ASSESSMENT OF STAKEHOLDER ENGAGEMENT PRACTICES OF IT PROJECTS: A CASE STUDY OF GCB BANK LIMITED GHANA

By

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A thesis submitted to the Department Of Construction Technology and Management,

Kwame Nkrumah University of Science and Technology, Kumasi in partial fulfilment

of the requirement 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 Kwame Nkrumah University of Science and Technology, Kumasi or any other educational Institution, except where due acknowledgement has been made in the thesis.

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ABSTRACT

Stakeholder engagement is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. Engaging stakeholders on projects is very crucial. Information Technology (IT) projects have become increasingly crucial to every organization wishing to achieve operational excellence (Badewi, 2016). In the Ghanaian banking industry, most heads of internal IT units as well as projects managers tend to focus more on the success criteria in terms of cost, schedule and quality of projects, neglecting the needs and expectations of stakeholders in the organization. Managers lack the right strategies for engaging the right stakeholders in IT projects. This study adopts standard stakeholder engagement practices that are mostly used by organizations especially in IT projects to analyze the strength of GCB Bank Limited in this regard. The purpose of this research is to explore the stakeholder engagement practices prevalent at GCB Bank Limited as well as analyze the effectiveness of same.This study adopted a quantitative approach, employing the use of questionnaires as the main tool for data collection. Staff and related parties with knowledge and experience in IT projects were sampled for this study. These included top managers, project managers, project team members, internal customers and vendor of GCB Bank Limited. Analysis of research data revealed that GCB Bank Limited has been progressive and effectual in its stakeholder engagement practices. It was recommended that project managers should pay close attention to the expectations of their stakeholders and more efforts should be put into conflicts resolution. Effective stakeholder engagement should be given priority right from project initiation.

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LIST OF ABBREVIATIONS

CIO   -   Chief Information Officer

IT   -   Information Technology

KNUST   -   Kwame Nkrumah University of Science and Technology

PMI   -   Project Management Institute

PM   -   Project Manager

PMBOK   -   Project Management Body of Knowledge

DEDICATION

This work is dedicated to Almighty God for seeing me through this master's program. I also dedicate to my husband who motivated me to pursue this master's program and to the Odum's family for their love and support.

ACKNOWLEDGEMENT

My uttermost gratitude goes to the Lord Almighty for the gift of life and His unfailing love shown to me.

I am highly indebted to Dr. Michael Addy, who has been more than just a supervisor; for your guidance with a fatherly heart during the entire project. I have been extremely blessed to have a supervisor who cared so much about my work, and who responded to my questions soo promptly. I say God bless you, I can never thank you enough.

I thank my husband Mr. Mathias Kofi Bassaw for his love and support, His motivational words and encouraging me to pursuit this master's program. God bless you my love.

I also want to express my gratitude to Albert Odum, thank you for all the time you spent to help me proof read my thesis. God richly bless you brother.

Special thanks go to my family for your prayer and support throughout this program. God bless you all.
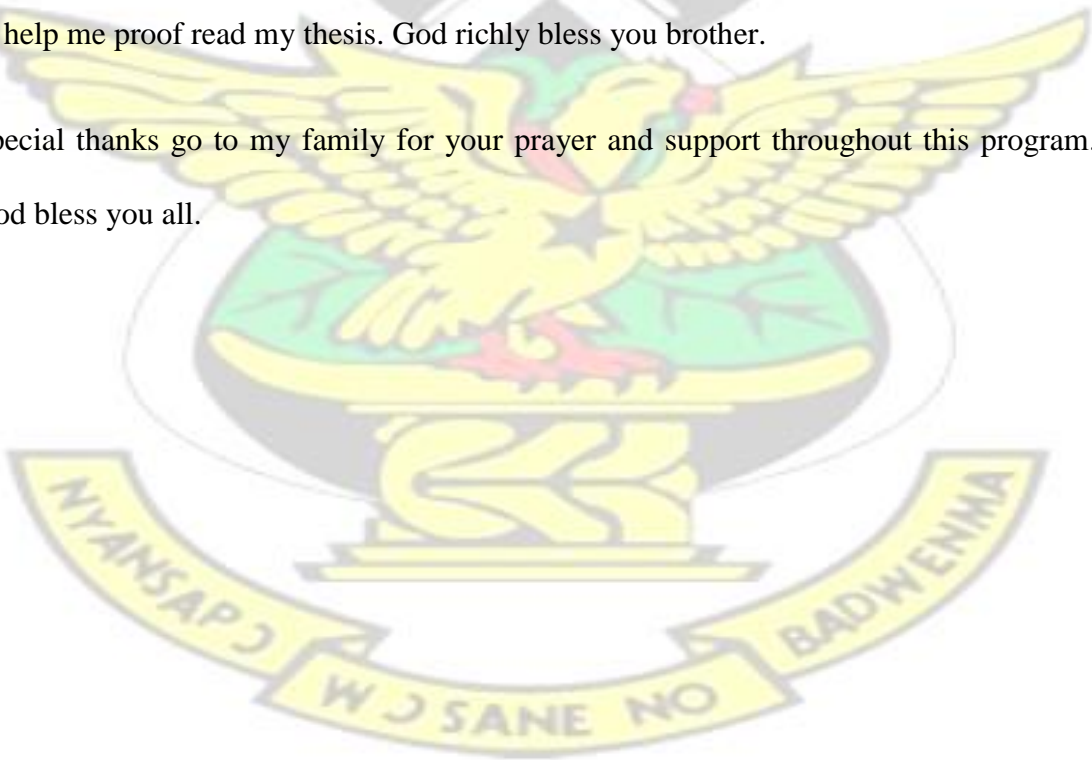
CHAPTER ONE

1.1 Introduction

Operating an organization successfully and managing projects is impossible if stakeholders are ignored or neglected. Stakeholders play a relevant role in Information Technology (IT) projects with their ability to impact the project outcomes of IT projects (Badewi,2016;Beringer et al.2013). Stakeholders are people whose actions and inactions can influence and are influenced by decisions taken in managing an organization (Bal *et al*., 2016). Similarly, Eskerod *et al*. (2014) described stakeholders as people whose lack of support will cause an organization to cease to exist. In other words, stakeholders are entities whose activities can affect the outcome of affairs engaged in by an organization. Thus, it is important to always involve them irrespective of their level of influence.

According to Sims *et al*. (2015), there are two types of stakeholders, namely; internal stakeholders and external stakeholders. Internal stakeholders are entities that form part of an organization, and whose actions and inactions affect the operation of the business of that organization (Eskerod & Vaaagaasar, 2014). Internal stakeholders include employees, investors, managers and board of directors. On the other hand, external stakeholders are not within an organization or business but are affected by the activities of the business or organizations (Nguyen *et al*., 2018). External stakeholders include customers, suppliers, regulators and the general public.

Uribe *et al*., (2018) stated that the importance of engaging stakeholders in businesses should not be downplayed as their roles are needed in the business. These roles could either be active or passive, but may critically influence the performance of the organization. In other words, engaging stakeholders comes with benefits that cannot be ignored. These benefits include leverages in stakeholder expertise, increase in

accountability, offering of opportunities for people to contribute directly or indirectly to the development of programs, systems and policies that will lead to an increase in performance, and the making of room for transparent communication (Li *et al*., 2013).

In a study by Barik and Panda (2014) on meaningful stakeholder engagement in an organization, it was revealed that for a project to be successful, effectively engaging all stakeholders is one of the factors that should not be ignored, as it determines whether a project will be completed or not. Again, a study by Ihugba and Osuji (2011) revealed that in Nigeria stakeholders' actions and inactions affect the outcome of projects. This makes it important to effectively engage all stakeholders irrespective of their levels of influence. In Ghana, Ankukumah's (2016) study revealed that poor stakeholder engagement and management in projects affect the outcome of projects.

Moreover, Heravi *et.al*, (2014) found that projects without dedicated stakeholders are more likely to fail, resulting in unforeseeable consequences for the organization. Organizational leaders recognize the relative importance of addressing stakeholders' needs yet surprisingly lack effective strategies for managing stakeholders (Mir & Pinnington, 2014; Mishra & Mishra, 2013). Based on this background, the study seeks to examine the Stakeholder Engagement Practices in IT Projects at GCB Bank Limited.

1.2 Problem Statement

IT projects have become crucial to every organization seeking to achieve operational excellence (Badewi, 2016). Adopting new technologies comes with its own risk and cost. According to The Standish Group (2014), United States spent USD 250 billion on IT projects in 2013. In another company, a total of 60% of gross sales, representing USD 27 billion was generated by IT projects (Carvalho, et.al, 2015).

The prevailing business problem is that project managers tend to focus more on the success criteria in terms of cost, schedule and quality of projects and fail to analyze the needs and expectations of stakeholders in an organization. Another specific problem is that some heads of IT units in organization (for example, Chief Information Officers (CIOs) and IT directors) lack strategies for engaging the right stakeholders in IT projects. According to Uribe *et al.* (2018), there is the need for stakeholder engagement before, during and after any project implementation. This is because the project affects them directly or indirectly.

This study seeks to provide an insight to identify the Stakeholder Engagement Practices and analyse the level of effectiveness of the stakeholder engagement practices on IT Projects using GCB Bank Limited as a case study.

1.3 Research Questions

   i.   What are the Stakeholder Engagement Practices of IT Projects at GCB Bank Limited?

   ii. What is the level of effectiveness of the stakeholder engagement of IT Projects at GCB Bank Limited?

1.4 Aim and Objectives of The Study

1.4.1 General Aim

The main aim of this study is to examine the Stakeholder Engagement Practices of IT Projects in business organizations, specifically GCB Bank Limited.

1.4.2 Specific Objectives

To address the main aim, the study seeks to achieve the following specific objectives:

i. To identify the Stakeholder Engagement Practices of IT Projects at GCB Bank Limited.

ii. To identify the level of effectiveness of stakeholder engagement of IT Projects at GCB Bank Limited.

1.5 Significance of The Study

The aim of the study is to examine the effectiveness of Stakeholder Engagement Practices in IT Projects at GCB Bank Limited. Revealing this will help management make informed decisions as it will help them identify which practices have yielded good results and those that have not. Furthermore, having a good grasp of the stakeholder engagement practices of IT projects will help management formulate policies or pass actions that will remedy or reinforce the shortfalls or strengths of existing stakeholder engagement practices respectively. Such a positive outcome may also serve as a model for other projects in the organization that may not be necessarily IT-related.

1.6 Scope of the study

Given the aim of this study, the scope will be confined to people who engage in IT projects at the bank. Potential respondents will be top management (top management may include the Managing Director, Chief Information Officer and IT heads in the bank), Project Teams (the project team is made up of staff belonging to different groups or functions dedicated to the project and are assigned by the project manager to activities for the same project), Project Managers (persons in overall charge of the planning and execution of a project), peers (people who have a vested interest in the product), Resource

Managers (people who furnish the project manager with resources needed to complete the project), internal customers (individuals within the bank who are customers of any IT projects), contractors, vendors and suppliers (someone who is not an employee of the bank but is contracted to work on projects based on their experience). Thus, the study will be delimited to all entities who can influence or are influenced by IT projects of the Bank.

1.7 Methodology

The methodology for this study detailed the research method and design used to carry out this research. Specifically, it highlighted the research design, sampling approach used, population size, source of data as well as data analysis techniques used for this research work.

Structured questionnaire was used in gathering data from respondents of interest to this study. The population of this study consisted of Project Managers, projects staff, IT heads, IT staff, vendors, Resource Managers and internal customers. The study used purposive sampling method; this is due to the fact that the study is studying population that work with IT projects.

The quantitative data collected will be processed using SPSS version 21. The processed data was analyzed using mean score and standard deviation. The results were visually presented using graphs and tables. Thus, major and minor themes was developed in relation to the objectives of the study.

1.8 Organization of The Study

 The study is divided into five chapters. Chapter one highlighted the background of the study, problem statement, research objectives and questions, significance of the study, scope of the study, research methodology and the organization of the study. Chapter two focused on the review of literature related to the study, theories and conceptual framework. Chapter three addressed the methodology of the study. In chapter four the study presented the results obtained and discussions of the results. Chapter five focused on the summary, conclusion and recommendations based on the results of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents an in-depth analysis of relevant scholarly works related to the phenomenon of stakeholder engagement practices and its level of effectiveness.

The chapter thematically discusses stakeholder theory and definition, stakeholders in IT projects, project stakeholder management, stakeholder analysis, stakeholder relationships, stakeholder engagement practices, stakeholder engagement practices in IT projects, project performance and level of effectiveness of stakeholder engagement practices.

2.2 Stakeholder Theory and Definitions

2.2.1 Who is a Stakeholder?

The traditional definition of a stakeholder is an individual or group who can affect the accomplishment of an organization's objectives or who is affected by the accomplishment of an organisation's objectives (Freeman, 1983). Another school of thought defines stakeholders as "individuals or organisations that are either affected by or affect the deliverables or outputs of a particular organisation" (El-Gohary et.al, 2006). Other scholars describe stakeholders as persons or organisations that have got to be thought of by managers and frontline employees (Bryson et.al, 2002). A stakeholder could be a part of a group "without whose support the organisation would cease to exist" (Freeman & Moutchnik, 2013).

2.2.2 Stakeholder Theory

Stakeholder theory was first described by Dr. Edward Freeman (Freeman, 1983). He suggests that shareholders are also part of stakeholders. Freeman's theory suggests that a company's real success lies in satisfying its stakeholder and not those who might profit. According to Freeman's (1983) stakeholder theory, a company's stakeholders include anyone affected by the company and its workings. In contrast, Friedman (2006) in opposition to Freeman's theory argues that shareholders are the only stakeholders a company should hold in esteem. Friedman (2006) is of the view that companies are compelled to make a profit, to satisfy their shareholders, and to continue positive growth. By contrast, Freeman (1983) explains that a company's stakeholders are "those groups without whose support the organization would cease to exist". These groups include customers, employees, vendors, end users, etc.

Freeman (1983) said in an interview, "all company stakeholders are interdependent, and a company creates value for its own success for all of them."

Friedman (2006) mentions that the organisation itself ought to be thought of as teams of stakeholders and the purpose of the organisation ought to be to manage their interests, desires and viewpoints.

Tom Wright (2018) asserts that "stakeholder theory is based on the assumption that businesses can only be considered successful when they deliver value to the majority of their stakeholders."

Donaldson and Preston (1995) argue that there are three aspects of the stakeholder theory: the descriptive approach which describes the characteristics and actions of the company, including how companies are managed and the nature of the company; the instrumental approach, which uses empirical data to identify the connection that exists among

stakeholder groups and the attainment of corporate goals; and the normative approach, identified as the core theory by Donaldson and Preston (1995), which examines the function of corporation and identifies "moral or philosophical guidelines for the operation and management of the corporation" (Donaldson and Preston, 1995).

Mitchell et al (1997) derive a classification of stakeholders based on the attributes of power (the capacity to direct the behaviour of others), legitimacy (socially accepted and expected structures), and urgency (time gravity of the stakeholder's claims)

In a similar view, Phillips (2003) suggests that normative stakeholders are those who constitute the organisation and make it a going concern.

Stakeholder theory focuses on meeting the organization's financial performance parallel with its social performance Phillips (2003). The majority of studies on stakeholder theory adopt the following definition idealized by Freeman (1984): "If you can get all your stakeholders to swim or row in the same direction, you've got a company with momentum and real power" (Freeman, 1983).The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization" (Freeman, 1983).

Figure 2.1 shows the typical stakeholders of a company. The Stakeholders comprise internal and external stakeholders.
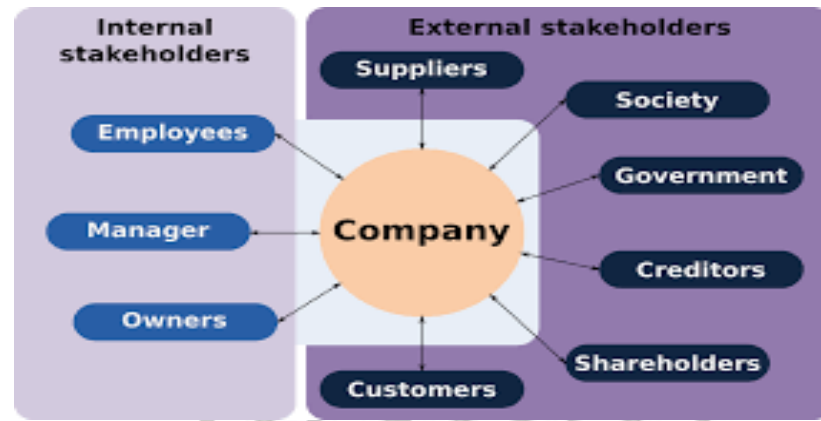
Figure 2.1 Stakeholder theory by Freeman (1983).

2.2.3 Stakeholder Paradox

Friedman (2006) argues that managers' primary responsibility is to shareholders and to maximise the profit of the firm that has been entrusted to them by shareholders to run. In contrast, Freeman (1983) explains that managers also have responsibilities to other stakeholders like employees, customers, suppliers and so on.

Palmer (2015) shares the same view with Freeman that in stakeholder theory, managers must consider the interests of all stakeholders not just shareholders.

Figure 2.2 shows the Analytic Stakeholder theories by different authors

Figure 2.2 Analytic Stakeholder theories by different authors

Source:https://www.slideshare.net/saddan91/chapter-2b-project-stakeholder-management-process by Juhari (2012)

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2.2.4 Principles of Stakeholder Theory

Freeman (1983) outlined six principles that should govern the relationship between the stakeholders and the corporation:

1. **The principle of entry and exit:** It states that there must be clear rules governing how an individual gets employed or how the individual exits.

2. **The principle of governance:** This is concerned with how the rules governing the relationship between the stakeholders and the firm can be amended.

3. **The principle of externalities:** This states that influences of a company may have a positive or negative effect on a third party who did not choose to receive those impacts. The principle of externalities suggests that anyone who has to bear the costs of other stakeholders has the right to become a stakeholder as well. Anyone who is affected by a business becomes a stakeholder.

4. **The principle of contract costs:** The cost borne by each party should be proportional to the advantage they have on the firm.

5. **Agency principle:** This principle states that the manager of a firm is an agent of the firm and therefore has responsibilities to the stakeholders as well as the shareholders.

6. **The principle of limited immortality:** This deals with the longevity of a firm. To ensure the success of the organization and its owners alike, it is necessary for the organization to exist for a prolonged period of time.

2.3 Stakeholders in IT projects

Stakeholders are people who have an interest in the success of the project. They largely comprise of the project team, project managers, internal and external customers, vendors or suppliers, project sponsors, project managers and end users.

A popular American software engineer in one of his scholarly works (Pressman, 2004) categorizes stakeholders into five groups: top managers who plan and direct the work of a group, project or technical staff (members belonging to different groups or functions dedicated to the project), the practitioners who engineer the system, customers who define the requirements for the software, and end-users who will interact with the delivered product.

In a similar work, Ambler (2018) a Canadian software engineer, describes a project stakeholder as direct or indirect user, project managers, senior manager, operations staff, sponsor, support (help desk) employee, auditor, developer or maintenance professional potentially affected by the development or deployment of a software project.

Figure 2.3 shows sample typical key stakeholders that are involved in any IT related project.
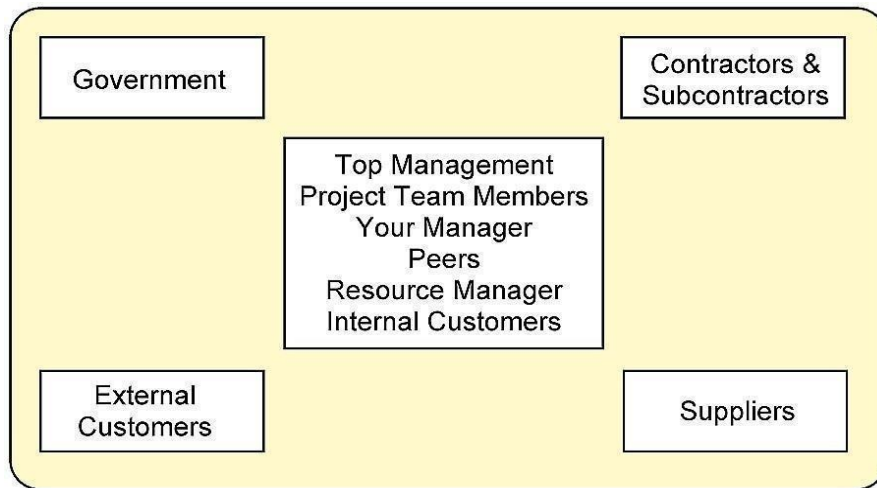
Figure 2.3 Project stakeholders.

Source : Illustration from Barron & Barron Project Management for Scientists and Engineers, http://cnx.org/content/col11120/1.4/

2.4 Project Stakeholder Management

Stakeholder management is a vital element to the delivery of any project. According to Rajesh Jose (2016) , stakeholders' issues and needs are to be understood clearly in order to address their issues appropriately for the success of a project. He moves on to describe Stakeholder management as managing the expectations of any individual who has a stake and shows interest and will be affected by a project.

Karlsen (2015) agrees that a major role is performed by stakeholders in the accomplishment of activities/assignments in every project. The author conducted a survey among project managers in Norway to get their knowledge on stakeholder management. The findings indicated that clients and end users are the most important stakeholders, and the results show that clients and end users cause problems and uncertainty for project. From the findings, it was established that more research must go into discovering awareness of project stakeholder management.

Anonymous, (n.d) states that needs and expectations of stakeholders need to be understood properly when it comes to stakeholder management. Managing conflicting

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interests and involving stakeholders in key project decisions and activities are also crucial in stakeholder management.

According to Rajesh Jose (2016), there are four (4) process groups identified in project stakeholder management.

Figure 2.4 The Project Stakeholder Management Knowledge Area Of Pmbok: ThinkPalm.

Source: Jose (2016).

Jose (2016) moves on to explain the processes in stakeholder management:

A.   **Identify Stakeholders:** anyone who has an interest in the project and can be adversely affected by the outcome of the project is to be identified.

B.   **Plan Stakeholder Management:** In a recent article published by Roberts (2019),it is averred that stakeholder management plan is a formal document outlining how stakeholders should be engaged in a project.

C.   **Manage Stakeholder Engagement**: According to Project Management Institute (2013), Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs and expectations, addressing their issues and

appropriately engaging stakeholders in project activities throughout the project life cycle.

D.   **Control Stakeholder Engagement:** According to Project Management Institute (2013), Control Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

2.5 Stakeholder Analysis

Stakeholder Analysis is very essential when it comes to identifying stakeholders and addressing their needs. It is used to identify all key stakeholders who have vested interest in the project. The main aim of stakeholder analysis is to know their interest, level of influence, and their impact on the project and to develop a strategic view of the human and institutional landscape and examine the relationships between the different stakeholders.

According to Jhala et.al (2012), the term Stakeholder Analysis as a set of tools aimed at knowledge generation. He goes on to assert, the knowledge obtained through the analysis enables workers to gain clarity about the behaviour of the stakeholders, their intentions, interrelations and interest.

In the same vein, Smith (2000) describes stakeholder analysis as a range of techniques used to identify and understand the needs and expectations of major interests inside and outside the project environment.

Similarly, Anonymous (2019) defines stakeholder analysis as a process of identifying people during the initiation of the project, grouping these individuals according to their levels of participation, interest and influence in the project as well as determining how best to involve and communicate to each of these stakeholder groups.

As stated by Anonymous (n.d), there are 3 steps to follow in stakeholder analysis. The first thing to do is to identify who your stakeholders are. Brainstorming can help in identifying who are affected by the project, who has influence and who has an interest in the project. Next is to prioritize your stakeholders, that is, knowing who your stakeholders are, the power vested in them, their interest in the project and how to classify them.

Smith (2000) explains that stakeholder analysis is best accomplished before a project is initiated or the beginning phase. Since the analysis involves sensitive information, project managers should be aware of uncovering unproductive interests and hidden agendas when discussing with stakeholders.
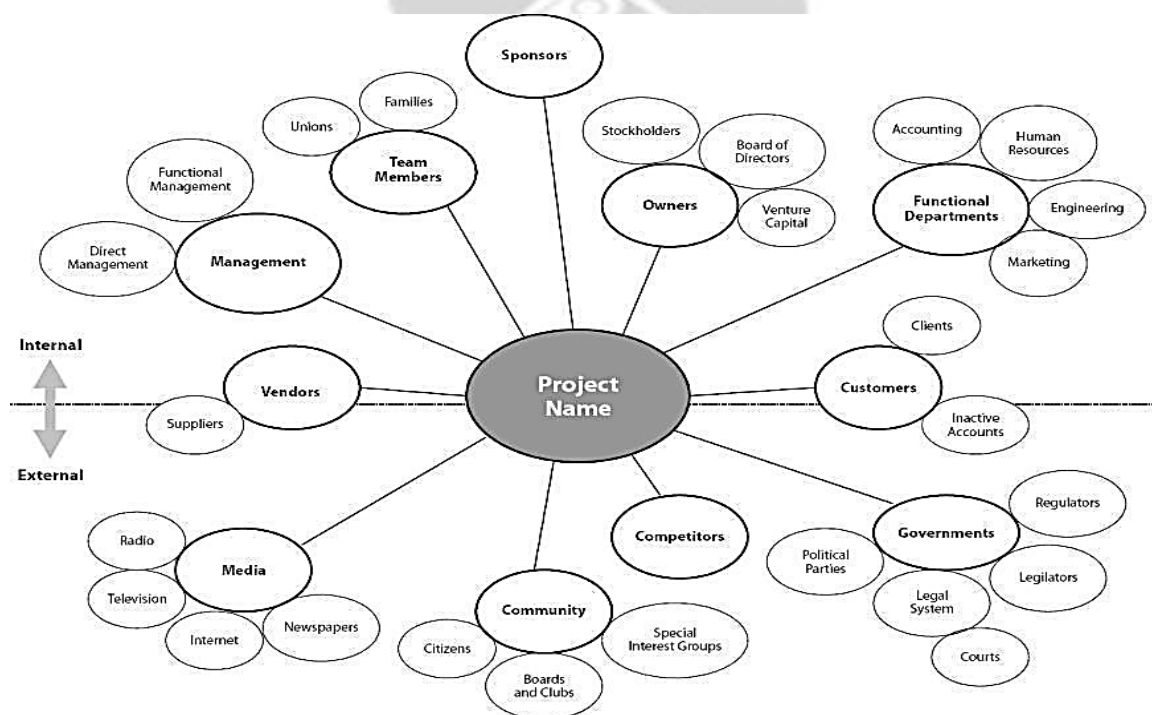
Figure 2.5; Stakeholder Analysis Context Diagram

Source: Smith (2000)

As indicated by Clayton (2014), stakeholder analysis must go through these processes as found in the figure below;
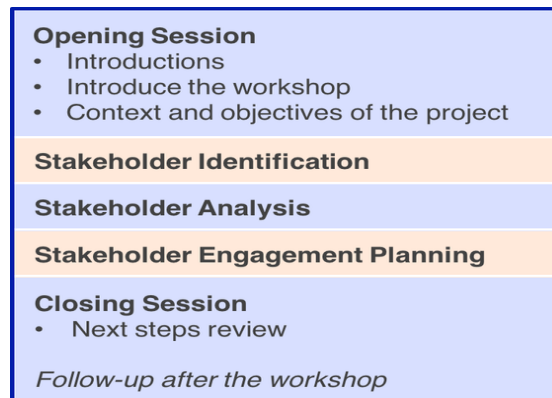
Figure 2.6 Stakeholder Analysis Processes

Source: Clayton (2014)

2.5.0 Conceptualization of Stakeholder Analysis

Based on the review of various analysis by different scholars, the stakeholder analysis conceptualized in this study identifies three ways to analyse stakeholders, namely: stakeholder identification, stakeholder prioritization and understanding stakeholders. Depending on the project at stake there can be varying sub-stages under each of these three broad steps discussed below.

2.5.2 Stakeholder Identification

In every project, identifying stakeholders is extremely essential and crucial to the success of the project given that they have needs and requirements of stakeholders to be addressed. The advantages derived as a result of identifying the right stakeholders for any projects are numerous. This includes improvement of project quality and obtaining vital information for project success, among many benefits. Lack of proper stakeholder

engagement may lead to over-budgeting, project delay and eventually project crushing in the extreme scenario. Therefore, it is vital to interact with the right stakeholders in any given project.

According to Usmani (2019), Stakeholder identification is a continuous process which occurs until the project ends. Project stakeholders are to be identified throughout the life cycle of the project. The author reveals Stakeholders are to be identified once the project charter is created. The project charter can facilitate the discovery of names of influential stakeholders for your project. He also mentions that some questions need to be addressed when identifying who your stakeholders are. Some of these questions are as follows: Who is directly and indirectly involved in your project? Who may be affected by the project and its outcome? Who are the suppliers? Who are your targeted end users? These and many more questions need to be addressed in the quest to identify your stakeholders. There are totally different approaches to identifying stakeholders. It is essential to confirm that stakeholders are identified at the initial stage of the project, which means at a level that makes better sense from a strategic perspective (Ackermann and Eden, 1998). One of the approaches, as maintained by Lund et al. (2009), is through brainstorming with internal staff or employing a generic list of stakeholders. Another school of thought states that stakeholders can be classified in terms of their influence, contribution and expectations (Johnson et.al ,1995).

McElroy and Mills (2000) prompt using a stakeholder-commitment matrix that permits for the categorization of stakeholders into one of the following groups: active support, passive support, neutral, passive opposition, and opposition (Dunfee, 2009).

Newcombe (2003) explained in his paper that the power/predictability matrix allows for the assignment of stakeholders into four groups: the powerful but predictable,

unpredictable but powerful, highly predictable but with low power, and unpredictable but with little power. The power/interest matrix developed by Olander (2005) permits for the allotment of all stakeholders into four various teams. Stakeholder identification ought to be based mostly on common interests and desires of the project (Ye et al., 2009b).

2.5.2 Stakeholder Prioritization

According to Nuckolls (2015), if stakeholders are prioritized correctly, they can provide insight and positive publicity which can help the success of the project. He goes ahead to argue that staying connected with your stakeholders, reaching out to them and keeping an open communication with them will help you know how to prioritize them. A Project Manager must know stakeholders' interest and the power vested in them which will help to know them better and classify them.

2.5.2.1 Stakeholder Classification

Once stakeholders have been identified, the next step is to classify them. Most scholars have developed models on how to categorize stakeholders. In a very recent article by Usmani (2019), stakeholders are classified according to their power and interest; power and influence; influence and impact; and power, urgency and legitimacy. Each classification will be briefly discussed.

1. **Power and Interest**: According to Usmani (2019), stakeholders are grouped according to their power and level of interest in the project. Sharma (2019) suggests that the power/Interest grid helps to focus more on key stakeholders who have adverse impact on the project. The grid helps to determine which stakeholders to manage closely and which stakeholders to invest efforts in.
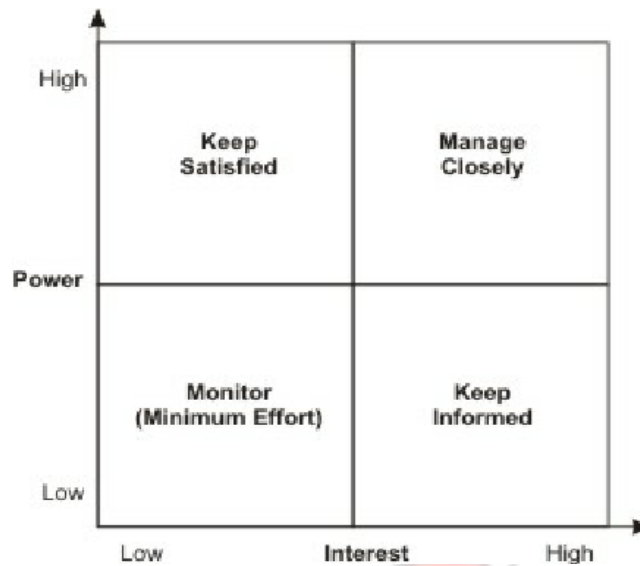
Figure 2.7: Power/Interest grid for stakeholder prioritization

Source: (Thompson, 2006).

2. **Power and Influence**: By definition, power is the level of authority a stakeholder has in a project while influence is the level of involvement the person has. The power/influence is similar to power/interest (Sharma,2019).

3. **Influence and impact:** This classification is based on the influence and impact of the stakeholders on the project or its outcome.

4. **Power, Urgency, and Legitimacy:** Salience model is another method for classifying stakeholders in a project (Kuthiala, 2014). The work states that stakeholder salience is determined by the assessment of their power (ability of a stakeholder to impose their will), legitimacy (immediate action) and urgency (assess if their involvement is appropriate) in the organization.

Figure 2.8 shows the Salience Model graphically depicted as a Venn Diagram
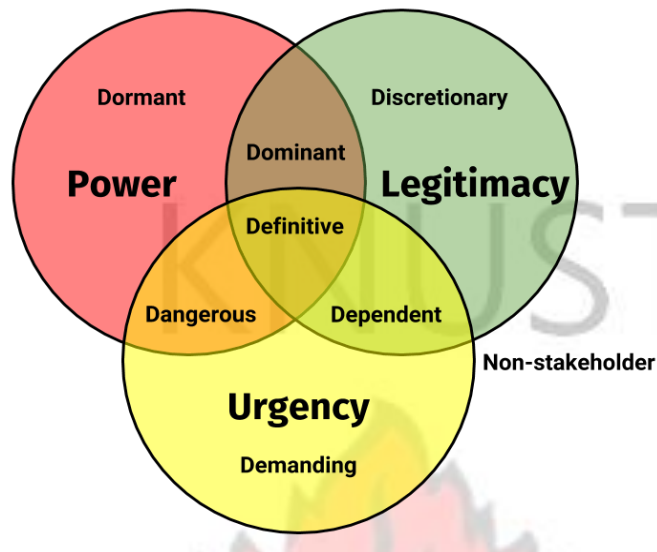
Figure 2.8 The Salience Model

Source: Singh, (2019);:https://www.deepfriedbrainproject.com/2017/09/salience

model-for-stakeholder-classification.html

Each of the circles maps stakeholders with power, urgency and legitimacy, creating seven different classes. The stakeholders are assessed and assigned to one of the regions:

a. Discretionary stakeholders: They are legitimate but have no power or urgency (Kuthiala, 2014).

b. Dormant stakeholders: These are stakeholders who only possess power but have no legitimacy or urgency (Singh, 2019). They do not require any active engagement.

c. Demanding stakeholders: They are with urgency and their needs have to be met when asked for (Kuthiala, 2014). They have no power but have urgent needs (Singh, 2019).

d. Dependent Stakeholders: Stakeholders who are dependent on others to carry out their will, because they lack the power to enforce their stake (Usmani, 2019).

e. Definitive Stakeholders: These are stakeholders who possess power and legitimacy, and have urgent needs. They demand the utmost attention from the project manager and need to be attended to in a timely manner (Singh, 2019).

f. Dominant stakeholders: Dominant stakeholders have legitimacy and authority. Their communication needs must be taken into account (Kuthiala, 2014).

g. Dangerous stakeholders: Stakeholder who possess power and urgency but do not possess the legitimacy to their claims (Singh, 2019; Kuthiala, 2014). This makes them very useful for the welfare of the project, and as such their needs must be met (Kuthiala, 2014).

2.5.3 Understanding Key Stakeholders

According to Slater (2012), Understanding your stakeholders' needs that you simply apprehend who they are within the initial place. Anyone who has an associate degree interest in a project either directly or indirectly could be a stakeholder. He further maintained that communication with stakeholders is of essential significance. To know whether a stakeholder has a positive or negative impact on a project, stakeholder mapping (a matrix of power /interest) is an important tool to use.

As stated by Slater (2012), a project sponsor who controls the budget will naturally have high power and interest whereas an individual within an unrelated role is probably going to have low power and low interest. Close engagement with stakeholders based on their interest and power influence will help to minimize or maximize their impact on your work.

In the light of everything it is important to communicate frequently with stakeholders since their needs and interests change over time.

2.6 Stakeholder Relationships

Neil (2019) states that, "Fair treatment and robust relationships along with your core stakeholders is

key to long-term profit and business success". Stakeholder relationships is the practice of building mutually beneficial bond with third-party groups and individuals that have a "stake" in common interest (Anonymous, 2008). The author agrees that these relationships build networks that develop reliable, united voices about issues and products that are important to organizations. Wang & Gao (2013) argue that stakeholder relationship is the interdependent relationship that exists among key stakeholders. They further explain that the management of stakeholder relationships does not only include continuous participation of stakeholders in projects but also their contribution towards it.

2.6.1 Maintaining and Building Stakeholder Relationship

According to Asanda (n.d.), building strong relationships with stakeholders and maintaining them takes time and effort and a well thought out action plan. In a similar view, Goerke (2018) mentions that a well-developed stakeholder communication plan is critical in building stakeholder relationships. She goes on to outline seven factors to maintain a strong relationship with stakeholders: First of all is to group stakeholders (i.e. power and interest); next is to clearly communicate project scope; thirdly is to gain stakeholders trust from the start of the project; next is to communicate with them frequently; fifthly is scheduling meetings with stakeholders who are resistant to change; sixthly is to use data management systems to summarise key information; and lastly is to keep surprises to a minimum.

However, Asanda (n.d.), shares a different view in maintaining relationships with stakeholders. She states that six steps can be used to build and maintain healthy stakeholder relationships. These are: actively building strong relationship from the beginning of the project, involving your stakeholders, scheduling periodic touch-base sessions, keeping your word, having an open mind and addressing issues as and when they arise.

In order to keep up with every stakeholder there must be a range of communication channels and approaches that must be used to obtain optimal results (Insights, 2013).

2.7 Stakeholder and Project Performance

Watt (2016) states that Key stakeholders can make or break the success of a project. He further argues that if stakeholders are not happy, nobody is happy. According to Liang et al (2017), Stakeholders strongly influence project success, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for project management and implementation. Retfalvi (2014) identifies that "the ability to effectively identify and manage project stakeholders significantly improves the chances of successful project execution and organizational success".

2.7.1 Role of Stakeholders in a Project

According to willykorio (2018), Stakeholders are people who have a stake in a project and have great influence on its success or failure. Individual stakeholders have different roles to play in a project.

PMI's explains that stakeholders may be involved in the creation of the project charter and the project scope statement, project management plan development, approving

project changes and being on the change control board, identifying constraints, identifying requirements, risk management and can become risk response owners.

There are different types of stakeholders found in every project. WATT (2016) group stakeholders into the following categories:

1. Top Management: May include the Managing Director, Chief Information Officer, IT heads in an organization.

2. Project Team: Made up of members belonging to different groups or functions dedicated to the project and are assigned by the Project Manager to activities for the same project.

3. Project Manager: Person in overall charge of the planning and execution of a project.

4. Peers: People who have a vested interest in a project.

5. Resource Managers: People who furnish the project manager with resources needed to complete the project.

6. Internal Customer: Individuals within an organization who are users of any projects that meet the needs of internal demands.

7. Contractors, Vendors and suppliers: Entities subcontracted to provide goods or services related to a project.

When project stakeholders have different cultures, it affects the project performance. Communication, negotiations and decision making are major aspects of cultural differences that can impact a project (Watt, 2016). Stakeholders play a major role in voting, decision making and providing expertise on a project (Willykorio, 2018).

2.7.2 Impact of Stakeholders Involvement on Project Performance

Stakeholders play a crucial role in project performance. Davis (2015) states that "never underestimate project stakeholders' Influence". They go on to argue that a proper stakeholder analysis and management is a key part of a healthy project atmosphere. Associate degree neglected key stakeholder could read your project as a failure—even if you and your project team delivered a top quality product or service underneath budget and prior to schedule (Davis, 2015) Anyone who has vested interest in your project can influence your project **(**Sam Ashe-Edmunds,2014). A project is said to be successfully completed when it has met the stakeholders' interests and expectations. Even if it meets time, budget and scope criterion, it will not be deemed successful if the needs and expectations of stakeholders are not met (Lynda & Derek ,2006).

2.8 Stakeholder Engagement

Stakeholder engagement is the process used by an organisation to engage relevant stakeholders

for the purpose of achieving a desired outcome (Accountability, 2008). Stakeholder engagement is the process by which companies communicate and get to know their stakeholders. By getting to know them, companies are able to better understand what they want, when they want it, how engaged they are and how the company's plans and actions will affect their goals.

Strong stakeholder engagement is perhaps the most critical factor for achieving successful program execution in our fast-paced world (Baugh, 2015).

2.8.1 Stakeholder Engagement Best Practices on An Enterprise Level

One of the most common challenges that an enterprise project manager can expect to face is a lack of stakeholder engagement (Uptmor, 2016).

Various studies show that there are strategies that can help build a strong foundation for stakeholder engagement.

Parker (2012) suggests that stakeholders must be treated as partners- if stakeholders feel part of the project, they put in their maximum effort to make the project a success. Stakeholders must be treated fairly and with transparency when it comes to addressing their values and interests (Dunn, 2014).

Uptmor (2016) explains that Reasonable expectations must be set for each stakeholder. He also states that communications with stakeholders must be precise and concise. A clear description of what is expected of each stakeholder must be clearly and well defined.

APM (2014) states that "a more conscientious and measured approach to stakeholder engagement is essential and therefore encouraged. Investment in careful planning before engaging stakeholders can bring significant benefits".

Parker (2012) mentions that collaborative technology must be used in collecting requirements from stakeholders and that requirement development should be incremental, iterative and collaborative. He further argues that stakeholders should be able to review requirement any time and should be able to put in their comments.

Stakeholder engagement needs to be monitored in order to help managers to put stakeholders back on track when needed and to ensure stakeholders stay engaged.

2.8.2 It Projects

According to Smartsheet (2019), technology is always evolving and end users demand more intuitive and customer friendly applications. It's always important for projects to be completed on time and within budget. Throughout a project, an IT project manager is responsible for identifying the right resources for each activity, setting goals, communicating and motivating team members and stakeholders, researching, managing amendment and performing needs assessment.

In managing IT project, there are two different approaches that can affect the life cycle of the project. There is the predictive approach where the requirements regarding the deliverable and the work, such as scope, cost and schedule are well outlined before the commencement of the project. The other approach is the iterative approach where the scope of the project is determined during the initiation of the project. The benefit of this approach is that the changes are adopted with less cost impact on the project. The adaptive approach is also known as agile or change-driven method as it responds to vastly high levels of change.

Among these approaches, organizations should choose one that can help to reduce the risk of expensive rework. A typical IT project life cycle moves through iterations of planning, executing, and controlling until the project is ultimately closed and transferred to operations Rouse (2015).

2.8.3 How Different Are IT Project?

According to Harrin (2015), IT projects have high track record of failure. She agrees that good stakeholder management is crucial in every IT projects as there are a wide range of diverse specialities and business criteria that come together to form a close-knit team.

Some key teams within IT divisions include hardware (operating systems, platforms), networking (firewalls and connectivity), software (applications and interfaces), business intelligence (big data, data warehousing and analytics), service management (contracts and procurement, dealing with vendors), service desk and field engineers (front line support for end users), information security (governance, compliance and data management), among many others.

IT projects can be very simple or complex in nature. IT projects relatively have more risks as well as their own communication requirements. In IT projects, there is usually a testing and prototyping phase before the transition to go live with the product (Hannin,2015).

There are our basic differences between IT project and other projects. One major difference is that most IT projects are based on logical work, while others are based on physical work. Also, the complexity of the project cannot be measured until the final work is complete while the opposite is the case in other projects. Furthermore, there is an invisibility of progress in projects, that is, customers have less knowledge of the work that transpires to produce the deliverable, while in other projects, customers are aware of the progress of work and the project team cannot make changes at any stage of project development without informing them. Finally, IT projects are more flexible as changes can be easily made at any stage of the life cycle of the project, whereas other projects are less amenable to changes.

2.9 Stakeholder Engagement Practices in IT projects

Dolfing (2018) states that "Project managers depend on people to respond to the outputs and benefits that they deliver. People will only respond if they are engaged".

"Stakeholders are individuals with a vested interest in the success of a project. They aren't necessarily directly involved in building a product, but may participate in the development process in various ways " quoted by (Gouril, 2016).

In Stakeholder engagement, interacting with stakeholders and influencing them leads to the overall benefit of project success. The engagement process involves consulting, communicating, negotiating and building relationships with stakeholders (Dolfing, 2018).

Most IT projects use the agile approach, that is, the project evolves as it progresses through an iteration process, and as a matter of necessity, stakeholders are to be involved actively throughout all the stages of the life cycle of the project.

In IT projects stakeholders consists of team of developers and other stakeholders. Top management are part of internal stakeholders of IT projects. They make investment and risk decisions while the project team contribute their experience and knowledge in the development of the deliverable. External stakeholders in an IT project includes project team members; this includes the customer, domain expert(s), business analyst, end users, who are the product users. End users are interested in the functionalities of the product, their concern it basically about the outcome or output of the project. End users should be active participants in the project life cycle since they have a clear view of the requirements of the product (Gouril, 2016).

An IT project manager is responsible for effectively engaging stakeholders to achieve project success and to meet all requirements. This is achievable if communication is transparent and clear and all stakeholders are appressed with status progress.

In order to achieve project success, project stakeholders must actively work together to achieve the overall goal of the project. Best practices to effectively engage stakeholders on an IT project include but are not limited to the discussions that follow.

According to Ambler (2008), stakeholders must be part of the project from the start. Senior managers must be trained to understand the technologies and techniques the team is using in building the product to effectively support the project. Senior managers will not be able to gain this requisite knowledge simply by reading a weekly project status report or by attending a monthly project steering meeting. Senior managers should not just hand off to the maintenance team. Rather, maintenance developers need to work with senior managers to learn their system

Knowledge must be shared among team and sstakeholders to make timely decisions regarding project scope and requirement priorities.

According to Dolfing (2018), the following key principles of stakeholder engagement which will be of importance to the success of every project include:

Understanding Stakeholders: Prior to engaging and influencing stakeholders, it is essential to seek to understand the people you will be working with on the project.

Communication: communication must be clear and concise. Good communication ensures the intended message is understood and the desired intent achieved.

Stakeholder Relationships: Developing relationships result in increased trust. Where there is trust, people work together more easily and effectively. Investing effort in identifying and building stakeholder relationships can increase confidence across the project environment, minimize uncertainty, and increase the speed of problem-solving and decision-making.

Compromise: stakeholders have to be ranked in order of importance to know their interest and how to relate with each accordingly.

Understand what success is: Every stakeholder views success differently. Project managers have to establish how each stakeholder understands success in the context of the project.

Take responsibility: It is the responsibility of each stakeholder to understand their role and to follow the right approach to communication and engagement. Good project teams have clarity about their roles and responsibilities and what is expected of them in the project.

2.9.1 People, Process, Technology Balance

A forgotten stakeholder often rears his or her head at the most inopportune time, wreaking all sorts of havoc in the project. However, many project teams do a poor job of identifying project stakeholders and gaining their commitment to the project objectives Baker (2012). He further argues that things work when there is a balance between an organization's processes, the technology it uses to support these processes, and the people who execute the processes. Problems often occur when one or more of the sides are out of balance.

Figure 2.9: People-Process-Technology Balance.

Source: Baker (2012)

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2.9.2 Benefits of Effective Stakeholder Engagement

Baker (2012) emphasised the need for effective stakeholder engagement when he said, "successful projects depend upon a variety of people, and it is the wise project manager who actively determines who they are and what areas of the project they influence". Effective engagement helps translate stakeholder needs into organisational goals and creates the basis of effective strategy development. Providing communication channels for stakeholders tends to help them to contribute as experts in their field, have their issues heard, and contribute to the decision-making process of the project. Good communication and engagement result in stakeholders who are more encouraged to collaborate to build a system of support that responds to the needs of the project.

Taysom (2019) identified seven (7) benefits of stakeholder engagement: provision of opportunities to learn and to adjust approaches to maintain fit on a project; effective decision making; savings in both time and economic resources in the long term; building of lasting credibility and trust-in your organization and products; improvement in risk management; improving accountability with your own organization and the wider market; as well as better policy making and better outcomes.

2.10 Stakeholder Effectiveness in IT Projects

Stakeholder engagement is a very important aspect of project management that helps to maximize productivity. Most projects managers adopt various stakeholder engagement practices that lead the project to a successful end. Effective stakeholder engagement practices adopted for various projects include communication, traffic management, stakeholder management and the use of Mindmanager Software (Raoof, 2017; Salteris, 2014). Effective stakeholder engagement practices influence performance of a project (Wanjiru, 2016). Ahmad (2016) also indicated that early stakeholder involvement helps

to find better solutions for the problems of the project. Moreover, stakeholder engagement helps in aligning the project goals with stakeholder expectations.

Conceptual Framework

Figure 2.10

Stakeholder Engagement Practices
Communication
Stakeholder Interests and Expectations
Conflicts Management
Stakeholders Roles and Deliverables
Stakeholders participation and Impact on Projects.
Stakeholders Relationships
Stakeholders issues/feedback
Progress meetings
Training Stakeholders

EFFECTIVE STAKEHOLDER ENGAGEMENT PRACTICES ON PROJECTS

Figure 2.10 A conceptual framework that assesses stakeholder engagement practices of IT projects.

Source: Researcher's own construct (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, sources of data, unit of analysis, sample size and sampling technique, data collection instrument and data analysis tools.. The aim of the study was to assess stakeholder engagement practices and the level of effectiveness of stakeholder engagement in IT projects at GCB bank limited. In order for this research to be effective a method was required to standardise the measurement of each stakeholder engagement practice. The data collection procedure is described in this chapter. A quantitative framework was employed to get views from respondents within the bank with regard to the assessment of stakeholder engagement practices and the level of its effectiveness at GCB Limited. The nature of the research leans towards descriptive design, as it seeks to describe the current practices utilized by GCB limited in engaging their stakeholders in IT projects.

3.2 Research Design

According to Bhat (2019), "research design is defined as a framework of methods and techniques that combines various components of research in a reasonably logical manner so that the research problem is efficiently handled". "Quantitative approach seeks to gather factual data and study relationships between facts whereas qualitative approach seeks to gain insights to understand people's perception of "the world" whether as individuals or groups" (Fellows and Liu, 2008).

In this research, a quantitative approach is used in order to have a deeper understanding of subject matter under study and to draw out the relationship between and among the various variables of this study. The outcome of the quantitative method will help in

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making generalizations about the study population on the phenomenon of effective stakeholder engagement in IT projects at GCB Limited.

3.3 Sources of Data

Primary data was the main source of collecting and analysing information for the purpose of this research, through the use of questionnaires. Primary data was gathered through the distribution of questionnaires to the targeted sample. Questionnaires were distributed physically to respondents. Closed-ended questions were primarily used to help accomplish the set goal.

3.4 Study Area

This study was conducted in GCB Bank Limited in the Greater Accra region of Ghana. GCB Bank limited is a leading indigenous bank offering a wide range of cutting-edge financial services and seeks to remain innovative and all inclusive. GCB Bank Ltd. started in 1953 as the Bank of the Gold Coast to provide banking services to the emerging nation for socio-economic development. The bank provides a wide range of products and services for the benefit of its customers. From the traditional products of the Current/Savings Accounts, GCB now offers specialized products and services including Link2Home for Ghanaians resident abroad, doorstep cash collection, loans and overdrafts. GCB has taken advantage of an enhanced information technology system, to introduce Internet Banking (Commernet Plus), Royal Banking, Smart Pay (Fee Payments), Kudi Nkosuo, GCB Inland Express Money Transfer, International Money Remittance Payments, GCB Kidistar Account and MasterCard. With 185 branches countrywide, GCB Limited occupies an environment with intense competition and higher consumer expectations than ever. Internet and mobile connectivity have increased

beyond measure, bringing new knowledge and higher expectation of service. GCB is channelling a lot of resources into automating its systems and building customer-centric applications to maintain its position as the market leader in financial services. With its head office located at Thorpe Rd, High Street, Accra, the structure of the bank is organized into modern departments with each having a clear role to help reach the overall goal of the organization.

3.5 Study Population

The bank has an estimated staff size of over 1500 employees at the time of study .In respect to this study, the population of interest was limited to staff of GCB Limited located at Head Office, Liberty and Circle who have an experience with IT projects in the bank or who have been actively engaged in IT projects at the bank. These include top management, project teams, project managers, resource managers, internal customers(co-operate staff, tellers, consumer bankers and departments who benefits from IT projects) and vendors who actively engaged in IT projects.

3.6 Sampling Technique

Purposive sampling technique was adopted in this study because it aims at targeting only staff who engage in IT projects at GCB Bank Limited.

3.7 Sample Size

According to Dessel (2013), a sample is a selection of respondents chosen in such a way that they represent the total population as good as possible. Zamboni (2019) suggests that in conducting a study, the number of participants in the study plays a key role in defining the validity and applicability of the study's results. He is of the view that the larger the

sample size, the more applicable the result. Dessel (2013) agrees that how large the sample size depends on how accurate the researcher wants the survey data to be. He however states that there are 2 measures that affect the accuracy of data: the margin of error (amount of error tolerated) and the confidence level (amount of uncertainty tolerated).

In this research, a purposive sampling technique was used, targeting staff who work in IT projects or have had an experience with IT projects in the past. The sample of interest in this study was thus a 100 staff, comprising of top management, project team members, project managers, resource managers, internal customers and vendors.

3.8 Data Collection Instrument

The research purely relied on primary source of data which utilized structured questionnaire. The structured questionnaires were administered directly and indirectly to all participants. According to Naoum (2007), "Questionnaires have been widely used for descriptive and analytical surveys in order to find out facts, opinions and views". He further stated that "questionnaire enhances confidentiality, supports internal and external validity, facilitates analysis, and saves resources. Data are collected in a standardized form from samples of the population. The standardized form allows the researcher to carry out statistical inferences on the data"(Naoum, 2007). This gives a background of why this type of data collection instrument was used.

3.8.1 Questionnaire Design

The questions of this research were close-ended to enable the researcher obtain the exact information needed for the study purpose. A questionnaire structured properly helps the researcher obtain good survey results and a high rate of return. This questionnaire was

outlined based on the literature study conducted and the research questions to be answered. The researcher also had discussions with IT staff at GCB and other banks to obtain many basic important thoughts which were useful for creating questions. The questionnaire was in three sections to accomplish the objectives of this research:

1. PART 1 – Background Data of Respondents

   This section was designed to provide general information about the respondents in terms of years of experience in IT related projects, the category of group they belong and how much knowledge they have in IT.

2. PART II - Stakeholder engagement practices in IT Projects At GCB Limited.

   The main aim of this section was to determine the stakeholder engagement practices used to GCB Limited to relate with entities involved in its IT projects.

3. PART III – Effectiveness of stakeholder engagement practices at the bank.

   This section provides information on the level of effectiveness of these stakeholder engagement practices and how these have impacted on projects.

Given that this is an academic research, the draft questionnaire was discussed with supervisor for approval. The questionnaire had a cover letter which had the topic of the study which explained to respondents that the results of the questionnaire would be used to investigate the stakeholder engagement practices in IT projects at GCB Bank limited (see Appendix 1).

3.9 Pilot Study

Questionnaire was distributed to 10 colleagues in the banking sector who have an experience with IT related projects in different institutions to have their remarks on the questionnaire during the pilot study. Minor modifications were done and the final questionnaire was administered to the studied population.

3.10 Data Analysis

Quantitative data were collected in their raw original form through questionnaires, and entered into Statistical Package for the Social Sciences (SPSS 20) software for analysis. The main descriptive tools used included the mean score, standard deviation and weighted means. The respondents were required to rate each question on a scale using 1 for Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree and 5 for Strongly Disagree. Frequencies of selected variables for all respondents were computed with percentages. Appropriate tables, graphs and charts were used to present the results.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter explores the results gathered from a field survey of 80 questionnaires.

Data collected is analysed and discussed based on the objectives of the study, with the view of assessing stakeholder engagement practices at GCB Limited. Quantitative techniques were used to draw out relationships between the various variables of interest in this study.

In all, 100 questionnaires were physically and electronically sent to staff and vendors at GCB Bank limited who work on IT projects, these included IT heads,project managers, project team members, internal customers, project sponsors and vendors.. Out of this number, 80 responses were received giving a response rate of 80% given that the questionnaire was sent personally by the researcher to the respondents. 25% (10 out of 80) of the respondents were vendors of the banks consisting of Moroccans, Indians and Ghanaians with 75% (70 out 80) of respondents being GCB Bank IT staff. The results of these responses were presented and discussed in the context of respondents profile ,their knowledge of and experience in IT projects in regards to stakeholder engagement practices and its effectiveness at the bank.

Section one of this chapter will briefly discuss the background data of respondents, while section two will analyse the stakeholder engagement practices at GCB limited, and section three will evaluate the effectiveness of stakeholder engagement practices.

4.2 Section One: Demographic Characteristics of Respondents

This section was designed to provide general information about the respondents in terms of the category of group they belong to during IT projects, years of experience in working in IT related projects, level of education and their knowledge level on IT.

Table 4.1: Frequency Distribution of Profile of Respondents

Variables	Frequency	Percentage
Stakeholder Group		
Top managers	3	3.7%
Project Managers	4	5%
Project Team members	43	53.8%
Internal Customers	20	25%
Vendors	10	12.5%
Total	**80**	**100%**
Years of experience in relation to IT projects		
Less than 5 years	29	37.5%
5 – 10 years	30	38.3%
11– 15 years	12	15%
16 – 20 years	9	11.3%
Over 20 years	0	0%
Knowledge in IT		
Very low	0	0%
Low	1	1.3%
Medium	23	28.7%
High	41	51.2%
Very High	15	18.8%
Educational Background		
HND	1	1.3%
Bachelor Degree	37	46.3%
Master's Degree	42	52.5%
Doctorate Degree	0	0%

Source: Field Study, 2019

4.2.1 Stakeholder Groupings

There are basically six (6) types of stakeholders present in any IT projects. These are:

Top managers (comprises of executives, project owners, sponsors), project managers,

project team members (people dedicated to the project; consisting of developers, business

analysts, testers, compliance team, database personnel and network team), internal customers (individuals within the organization who are customers or end users of the deliverable of the project), vendors (external agents who have been contracted to work on the project) and external customers (individuals who are outside the organization and are end users of the deliverable of the project). For the purpose of this study, external customers are exempted.

As indicated in Table 4.1, 3.7% (3 out of 80) of the respondents were top managers, 5% (4 out of 80) of the respondents were project managers, 53.8% (43 out of 80) of the respondents were project team members , 25 % (20 out of 80) of the respondents were internal customers and 12.5 % (10 out of 80) of the respondents are vendors.

It can be seen clearly from *Table 4.1* that GCB IT projects are mostly dominated by project team members. This is because project team members work directly on the project and they are needed in their numbers to complete the project and meet timelines.

4.2.2 Years of respondents' experience in IT projects

The number of years of experience was found to be varying among the respondents. Table 4.1 shows that 37.50 % (29 out of 80) of respondents have less than 5 years of experience in IT projects; 38.30 % (30 out of 80) of the respondents have between 5 - 10 years of experience; 15 % (12 out of 80) of respondents have 11 - 15 years of experience; 11.3 % of the respondents have an experience between 16-20 years; and none of the respondents have more than 20 years of experience. This gives a good indication that most respondents representing 64 % as shown in *Table 4.1* have more than 5 years of experience in IT and have preferable knowledge on how stakeholders are engaged in IT projects at the bank. Moreover, the variety of experiences between each category will enrich the research with more relevant knowledge and information

4.2.3 Knowledge in IT (Information Technology)

The researcher was interested in knowing respondents' knowledge in IT projects after soliciting for respondents' years of experience in IT projects. The study found out that respondents have varied knowledge in IT. Table 4.4 shows the statistics of respondents' knowledge in IT. 28.7 % (23 out of 80) of the respondents have medium knowledge with small proportion of the respondents having low knowledge in IT representing 1.3%. 18.8% of the respondents have very high knowledge in IT. Majority of the staff (51.2%) have high knowledge in IT as shown in the figure below.

4.2.4 Level of Education

As indicated in Table 4.1, majority of the staff held Master's Degree representing 52.5%. This was followed by 37 of the respondents representing 46.3% who were holders of Bachelor's Degree. 1 respondent held HND and none held a Doctorate Degree.

4.3 Stakeholder Engagement Practices in IT Projects At GCB Bank Limited

Engaging stakeholders on projects is very crucial. Various organizations engage their stakeholders differently using different practices. The study used standard stakeholder engagement practices used by many organizations on IT projects, as a benchmark. To pursue the research objective, questions were asked about twelve (12) stakeholder engagement practices to know from the respondents how they will rate GCB Bank Limited with respect to each practice.

This section presents results and discussions of the phenomenon of stakeholder engagement practices at GCB Bank Limited.

Respondents were asked to indicate the extent to which they agree or disagree with statements regarding stakeholder engagement practices, as a proxy to know how they rate GCB Bank Limited on same. A 5-point scale with 1 representing Strongly Agree; 2 representing Agree; 3 representing Neutral; 4 representing Disagree; and 5 representing Strongly Disagree was used in this respect. The results from the survey will be analysed and discussed:

Table 4.2 Analysis of Stakeholder Engagement Practices AT GCB Bank Limited

Stakeholder Engagement Practices	Level of Acceptance					W	N	Mean	Std Devia tion	Rank
	1	2	3	4	5					
Progress meetings are scheduled frequently	23	36	16	5	0	163	80	2.04	0.863	1st
Stakeholders are educated on the product	19	40	16	5	0	167	80	2.09	0.830	2nd
Stakeholders have their roles clearly defined	15	43	15	7	0	174	80	2.18	0.839	3rd
Stakeholders attend meetings regularly	14	41	22	3	0	174	80	2.18	0.759	4th
Project Manager keeps the project vision visible	14	41	18	7	0	178	80	2.23	0.842	5th
Frequent communication with stakeholders on progress of project	14	40	20	6	0	178	80	2.23	0.826	6th
Stakeholders' issues/feedback concerning project are addressed when raised	11	40	28	1	0	179	80	2.24	0.698	7th
Relationships are built outside the confinement of project meetings	11	38	26	5	0	185	80	2.31	0.789	8th
Communication is clear and concise	11	38	25	6	0	186	80	2.33	0.808	9th
Conflicts are conclusively resolved among stakeholders	8	41	27	4	0	187	80	2.34	0.728	10th
Stakeholders expectations are met often	10	34	27	9	0	195	80	2.44	0.855	11th
Stakeholders are updated regularly on project progress, funding, budget concerns, obstacles, etc	7	35	23	14	1	207	80	2.59	0.924	12th

Source: Field Survey,2019

From Table 4.2 above, progress meetings being scheduled frequently was ranked first

among the standard stakeholder engagement practices adopted by GCB Bank limited,

with a mean score of 2.04. In progress meetings, stakeholders discuss current updates,

task progress, challenges, and the way forward. 23 out of 80 respondents strongly agreed

that progress meetings are scheduled frequently, 36 agreed, and 16 respondents were

uncertain on whether progress meetings are scheduled frequently. 5 out of 80 respondents disagreed to this. From the data gathered, it can be safely granted that progress meetings are scheduled frequently since 59 out of 80 respondents agreed to it, as shown in Table 4.1 above.

Ranking second on the standard stakeholder engagement practices adopted by the bank in IT projects is whether stakeholders are educated and trained on the product, with a mean score of 2.09. Respondents strongly expressed their agreement that stakeholders are consistently trained on the product.

With a mean score of 2.18 and a weighted sum of 174, data gathered indicates that stakeholders attending project meetings regularly is the 3rd most consistent stakeholder engagement practice at the bank during IT project. According to the survey, 14 respondents strongly agreed that stakeholders actively attend project meetings, 41 respondents agreed, 22 respondents were not certain, and 3 respondents disagreed to it. *Table 4.1* shows statistics of data collected in the survey.

Ranking 4th on as the most consistent stakeholder engagement practice in IT project at GCB Bank Limited was the fact that stakeholders have their roles clearly defined, with a mean score of 2.18. Clearly defined roles help stakeholders to know what is exactly expected of them, engenders confidence about tasks, and tends to help stakeholders focus their time and effort on executing tasks that are beneficial to the project. According to the data gathered, 15 respondents (representing 19%) strongly agreed that roles are clearly defined for stakeholders on projects, 43 respondents (representing 54%) agreed to this, 15 respondents (representing 19%) were uncertain and 7 respondents (representing 8%) disagreed.

The practice of the project manager keeping the project vision visible ranked fifth, with a mean score of 2.23. The findings above, as shown in Table 4.1 indicate that project managers of IT projects at GCB Bank Limited essentially keep the project vision visible. It was worthy to note that 55 (68.8%) respondents agreed to the assertion that project managers keep project vision visible with only 7 respondents representing 8.75% disagreeing. 18 respondents were uncertain or neutral as to whether the bank consistently practices this.

Frequent communication with stakeholders on progress of progress was the sixth most identified stakeholder engagement practice indicated by respondents on this survey. The survey sought to identify the degree at which communication with stakeholders took a central position in IT projects. From indications highlighted in *Table 4.1* above, 14 respondents representing 17.5% strongly supported the fact that Stakeholders are updated frequently on project progress while 40 respondents, representing 50% agreed to the fact that there is regular communication with stakeholders. 20 respondents, representing 25% were ambivalent on the question while 6 respondents, representing 7.5% disagreed to this. In analysing the data, it can be clearly seen that stakeholders are communicated to on project progress frequently, as 67.5% of respondents agreed to it in varying degrees. Ranking 7th was the practice of whether stakeholders' issues/feedback concerning project are addressed when raised, with a mean score of 2.24. Majority of the respondents agreed to the statement that when issues are raised regarding the project they are looked at and immediately addressed most times.

Building relationship outside the confinement of project meetings ranked 8th, with a mean score of 2.31. The study tried to know from the respondents how well stakeholders relate to each other outside the confinement of project meeting. Out of 80 respondents, 11

representing, 13.75% strongly agreed that stakeholders relate with each other outside the confinement of project meetings while 38 (47.5%) respondents simply agreed. 26 respondents were uncertain and 5 respondents disagreed. None of the respondents strongly disagreed as could be noted from *Table 4.10* below.

With a mean score of 2.33, communication being clear and concise was the 9th ranked stakeholder engagement practice. Effective communication entails delivering an information explicitly so that the receiver can decode it correctly. Communication has to be complete, concise, concrete, clear and correct. For communication to be concise the content of the message must to the point to help the receiver understand the message and to prevent distortion of information. As per the collected data, as indicated in *Table 4.1*, 14 % of respondents strongly agreed with the statement that communication is clear and concise, 48% of respondents agreed and 8% of respondents disagreed, and more than a quarter of respondents (31%) were not so sure if communication is actually clear and concise.

Ranking 10th was whether conflicts are conclusively resolved among stakeholders, with a mean score of 2.34. "Conflict happens when the interests of two or more stakeholders interfere with one another" (Usmani, F., 2019). The author further maintained that conflicts happen due to many reasons, such as schedule priorities, scarce resources, technical reasons and personal causes. "A proper conflict resolution can make the difference between a positive and negative outcome, and an incorrect resolution can negatively affect a project" (Usmani, F., 2019). From the survey, 8 respondents (representing 10%) strongly agreed, 41 respondents (representing 51%) agreed, 27 respondents (representing 34%) were neutral, and 4 respondents (representing 5%) disagreed that conflicts are resolved conclusively among stakeholders.

With a mean score of 2.44 meeting stakeholders' expectations was the last but not the least engagement practice. With respect to this, 10 respondents representing 12.5% strongly agreed that expectations of stakeholders are often met, 34 respondents representing 42.5% agreed that expectations of stakeholders are met, while 27 respondents representing 33.75% were uncertain about the statement, and 9 respondents representing 11.25% disagreed that stakeholders' expectations are met during projects. Only a very small proportion of respondents replied "Strongly Agree" to the above statement. The above is indicative that expectations of stakeholders are met but not often because a significant proportion of respondents we were neutral or disagreed.

The engagement practice to rank last was stakeholders being constantly updated on project funding, budget and obstacles of the project, with a mean score of 2.59. The data clearly shows that 53 % of the respondents agree that stakeholders partake in the estimation and deliverables of projects (this comprises of 9% of respondents strongly agreeing and 44 % agreeing). 29 % of the respondents were uncertain, while 17.85% and 1% disagree and strongly disagree respectively to the statement. It can be deducted that stakeholders in GCB Bank Limited are involved in estimation of project funding and budget but done sparingly.
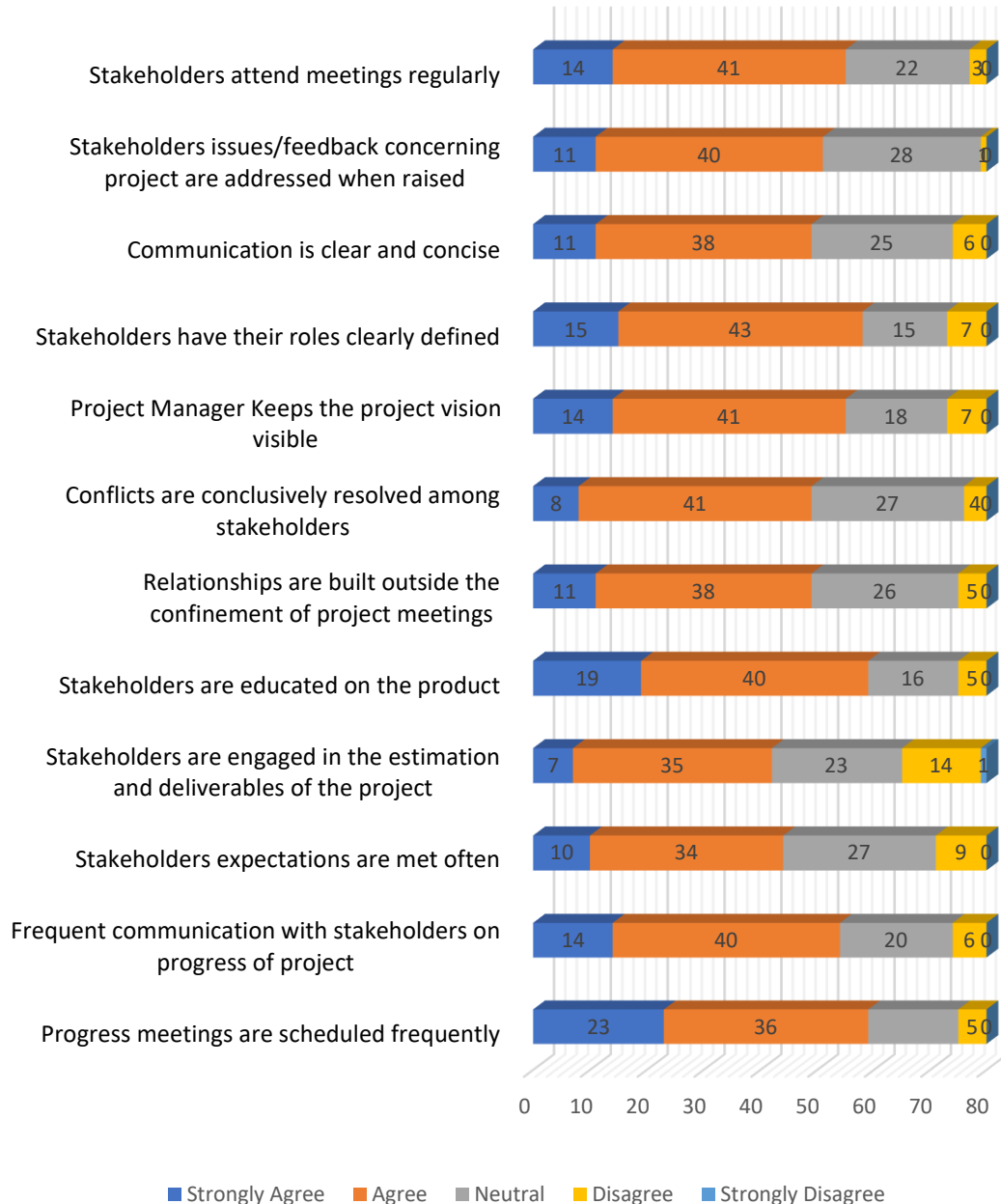
Figure 4.1 Summary of The Stakeholder Engagement Practices and Respondents'

Rating on Each Practice.

4.4 Level of Effectiveness of Stakeholder Engagement Practices

The study did a further probe into how effective the earlier highlighted engagement practices are at the bank. The respondents' views were taken in measuring the effectiveness of the stakeholder engagement practices at GCB Bank Limited. Consequently, respondents were asked to indicate their level of agreement or otherwise with statements relating to the effectiveness of a set of stakeholder engagement practices at GCB Bank Limited.

Similar to the first objective, a 5-point scale of 1-Strongly Agree, 2- Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree was used to collect data from respondents. The results from the survey will be analysed and discussed:

Table 4.3 Analysis of Level of Effectiveness of the Stakeholder Engagement Practices at GCB Bank Limited

Effectiveness of Stakeholder Engagement Practices	Level of Acceptance					W	N	Mean	Std. Deviation	Rank
	1	2	3	4	5					
Having roles clearly defined enables stakeholders to know what is expected of them on the project.	26	39	13	2	0	151	80	1.89	0.763	1st
Stakeholders' participation during project and progress meeting has positively impacted the project.	25	39	15	1	0	152	80	1.90	0.739	2nd
Training Stakeholders on The Product Has Improved Their Understanding of Projects	21	44	12	3	0	157	80	1.96	0.754	3rd
Communicating in A Clear and Concise Way Helps Build Trust Among Stakeholders.	20	44	13	3	0	159	80	1.99	0.755	4th

Table 4.3 Continued

Effectiveness of Stakeholder Engagement Practices	Level of Acceptance					W	N	Mean	Std. Devia tion	Rank
	1	2	3	4	5					
Issues/Feedback Being Addressed When Raised Has Increased Stakeholder Participation on Projects	17	48	14	1	0	159	80	1.99	0.665	5th
Progress Meetings Scheduled Frequently Have Gained Positive Inputs from Stakeholders.	11	51	16	2	0	169	80	2.11	0.656	6th
Keeping the project vision visible has increased stakeholders' involvement in the project and has improved their understanding of what the objective of the project is, as well as their role in achieving same.	11	50	18	1	0	169	80	2.11	0.636	7th
Establishing Relationship Outside the Confinement of Project Meetings Has Encouraged Stakeholders to Share Their Undiluted Views on Projects.	15	43	19	3	0	170	80	2.13	0.753	8th
Frequently Communicating with Stakeholders on Project Status Has Increased Stakeholder Participation in Projects	14	43	22	1	0	170	80	2.13	0.700	9th
Punctuality towards meetings has increased stakeholder understanding of the project	14	41	25	0	0	171	80	2.14	0.689	10th
Meeting Stakeholders' Expectations Has Significantly Improved Their Contribution to The Project	10	51	17	2	0	171	80	2.14	0.651	11th

Table 4.3 Continued

Effectiveness of Stakeholder Engagement Practices	Level of Acceptance					W	N	Mean	Std. Deviation	Rank
Providing Forum for Resolving Conflicts Among Stakeholders Has Boosted Their Sense of Belonging to The Project and Increased Their Level of Participation	8	52	18	2	0	174	80	2.18	0.632	12th

Source: Field Survey (2019)

Effectiveness is the degree to which objectives are achieved and the extent to which target problems are solved. To gauge the effectiveness of the identified stakeholder engagement practices, the study questioned respondents on the extent to which these stakeholder engagement practices produce the desired results.

The first most recognizable result of the stakeholder engagement practice at the bank was that having roles clearly defined enables stakeholders to know what is expected of them on the project, with a mean score of 1.89. From Table 4.2 above, it can be noted that majority of the respondents (65 out of 80 respondents) agreed that having roles clearly defined has made stakeholders know what is expected of them on the project, 13 out of 80 of the respondents were uncertain, and 2 respondents disagreed.

With a mean score of 1.90, the second most recognizable result of the highlighted stakeholder engagement practices at the Bank was that stakeholders' participation during project and progress meeting has positively impacted the project. It is worthy to note that majority of the respondents (64 out of 80 respondents) agreed that involving stakeholders during project discussions in progress meetings greatly impacts the project positively.

Ranking 3rd on the recognizable effects or results of the standard stakeholder engagement practices available at the Bank was the fact that training stakeholders on the

product has improved their understanding of projects, with a mean score of 1.96. It was pleasant to note that majority of the respondents agree that being trained about the product has improved their understanding on what the project is about.

Ranking 4th was the fact that issues and feedback being addressed when raised increases stakeholder participation on projects, with a mean score of 1.99. The survey sought the views of the respondents on whether addressing stakeholders' issues/feedback has increased their participation on projects. 17 respondents out of 80 strongly agreed to the statement that when stakeholders' concerns are addressed, they participate actively on the project. 48 respondents agreed to the statement, 14 were uncertain, and 1 respondent disagreed to this statement.

The 5th most recognizable impact of the identified stakeholder engagement practices is the fact that communicating in a clear and concise way helps build trust among stakeholders, with a mean score of 1.96. From the survey, 64 respondents agreed to the statement, 13 respondents were not sure whether clear communication has something to with trust among stakeholders, and 3 respondents disagreed that communicating in a clear and concise way builds trust among stakeholders.

With a mean score of 2.11, the 6th most recognizable result of the stakeholder engagement practices was the fact that frequently scheduling progress meetings has gained positive inputs from stakeholders. The study tried to find out from respondents whether stakeholders put in their best when progress meetings are scheduled frequently. From the data gathered, 11 respondents out of the 80 respondents strongly agreed that frequent progress meetings have gained positive inputs from stakeholders, 51 agreed, 16 were uncertain and 2 respondents disagreed as shown in *Table 4.2* above.

Ranking 7th was the fact that keeping the project vision visible has increased stakeholders' involvement in the project and has improved their understanding of what the objective of the project is, with a mean score of 2.11. From the responses of respondents above, it is noted that 61 out of 80 respondents strongly agreed that keeping project vision visible has had a great impact on stakeholder involvement and gives them insight on the project vision. 18 respondents responded neutral to the statement and 1 respondent disagreed with the statement.

Proof Strategies (2008) states that "Stakeholder relations is the practice of forging mutually beneficial connections with third-party groups and individuals that have a "stake" in common interest. These relationships build networks that develop credible, united voices about issues, products, and/or services that are important to your organization.". It was not surprising to note when majority of the respondents agreed that establishing relationships outside the confinement of project meetings has encouraged stakeholders to share their undiluted views on projects at the bank. This result ranked 8th among the effects of the standard stakeholder engagement practices adopted by GCB Bank Limited.

The 9th most recognizable result identified from this study was the fact that frequently communicating with stakeholders on project status has increased stakeholder participation in projects. From the gathered data, it can be seen that majority of the respondents 57 out of 80 agree that frequent communication with stakeholders increases stakeholder participation in projects,22 out of 80 of the respondents were uncertain.1 respondent disagreed.

Being punctual to meetings doesn't always relate to one's understanding of the project. From the field the researcher gathered that stakeholders at the bank are punctual towards

meetings, but response from respondents showed that this is one of the least recognizable results associated with the identified stakeholder engagement practices. It is not surprising that it ranked 10th, with a mean score of 2.14.

Ranking 11th was the fact that at GCB Bank Limited, meeting stakeholders' expectations on project tends to increase their contributions to the project. 61 out of 80 respondents agreed to this statement, 17 out of 80 respondents were uncertain of the statement, and 2 out of 80 respondents expressed their disagreement with the statement.

The least recognizable result associated with the identified stakeholder engagement practices was the fact that providing forum for resolving conflicts among stakeholders has boosted stakeholders' sense of belonging to the project and increased their level of participation, with a mean score of 2.18. As per data gathered, out of 80 respondents, 52 of the respondents agreed with the statement that providing forum for resolving conflicts among stakeholders has boosted their sense of belonging to projects while 8 of the respondents strongly agreed. This is indicative that three fourth of the total number of respondents believe that providing forum to resolve conflicts has increased stakeholders' level of participation towards projects. On the other hand, 18 respondents responded neutral to the statement and 2 respondents disagreed with it.

Extra comments (optional) elicited from respondents included:

1. Gap analysis is required before any software is purchased

2. Engagements of stakeholders must be rushed occasionally

3. Stakeholders are mostly ignored and their inputs really mean little to the project team. They find stakeholder contributions as needless

4. Stakeholders' representatives do not get back to their team with the relevant information concerning project.

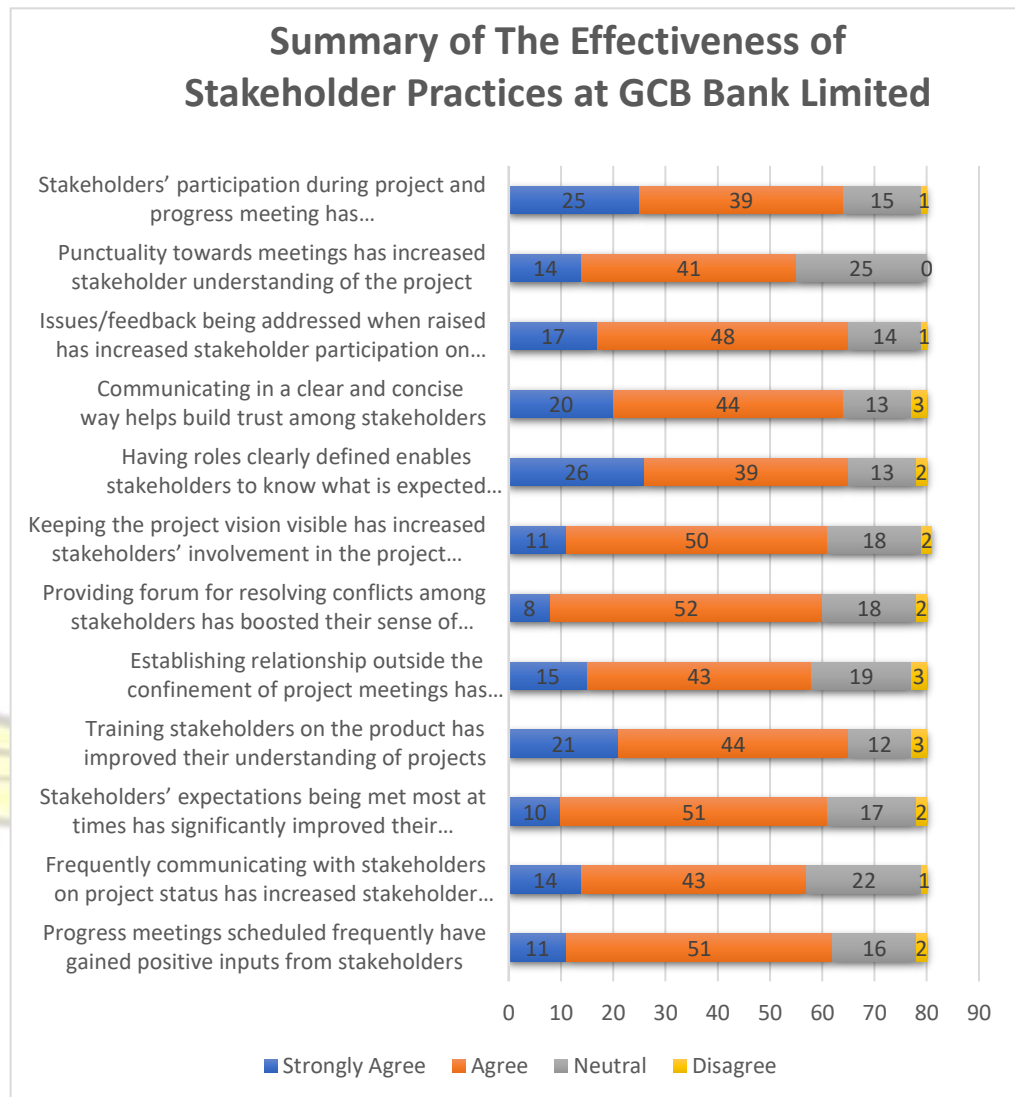5. Stakeholders pay least attention during project meetings.

Figure 4.2 shows the Summary of The Effectiveness of Stakeholder Practices at GCB Bank Limited

Source: Field survey (2019)

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter highlights key findings of the methodology deployed for this research work. In addition, it presents the conclusions and practical recommendations to improve stakeholder engagement practices in IT projects at GCB Bank Limited. A detailed discussion has been conducted on major findings of this study in relation with specific objectives.

5.2 Summary of Findings

The main aim of this study is to examine the stakeholder engagement practices of IT projects in business organizations, specifically GCB Bank Limited. In pursuit of the aim of the study a set of objectives were established for this research work. These are discussed subsequently to establish whether the aim of this study has been met.

This research had 2 clear objectives, which were achieved through the field survey and analysis of the data gathered. The first objective was to identify the stakeholder engagement practices during IT projects at GCB Bank Limited while the other objective was to assess the effectiveness of these stakeholder engagement practices identified from the first objective.

Based on the results obtained from this research, the following conclusions were drawn:

A total of 12 standard stakeholder engagement practices were cross examined from 5 stakeholder groups at the bank, which were shown to be reliable from the statistics. Data were collected from a sample size of 80 staff who had an experience and knowledge of IT project at the bank.

From the findings, it was found that all the 12 stakeholder engagement practices featured prominently in the bank's stakeholder engagement strategy. These practices were ranked in a descending order according to their mean score from the survey. From the survey, top three areas the bank's stakeholder engagement strength lies in were frequent schedule of stakeholder meetings; training of stakeholders on the product, and clear definition of the roles of stakeholders.

It was also found out that; the three most effective engagement practices were having roles clearly defined has enabled stakeholders know what is expected of them, stakeholders' participation during project progress meeting has positively impacted the project and training Stakeholders on the product has improved their understanding of projects

From the results analysed, it can be concluded that the combination of current stakeholder engagement practices at GCB Bank Limited have been effective in IT projects, as they drive projects towards a desired outcome.

Overall, the feedback from all the respondents was very helpful in exploring the available stakeholder engagement practices at GCB Bank Limited, as well as gauge their effectiveness in IT projects. It can be sufficiently concluded that the bank's current stakeholder engagement practices are very strong and effective.

5.2.1 Stakeholder Engagement Practices at GCB Bank Limited.

Research objective One: To identify the stakeholder engagement practices in IT Projects at GCB Bank Limited.

By this, the study sought to clearly identify the various practices GCB Bank Limited uses in engaging stakeholders during IT projects. The study hence set 12 standard engagement

practices along whose line it wished to explore the case of GCB Bank Limited. Questions were asked along the lines of these standard practices in a field survey carried out by this study. All the questions asked in the questionnaire were set in a positive tone, with respondents expected to select the extent to which they agree or disagree with each practice.

From the analysis in the preceding chapter it was deduced that the identified stakeholder engagement practices are prominent in IT projects at GCB Bank Limited. In ordered manner, findings with regard to this objective will be discussed:

Progress meetings are a very crucial part of every project, more so, IT projects. One of the standard stakeholder engagement practices explored in relations to IT projects at GCB Bank Limited was the extent to which progress meetings are scheduled. It was evidence when this practice was ranked the first engagement practice.

Training or educating stakeholders on product of the project is also a very essential aspect of projects because it enhances their understanding of what the project is about and it gives stakeholders a feeling of ownership. The study sought to assess the degree to which stakeholders are educated on projects at GCB Bank Limited. With majority of the respondents agreeing to this statement from the analysis, it is easy to tell that this is an area that GCB has been very good at when it comes to its IT projects. Thus, being ranked as the second stakeholder engagement practice.

Another metric this study sought to explore in relation to stakeholder engagement practices in IT projects at GCB Bank Limited was having clearly defined roles helps stakeholders to know what input is expected from them towards projects. From the analysis, majority of the respondents agreed that stakeholders at GCB Limited have their roles clearly defined during IT projects as this was ranked the third engagement practice.

However, the last three stakeholder engagement practices that was lurking behind were cconflicts we're not conclusively resolved among stakeholders, Stakeholders expectations weren't met often and stakeholders we're not updated regularly on project progress, funding, budget concerns, obstacles.

5.2.2 Level of Effectiveness of Stakeholder Engagement Practices at GCB Bank Limited.

Research objective: To identify the level of effectiveness of stakeholder engagement of IT Projects at GCB Bank Limited.

This objective sought to assess the effectiveness of the highlighted stakeholder engagement practices by assessing their general impacts.

In relation to this objective of identifying the effectiveness of the stakeholder engagement practices, a list of effectiveness of stakeholder engagement practices were set from previous studies. In all 12 effectiveness of stakeholder engagement practices were identified for assessment by respondents. On a scale of 1 (Strongly Agree) to5(Strongly Disagree) respondents were asked to rate the extent to which these practices were effective.

Mean score ranking was used to discover the degree of effectiveness of each practice. From the findings, it was realized that the first most effective practice is having roles clearly defined has enabled stakeholders know what is expected of them on the project, the next effective practice is stakeholders' participation during project and progress meeting has positively impacted the project and the third effective engagement practice Training Stakeholders on the product has improved their understanding of projects.

5.3 Recommendations

The following recommendations were deducted from this study;

1. It is recommended that GCB Bank Limited should pay close attention to their stakeholders' expectations. Stakeholders' needs and issues should be closely monitored at all times to easily identify when conflicts or disappointments start to arise.

2. It is also recommended that more efforts should be put in settling discrepancies among stakeholders, as conflict resolution was one of the areas that ranked lower in this study.

3. The study also revealed that involving stakeholders such as project budget, obstacles and deliverables had a low ranking among respondents and as such more efforts should be put here.

4. It is recommended that project managers at the bank should ensure stakeholders pay attention during project meetings as it was found that stakeholders at the bank are punctual to meetings but pay least attention during discussions.

5. Effective stakeholder engagement should be given priority right from project initiation

5.4 Suggestions for Further Research

Given that this study was constrained by time, much focus could not be given to how conflicts are resolved among stakeholders at GCB bank limited as well as the level of stakeholder's participation and understanding during projects at the bank. It is suggested that future studies give much attention to this area in further research efforts.

5.5 Limitation of The Study

The researcher faced various limitations, as far as the research is concern, the major limitation was time, as the researcher was to complete the study within a given time, a detailed and extensive study was difficult and collecting data from respondents was a bit difficult because of how tight their schedule is, researcher had to meet them individually to complete the questionnaire based on the respondents timing.

APPENDIX : SURVEY QUESTIONNAIRE

Dear Sir/Madam, I would like to thank you for taking time out of your busy schedule to complete this questionnaire which aims to assess stakeholder engagement practices of IT projects at GCB Bank Limited and their level of effectiveness. Your cooperation will go a long way to help achieve overall organization success, especially on IT projects.

Instructions:

1. Please answer this questionnaire with reference to your previous experience with IT projects and how they engage stakeholders at GCB Limited.

2. Please answer the questions by ticking the appropriate box.

3. Internal Customers are Consumer Banking(Tellers), Co-operate , Other Departments who benefit from IT projects.

4.Top Managers are (Project Owners, Sponsors, executives and managing directors)

5.Stakeholders here are internal stakeholders

SECTION A: BACKGROUND DATA

Please tick (√) the appropriate box

1. Which category of group do you often find yourself in during IT-related projects at GCB bank?

   Project Manager   [ ]   End User   [ ]

   Top Manager   [ ]   Vendor   [ ]

   Project Team Member   [ ]

2. How many years of experience do you have in IT-related projects?

   Less than 5 years   [ ]   5 – 10 years   [ ]

16 – 15 years   [ ]   16 – 20 years   [ ]

Over 20 years   [ ]

3. What is your highest level of education?

     HND   [ ]   Bachelor's Degree   [ ]

     Master's Degree   [ ]   Doctoral or Professional Degree [ ]

SECTION B: STAKEHOLDER ENGAGEMENT PRACTICES

To what extent do GCB limited adopt the following engagement practices in IT

project? *Please answer by ticking* (√) *the corresponding boxes*.

     1- Strongly agree, **2-** Agree, **3-** Neutral, **4-** Disagree, **5-** Strongly Disagree

	1	2	3	4	5
Progress meetings are scheduled frequently					
Frequent communication with stakeholders on progress of project					
Stakeholders expectations are met often					
Stakeholders are engaged in the estimation and deliverables of the project					
Stakeholders are educated on the product					
Relationships are built outside the confinement of project meetings.					
Stakeholders are updated regularly on project progress, funding, budget concerns, obstacles, etc					
Conflicts are conclusively resolved among stakeholders					
Project Manager Keeps the project vision visible					
Stakeholders have their roles clearly defined					
Stakeholders agree on the project's deliverables					
Communication is clear and concise					
Stakeholders issues/feedback concerning project are addressed when raised					
Stakeholders attend meetings regularly					

SECTION C: LEVEL OF EFFECTIVENESS OF STAKEHOLDER
ENGAGEMENT PRACTICES

How do you measure the effectiveness of these stakeholder engagement practices?

Please answer by ticking (√) the corresponding boxes.

1- Strongly agree, **2-** Agree, **3-** Neutral, **4-** Disagree, **5-** Strongly Disagree

	1	2	3	4	5
Progress meetings being scheduled frequently have gained positive inputs from stakeholders					
Frequently communicating with stakeholders on project status have increased their participation in the project					
Stakeholders expectations being met most at times have engender their contribution to the project.					
Training stakeholders on the product have boost their understanding level in regard to the project.					
Establishing relationship outside the confinement of project meetings have revamp stakeholders to easily share their views on the project					
Stakeholders are updated regularly on project progress, funding, budget concerns, obstacles, etc					
Providing forum for resolving conflicts among stakeholders have boost their sense of belonging to the project and increased their level of participation					
Keeping the project vision visible have increased stakeholder's involvement in the project and improves their understanding of what the objective of the project is and their role in meeting this goal.					
Having roles clearly defined have enable stakeholders to know their inputs to the project.					
Stakeholders agreeing on the project's deliverables have thrust them to meet their individual deadlines of the project					
Communicating in clear and concise way have built trust among stakeholders					
Issues/feedback being addressed when raised have increased their level of participation.					
Punctuality towards meetings has increased stakeholder understanding of the project					
Stakeholders' participation during project and progress meeting has positively impacted the project					

Any further comments can kindly be indicated below

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…………………………………………………………………………………………………

THANK YOU

KNUST