41yrs ( )
   d. 42 years and above ( )

3. What is your level of education?
   a. Professional Certificate ( )
   b. University Degree ( )
   c. Post Graduate ( )
   d. A/O Level ( )
   e. Other, please specify.....

4. Which of the following describes your position?
   a. Quantity Surveyor ( )
   b. Land surveyor( )
   c. Project Manager ( )
   d. Architect ( )
   e. Land administration officer ( )
   f. Project coordinator ( )
   g. Other staff ( )

5. How long have you been working at the organization?
   a. Less than 1 year ( )
   b. 1-3years ( )
   c. 3-5 years ( )
   d. 5-7years ( )
   e. 7 years and above ( )

Section B: Approaches to effectively involve stakeholders in the land administration project

Please indicate the extent to which you agree or disagree with the following statements. Answer by ticking (√) **only one** answer in each case. Use the scales below as a guide.

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

S/N	Questions	SD	D	N	A	SA
1.	Citizen control					
2.	Take decision and carry out project planning					
3.	Participatory monitoring and evaluation					
4.	Decide on project location.					
5.	Monitoring the project					
6.	Cost sharing/paying for the service being provided					
7.	Giving their input for project development.					
8.	Supply the needed materials					
9.	Identification of the project needs					
10.	Gather in meeting and being told what is happening					

Section C: Challenges associated with the stakeholder management strategy in the land administration project.

S/N	Questions	SD	D	N	A	SA
1.	Uninformed or ineffective stakeholder management on the project due to poor communication					
2.	Conflicts and controversies which obstruct the project implementation process					
3.	Lack of involvement in the project					
4.	Slow information flow between parties owing to the struggle to clearly define the project objectives					
5.	Inadequate resources assigned to the project					
6.	Rejected projects by end-users/community					
7.	Changes in the scope of work					

Section D: Strategies put in place to effectively respond to stakeholders' pressures in the planning of land administration project

S/N	Questions	SD	D	N	A	SA
1.	Design and construction team will need to work together right from the start of the project					
2.	Identify, recognize and honour the expectations of construction project stakeholders					
3.	Making efforts to pay attention across a range of stakeholders rather than limit attention to a few stakeholders					
4.	Loosening attachments to stakeholders and their claims in order to guard and shield oneself against the claims.					
5.	Negotiating with the stakeholders, attending to their claims connected to the project and offering opportunities and arenas for dialogues.					
6.	Ignoring the presented demands of stakeholders by not considering the stakeholder related pressures					
7.	Obeying the demands and rules that are presented by stakeholders.					