

**ASSESSING THE IMPACT OF COMMUNICATION ON STAKEHOLDER
MANAGEMENT: A STUDY OF SELECTED PROJECT EXECUTED BY
THE SEKONDI-TAKORADI METROPOLITAN ASSEMBLY**

KNUST
By

Patrick Kodzo Jakes

(BSc Management Studies)

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MASTER OF SCIENCE IN PROJECT MANAGEMENT

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DECLARATION

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

Name of Student

Signature

Date

Patrick Kodzo Jakes

.....

.....

(PG5331518)

Name of Supervisor

Signature

Date

Prof Theophilus Adjei-Kumi

.....

.....

Certified by:

Name of Head of Department

Signature

Date

Prof B K Baiden

.....

.....

ABSTRACT

Communication is the first principle of stakeholder engagement. Communication with stakeholders help to build an understanding of the PM's goals and the benefits to the stakeholders help PMs to achieve those goals. Communication with investors and shareholders helps you attract the funding they need for important investments. The consequences of ineffective communication between project team and other stakeholders can be devastating. The aim of research is to assess the impact of communication on stakeholder management with focus on selected project executed by the Sekondi-Takoradi Metropolitan Assembly in Ghana. Telephone, legal documents, reports, face to face and e-mails are the main communication channels in stakeholder management. Furthermore, vested interest, stakeholder knowledge and project monitoring are the key factors influencing stakeholders' communication in project performance. Also, the major barriers to effective communication are found to be; Lack of concreteness of information, Faulty communication tools and Lack of consideration for audience and other stakeholders. The following recommendations were however suggested; the use of faulty communication tools should be highly discouraged and the habit of using good and effective communication tool should be encouraged, audience and stakeholders should be given enough consideration when communicating important message. This will ensure that messages are well circulated and the intended meaning of the message will not be harmed. Also the outcome of the study calls for an improvement of telecommunication since it was ranked as the most preferred medium of communication in this regard.

Keywords: Communication, stakeholder engagement

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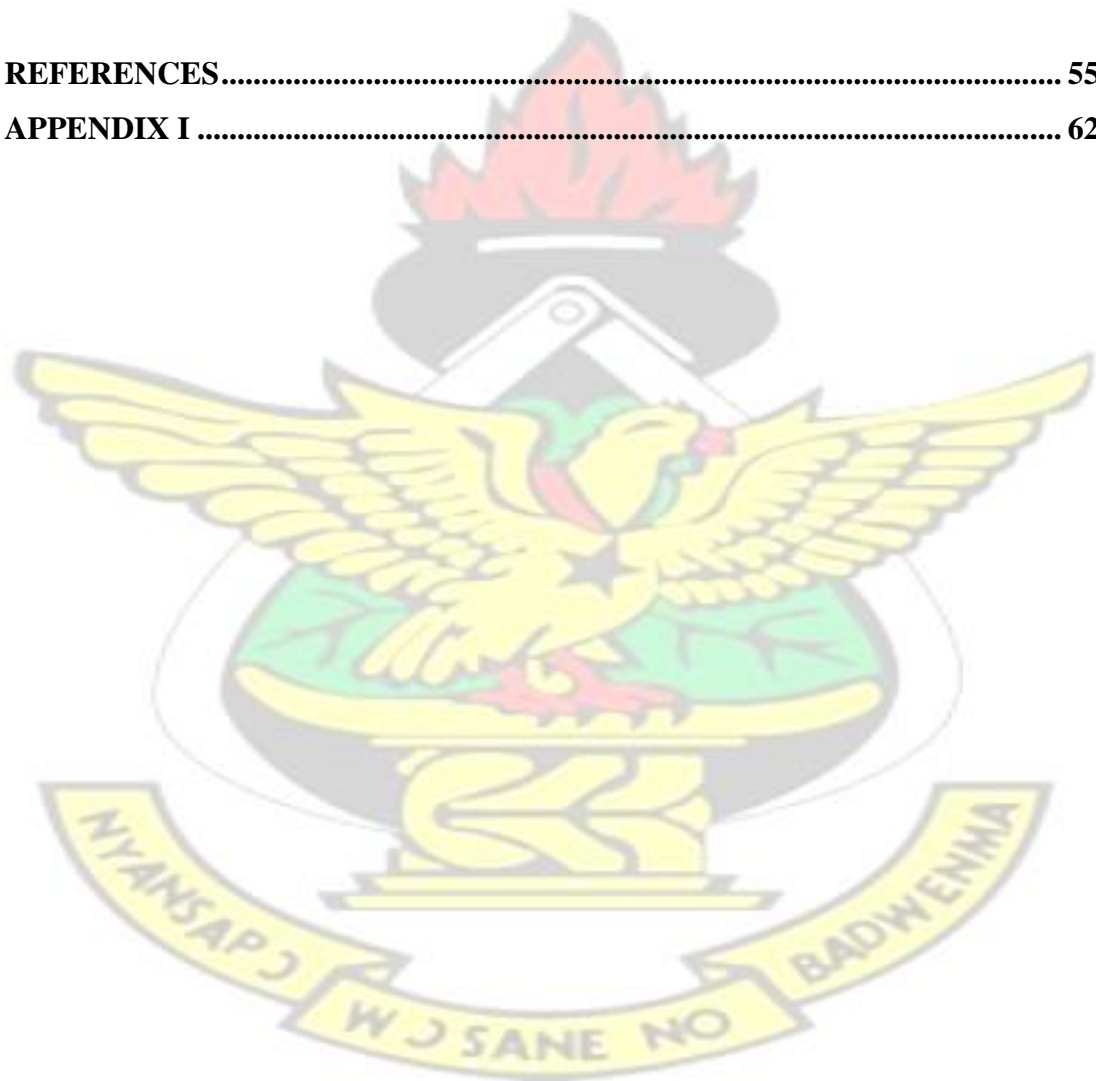
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DEDICATION

I dedicate this work to my God, family and pastors.

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CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This is an introductory chapter and contains a short background of the study, problem statement, aims and objectives, research questions, justification of the research, scope of the study, brief methodology, significance of the research, synopsis of the chapters. Detailed background will be presented in chapter two as part of the literature review. The research questions will also be answered. Detailed research design will be covered in chapter three.

1.1 Background of the Study

Communication can be viewed as a metaphorical 'pipeline' along which information which is transferred from one person to another (Axley, 1984). It is the lifeblood of any system of human interaction as without it, no meaningful or coherent activity can take place (Thomason, 1988). Communication doesn't mean agreement to what has been said. Consensus may be facilitated by a variety of communication-enhancing tools and forms of information. According to Dainty et al. (2006), several of the formal documents frequently discussed in project management are; Project charter, Communications management plan, Project stakeholder register, Organizational strategic plan, Project management plan, Gantt charts and other project timelines.

Each of these documents, and many other project documents like these, serves an important communication function. These documents communicate among the relevant stakeholders' important aspects of the project. Communication may be verbal, non-verbal, written and visual. Each type has its advantages and disadvantages.

Project participants, according to PM Center Administration (2017), are people involved in or influenced by project activities and include project manager, project team, support staff, clients, consumers, suppliers, and even project opponents. Project stakeholders are known as an individual or group of people preparing, interacting and shaping the organization's intended future.

It is important to know who your stakeholders are and the process starts by developing healthy relationships. They help to decide problems from the beginning, during preparation and during project execution. Stakeholders should therefore recognize how the project works, including the context, goals and objectives of the project (Schwalbe, 2011).

Communication is a critical element that is recognized, strategically managed by all project managers to ensure project completion and overall project success. Developing and implementing a diversified communication plan that meets the needs of stakeholders from different firms and companies requires a common understanding of language, tone and terms of agreement. Some examples of the Agreement's Terms include the establishment of a common media medium for all public communications, accountability for disclosure of information, and acceptance of stakeholder reception of information.

Project managers have to be outstanding communicators by the nature of their position. They must also be expert relationship builders. Relationships are key to understanding a specific company's culture and values as well as the culture of a country where these businesses are executed as the workers typically come from the community where the company is located. Communication mechanisms will need to be implemented collectively with the integration of people, devices and products. On the basis of phone calls and emails, project managers can not simply build a

communications infrastructure. It is also important to use telephony tools, presentations, reports and a network of participating participants and a control point for obtaining, gathering, monitoring, reviewing data points and continuous creation of strategies to ensure a comprehensive communication strategy.

As a measure of the level of interaction of a project, the project manager must consider the number of possible communication channels or routes. Identifying stakeholders during updates or project progress meetings allow for clear communication. Understanding who the stakeholders are and where they fit in the project's design and implementation phases is important for recognizing their preferences and concerns and addressing them effectively. The next course of action after gaining this understanding is to establish a sound plan for communications. The communication strategy for the project sets the standards for how and when interaction happens. As the project manager, you want to set the tone for all project interaction, which helps you to retain project control and ensure that all stakeholders receive the information they want (Dumay et al., 2015). Projects almost handle difficult cases that should be dealt with but are not so easy. This kind of change can cause discomfort. The skilled project manager has awareness of this and consider project disputes and differences as opportunities to prove his or her excellent skills in project management which include the power of dealing with challenging issues. Due to this, it is important to know the groups that the stakeholder belongs to (Jucan, 2013).

The focus of this study is the Sekondi-Takoradi Metropolitan Assembly. The status and the name of the locality currently designated as Sekondi-Takoradi Metropolitan Assembly (STMA) changed from Town Council in 1903 to City Council in 1976. The name was later changed to Shama Ahanta East Metropolitan Assembly

(SAEMA) in 1988 and later changed to Sekondi-Takoradi Metropolitan Assembly in December 2007 through Legislative Instrument (LI 1928) when Shama was carved out of the erstwhile Shama Ahanta East Metropolitan Assembly (SAEMA). In December 2017, one of the four Sub Metropolitan Council of the Assembly; Effia-Kwesimintsim was elevated to Municipal status and a new Legislative Instrument LI 2262 for STMA was enacted in 2018.

1.2 Problem Statement

Communication is the first principle of stakeholder engagement (Association of Project Management, 2019). According to Jacques (1994), helping people at all levels to communicate empowers them to recognise important issues and find common grounds for action and builds a sense of identity and participation in order to implement their decisions.

Stakeholders must understand what the PM is trying to achieve. Communication with stakeholders, for example, builds an understanding of the PM's goals and the benefits to the stakeholders if they help the PM to achieve those goals. Communication with investors and shareholders helps you attract the funding they need for important investments. The consequences of ineffective communication between project team and other stakeholders can be devastating.

Although stakeholders may be both organisations and individuals, communication is ultimately with people and so it is important to identify the appropriate individual stakeholders within a stakeholder organization. It is important that a balance is struck between generating support and enthusiasm for the work while not falsely raising expectations. Hence this study is to investigate the role of communication in

stakeholder management in the execution of selected projects by Sekondi-Takoradi Metropolitan Assembly.

Delays in the award of contracts may be caused by conflicting stakes. According to Karlsen (2002), if project managers fail to manage stakeholders at the early stages of a project, it may lead to division among the stakeholders and consequently cause conflicts. Many firms and project organizations have not paid close attention to stakeholder engagement and participation (Muller and Jugdev, 2012). There have been many challenges of designs, scope, variation, cost overruns and project completion challenges in stakeholder management due to lack of stakeholders fully participating right from the project definition to the completion (Bronya, 2016). This may be caused by ineffective communication among stakeholders and the project stakeholders. Hence this study is being conducted to assess the impact of communication on stakeholder management with focus on selected projects executed by the Sekondi-Takoradi Metropolitan Assembly in Ghana.

1.3 Research Questions

By the end of this study, answers will be provided to the following questions:

- What are the predominant channels of project communication by the Sekondi-Takoradi Assembly?
- What are the major barriers to effective communication amongst stakeholders with respect to Sekondi-Takoradi Metropolitan Assembly?
- How do the communication channels employed by the Sekondi-Takoradi Metropolitan Assembly impact on stakeholder management?

1.4 Aim Of The Study

The aim of the research to assess the impact of communication on stakeholder management with focus on selected projects executed by the Sekondi-Takoradi Metropolitan Assembly in Ghana.

1.5 Objectives Of The Study

To achieve this goal, the following are the specific objectives:

1. To identify the predominant channels of project communication by the Sekondi-Takoradi Assembly.
2. To assess the impact of the various communication channels employed in stakeholder management in the Sekondi-Takoradi Metropolitan Assembly.
3. To determine the major barriers to effective communication amongst stakeholders with respect to Sekondi-Takoradi Metropolitan Assembly.

1.6 Justification Of The Project

The importance of undertaking a study on stakeholder management cannot be overemphasized especially with respect to the role of effective communication. Likewise, the municipal and district assemblies in Ghana are so important when it comes to development at the grassroots. Project management is a key discipline in which communication and stakeholder management are two key knowledge areas. The Ghanaian setting is different hence the findings and recommendations from the studies may not be applicable here. There is therefore the need to carry out this study to assess the role of communication in the management of stakeholders in the grassroots level of governance. Once completed, this study will be of so much benefit to the metropolitan assemblies. Another justification for this study can be

attributed to the potential benefit to the wealth of knowledge in the subject area and to students interested in carrying out similar thesis.

1.7 Scope of the Study

There are generally two types of stakeholders: internal stakeholders and external stakeholders. Considering that the study aims to assess the impact of communication on stakeholder management with focus on selected projects executed by the Sekondi-Takoradi Metropolitan Assembly in Ghana, there is a need to include both the internal stakeholders and external stakeholders. Moreover, according to Fenner (2018), communication is a two-way system and that many businesses and municipal services rely on two-way communication systems to stay in touch with their employees and stakeholders. In this case, the Sekondi-Takoradi Metropolitan Assembly will constitute the internal stakeholders. The Sekondi-Takoradi Metropolis is the administrative capital of the Western Region of the Republic of Ghana and covers a land area of 219km² with Sekondi as the administrative headquarters. The Assembly has twelve (12) departments: waste management, health, physical planning, urban roads, finance, works, social welfare, legal, central administration, disaster management and planning, development planning, and education. In assessing the impact of communication on stakeholder management, the researcher considers the internal stakeholders to be staff of the assembly in all the departments. Considering that the project in focus is the Kojokrom market development project, this will constitute the external stakeholders. The Kojokrom market development project was initiated as a result of intense lobbying and pressure from the Kojokrom Market Women Association (KMWA). Thus the Kojokrom Market complex development is a joint initiative of the KMWA and Sekondi - Takoradi Metropolitan Assembly (STMA). The plan was to support the KMWA to construct 6 market shed

(in phases) under a build-operate and transfer (BOT) arrangement with STMA. Both the partitioned and non- partitioned market sheds were designed to accommodate 40 market vendors with 240 vendors benefiting directly when all the six sheds are completed. The project also involves the construction of a storm water drain to ease the flooding situation at the market. The cost of the drain will however be borne by STMA (UN Habitat, 2018).

1.8 Brief Methodology

The study adopts both descriptive and correlational research design with a case study survey of the Sekondi-Takoradi Metropolitan Assembly and the Kojokrom market. A quantitative survey method is to be adopted in this research hence the application of inductive research approach in relation to theories and is concerned with the design measurement and sampling. The selection of respondents is not only limited to management of the assembly but also external stakeholders directly or indirectly. The researcher will concentrate on Takoradi, the capital city of the Western Region. The proposed research instrument is the questionnaire.

1.9 Significance Of The Research

Both communication management and stakeholder management are important components of project management. Effective communication is important for the development of an organisation towards something which helps managers to perform the basic functions of management which include planning, organizing, motivating and controlling that has also been established that communication skills whether written or oral form the basis of any business activity. Stakeholders are important to every business because they support the endeavours from the perspective of a person who has something to gain or lose. Participatory planning requires the involvement of

concerned stakeholders. This includes identifying public concerns and values and developing a broad consensus on planned initiatives and also about utilizing the vast amount of information and knowledge that stakeholders hold to find workable, efficient and sustainable solutions. Based on these, the researcher is of the belief that the Sekondi–Takoradi Metropolitan Assembly will benefit from this study considering the role of communication in stakeholder management. Project managers and students of project management will also benefit from the outcome of this study.

1.10 Structure of the report

This study is separated into five different chapters. The chapter one concentrates on the introduction to the study while the chapter two reviews literature that was used for the study. Chapter three focuses on the methodological approaches adopted for the study and the chapter four analyzes and discusses data used for the study. The chapter five summarizes the findings, concludes and makes recommendations based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section will tailor on related writing by different writers or analysts identifying the keywords in this research topic, which are stakeholder and communication. The review begins with the concept of communication, followed by management of stakeholders and then the concept of communication in the management of stakeholders issues, stakeholders' involvement and development. Projects proposed by past researchers incorporate insufficient engagement of stakeholders' task or project team having distinct goals of stakeholders' involvement, trouble to distinguish the "imperceptible" stakeholder and deficient correspondence with stakeholders (Bourne and Walker, 2006). Cleland and Ireland (2002) opined that, to take care of these issues, it is essentials to overseeing stakeholders would need to be undertaken project team.

2.2 Communication

Cherry (1978) described communication as the process in which meaning is generated and shared among individuals. Dainty et al. (2006) acknowledged that the term "communication" is a multi-faceted and complex term in itself that can mean different things in different contexts and situations. This is certainly the case in the construction industry, where every project requires communication between a wide variety of participants. There seems to be little doubt that contact plays a vital role in organizational effectiveness. While numerous tasks and activities are performed by managers in different industries, it has been recognized that they spend most of their time engaged in interaction.

2.2.1 Communication characteristics

Some of Mehra's (2009) communication characteristics are as follows;

1. Communication is a system. It is continuous and complex.
2. Communication involves a sender and a receiver.
3. Communication has information.
4. Communication requires a medium (symbols, signs, conduct, speech, writing, or signals).
5. Communication requires shared understanding

2.3 DEFINITIONS AND CLASSIFICATIONS OF STAKEHOLDERS

2.3.1 Definitions

Fewings, (2005) characterized a stakeholder as one who is enthused about the strategy or consequence of an assignment. Stakeholders are inclusive of the client, the focal authoritative specialist, makers, subcontractors, all agents in any capacity in the endeavor, neighborhood controls, the end customers of the thing, capable bodies, adjacent inhabitants, close-by business visionaries, administrators and normal social affairs. Then again, Project Management Institute (2004) portrayed stakeholders to be individuals and affiliations who are viably required in the endeavor, or whose interests might be decidedly or adversely influenced as an aftereffect of task execution or fruitful venture finish". Venture partners can likewise be alluded to as people or gatherings that have a stake in, or desire of, the task's execution (Newcombe 2003).

The Project Management Institute (2004) characterized stakeholders of an undertaking as people and associations who might be effectively required in a task or

whose interest might be influenced on account of execution as well as culmination of venture.

Stakeholders as defined by Li et al. (2011) are "influencers of the task procedure and/or deciding results, whose living situations are emphatically or contrarily influenced by the stakeholders and who get related immediate and circuitous advantages and/or misfortunes.

2.3.2 Stakeholder Classification

Newcombe (2003) clarifies that the stakeholder arrangement just like a fundamental capacity of the way toward overseeing stakeholder as it helps to inspect enforceability of undertaking desire by every stakeholder bunch; whether these gatherings have the way to do as such base on the force they have; and the conceivable effect of stakeholder desires on task methodology. He advanced by proposing two techniques for examination that are; power/predictability matrix together with power/interest matrix.

Nguyen et al. (2009) argued that there are certain issues connected with it. In the first place in order to lead an escalated outside partner' examination, the relative levels of power and interest ought to be surveyed on a superior scale than one of high or low. As opposed to looking over power and interest, it can be more pertinent to assess the level of the potential impact that external partners have and the probability that the impact of a given level will happen. Therefore, Olander (2006) said that the force/interest framework could be deciphered into the effect/likelihood network.

As indicated by Smith and Love (2004), a crucial stakeholders social occasion is one without whose procedure with commitment the endeavor can't get by as a going concern, however discretionary stakeholders are the people who affect or are

influenced by the firm. Stakeholders could moreover be tested between those that are contracted to give organizations (eg Authoritative laborers, subcontractors, guides) that is in a vital or direct relationship with a relationship rather than those that have no contractual obligation or formal change, yet are in a circuitous or helper relationship with an affiliation (Carroll and Buchholtz, 2006).

Dealing with stakeholders includes recognizable proof and grouping in this way bringing about both starting and consequent engagement with them in a very much-sorted out way. Cleland (2002) hypothesizes that this engagement incorporates distinguishing diverse gatherings of stakeholders; data gathering; reason ID; qualities and shortcomings assessment; anticipating their conduct and creating and executing a system for dealing with these stakeholders.

2.3.3 Construction Projects Stakeholders

Newcombe, (2003) opined that construction projects have stakeholders practically as there are stakeholders in various endeavors. The motivation of stakeholders in a task is routinely immeasurable and would join the proprietors and customers of workplaces, undertaking executives, workplaces managers, organizers, shareholders, authentic forces, laborers, subcontractors, suppliers, procedure and organization suppliers, contenders, banks, protection offices, media, bunch operators, neighbors, general populace, government establishments, visitors, customers, commonplace change workplaces, the regular territory, the press, weight bundles, city associations and many more.

The multifaceted nature and unconventionality of stakeholders could be specifically identified with the quantity of stakeholders inspired by a construction project (Karlsen et al., 2008). Every stakeholder typically has distinctive interests that can

put them in strife or conflicts with the project. Each of these would impact the course of a project at some stage. A few stakeholders uncover their impact more as often than others. The construction project team ought to have the capacity to oversee if differing stakeholders are available in construction project, then the development business ought to have the capacity to deal with its stakeholders.

2.4 Concept of Stakeholders And Involvement In Construction Projects

2.4.1 Stakeholders Concept

Cleland (2002) evaluating the stakeholder's dynamism and suspecting what the stakeholder's future behavior will be to satisfy him or her and evaluating the impact of the stakeholder's behavior on the errand gathering's extension in managing the endeavor. Cleland (2002) offered practical direction on the most capable strategy. Most stakeholders' social events and individuals, regardless are outside and in this manner various endeavor organization sub-techniques are hard to achieve for these stakeholders.

Various organizations inside individuals lie outside the cutoff points of force available to project supervisors. Cleland (2002) averred that, after the underlying stride of recognizing stakeholder has been proficient, fundamental ways to deal with stakeholders and their conceivable impact and effect. The approach is basically to once- over stakeholders along one turn of a table, summary the basic stakeholder excitement along another center of the table and then show the obvious enormity of their favorable position.

2.4.2 Identification of Stakeholders

Perceive Stakeholders is the path toward recognizing the social requests, or affiliations that could influence or be influenced by a decision, development, or aftereffect of the endeavor, analyzing and recording critical information as to their interests, incorporation, interdependencies, effect, and potential impact on assignment accomplishment. The key preferred standpoint of this technique is that it allows the undertaking boss to recognize the fitting community for each accomplice or social occasion of partners (PMBOK, fifth Edition).

Productive satisfaction of errand deliverables is on a very basic level penniless upon relationship organization aptitudes, amongst these the need to finish project objectives that totally address stakeholder seeks all through the endeavor life-cycle (Cleland, 2002). In any case, one huge errand that ought to be endeavored in working up an assignment's key focuses is to recognize partners with a particular finished objective to develop an endeavor brief that best addresses their as often as possible conflicting extent of necessities and wishes.

2.4.3 Plan Stakeholder Management

Is the path toward making appropriate organization frameworks to sufficiently attract stakeholders all through the assignment life cycle, checking the examination of their needs, interests, and potential impact on undertaking accomplishment. The key favorable position of the methodology that it gives a sensible, huge course of action to speak with assignment stakeholders to reinforce the endeavor's focal points.

2.4.4 Manage Stakeholder Engagement

Supervise Stakeholder Engagement is the route toward passing on and working with stakeholders to address their issues/wants, address issues as they happen, and empower appropriate accomplice engagement in task practices all through the endeavor life cycle. The key preferred standpoint of this strategy is that it allows the task manager to manufacture support and minimize resistance.

2.4.5 Control Stakeholder Engagement

Control Stakeholder Engagement is the path toward watching general task stakeholder associations and altering frameworks and game plans for attracting stakeholder. The key favorable position of the strategy is that it will keep up or grow the efficiency and feasibility of stakeholder engagement practices as the undertaking advances and its surroundings and its surroundings changes.

2.5 PROJECT IMPLEMENTATION AND COMPLETION

A task in its fundamental definition is as a brief try attempted by individuals who work helpfully together to make an interesting team or administration. Zulu and Chileshe (2008) inside a built up time allotment and inside set up spending plan to create identifiable deliverables. Project achievement has been characterized by the criteria of time, spending plan and deliverables (Laudo and Laudon, 2009).

According to Lock (2007), a construction project is just fruitful in the event that it goes ahead calendar, on spending plan, it accomplishes the deliverables initially set for it and it is acknowledged and utilized by the customers for whom the project was expected. According to Ombati (2013), projects group certain attributes that recognize them from whatever other movement in the association. These incorporate

the way that ventures are makeshift implying that any undertaking will have a start date and end date in spite of the fact that it has nothing to do with brief span.

Consummation of project inside calendar is a noteworthy commitment towards the aggressive edge in association (Enshassi et al., 2009). This is based on the acknowledgment that the accomplishment of the focused on destinations is controlled by the capacity to convey the focused on yield inside the stipulated time. Albeit opportune consummation of the venture is one of the determinants of its prosperity, it is essential to manage every undertaking in light of its uniqueness (Divakar and Subramanian, 2009).

2.6 Factors Influencing Stakeholders And Project Performance

2.6.1 Power

The power portion of the stakeholder is thought to be to a great degree premier to the stakeholder relations for arranged reasons. From the unmistakable implications of stakeholders, it is undoubtedly prescribe that associations amongst stakeholders and the errand reflect social-business trades. Regardless, different definitions find power inside social associations. For instance, early research by Weber (1947) depicts power as 'the likelihood that one on-screen character inside a social relationship would be in a position to do his own will in spite of resistance.

Mitchell et al. (1997) offers the perspective that power is 'a relationship among social performers in which one social performing craftsman. Emerson (1962) offers the same feeling that power is a property of social connection. According to Hand et al. (1993), force can be described into five essential sources in particular; physical power; positional power; physical force; positional force; asset power; master force;

and individual force. The concentrate further showed that the physical force is rarely used and of little significance to venture partner administration. Plus, individual force is truly crucial when reviewing power level, it is difficult to evaluate people or associations since it identifies with their individual qualities.

2.6.2 Legitimacy

The authenticity of stakeholders a key component for the accomplishment of undertaking accomplishment with the distinct fascination of stakeholders all around stuck to. Schumann (2001) describes authenticity as "a summed up perception or assumption that the exercises of a component are appealing, honest to goodness or appropriate inside some socially assembled plan of measures, qualities, feelings and definitions"

Mitchell et al (1997) display that different researchers portray assistants as the general population who have such true blue association with firms (numbering contracts, good, and true blue rights). Regardless, Mitchell et al (1997) recommend that neglecting the way that Suchman's definition of legitimacy is flawed and hard to apply, it addresses the sociologically based ramifications of realness and contains some beneficial methodologies to distinguish stakeholders.

The central considered authenticity is fathomed regarding regularizing and subsidiary. The creator further set that, standardizing stakeholders are those to whom the association has an ethical commitment. This is a promise of stakeholders' decency past that as a result of other social performing specialists, just by integrity of being human. Subordinately honest to goodness accomplices are those whose exercises and cases must be spoken to by directors, in view of their potential effects after regularizing accomplices. Essentially, the legitimacy of a stakeholder is a

psyche boggling thought. Regardless, the above examination gives an inclination that a stakeholder mirrors the contractual relations, legitimate and moral rights seeing someone amongst partners and a project.

2.6.3 Urgency

As indicated by Mitchell et al (1997) genuineness recommends degree to which accomplice claims call for brief thought.

2.6.4 Proximity

Bourne (2005) recommends that, Proximity proposes the degree to which an associate is joined into the attempt. Closeness as an establishment was used to make meander assistants was understood by rating them on a size of 1-4 - where 1 insights "inconspicuously remote from the undertaking" (does not have a direct relationship with the structures) and 4 prescribing being particularly destroying the endeavor (as a rule).

Bourne and Walker (2005b) fight the need to check associate proximity by going on that assistants who may have solid power and impact however are by and large far from the undertaking may have all the earmarks of being clear/indistinct. Thus their potential impact may be put down.

2.6.5 Vested interest

Stakeholder excitement for an endeavor is considered by various experts to be a segment impacting the accomplishment consequence of an endeavor. A couple of scientists, as discussed above, even exhibit the "interest" term in their accomplice definitions, for instance, the implications of McElroy and Mills (2000), PMI (2004), Bourne and Walker (2005). Johnson et al. (2005) brought up that, the eagerness of

partners in an undertaking is joined into the power/interest framework. This grid helps venture directors to demonstrate which system should be incorporated into the correspondence of data to stakeholders. Hence, Cleland and Ireland (2007) also argued that, stakeholders have an individual stake in an undertaking for different reasons, for instance, mission, relevance or significance, money related and financial premium, honest to goodness right, political bolster, wellbeing and security, way of life, advantage and survival. From this time forward, it can be surmised that individual interest is a crucial driver of the stakeholders project relationship.

2.6.6 Stakeholder Attitude

State of mind of individuals is basic in any field of try particularly in a social situation where relationship is vital. Stakeholder mentalities should be surveyed keeping in mind the end goal to know more on their advantage, convictions, furthermore their objectivity or subjectivity to the task.

McElroy and Mills (2000) showed that, since stakeholders may have negative or constructive outcomes on activities, there is a need to choose objectors and supporters. This demonstrates the partners perspective implied whether the stakeholders' backings or decreases the result of the project as to real choices made. By the day's end, this part gives a "bit of data" for venture supervisors to realize that stakeholders have positive or negative effects on task results.

2.6.7 Stakeholder Knowledge

Mallak et al. (1991) watched that, as of late stakeholders tend to be more advanced, educated and vocal, henceforth along these lines being more learned than at whatever time n late memory. They battled that as a result of nnovative change, stakeholders can take a gander at can look for an assortment of data from various sources No ifs

ands or buts, the data stakeholders have about the undertaking, the more they are by t subsequently they can without much of a stretch make meaning commitment to the project.

McElroy and Mills (2000) recommend that stakeholder learning ranges from aggregate familiarity with information to full lack of awareness. The past implies the desire of stakeholders to acquire learning of the task by finding the truths connected with the undertaking to help in the fulfillment of the goals of the project. The last then again shows that, stakeholders think about the task by prattle and assumptions rather than substances.

Additionally, it may be battled that regardless of the way that the stakeholders may have solid interest and mind boggling eagerness for the undertaking, it scarcely speaks to effect of stakeholders on the off chance that they do not have the imperative information of the project for their basic leadership or making a commitment to the task. It is subsequently important to say that, stakeholder learning is seen as a noteworthy driver for surveying partner inclusion and investment in the project.

2.6.8 Project Monitoring

Project Monitoring is a process that helps improve performance and achieve results. Its goal is to improve current and future management of 10 outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programmes set up by governments, international organizations and NGOs (Njogu, 2016).

2.6.9 Project Planning

This is a project management process that relates the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment. Initially, the project scope is defined and the appropriate methods for completing the project are determined (Njogu 2016).

2.7 IMPACT OF INEFFECTIVE STAKEHOLDER INVOLVEMENT

In a study, when stakeholders are completely distinguished, the undertaking chief is relied upon to survey and deal with the stakeholders which will enhance the achievement of the task and point of confinement by dealing with the incapability of the stakeholders. Stakeholder inclusion is exceptionally central in the development project and the task administrator is along these lines required to characterize suitable means plainly characterize the task targets to learn what is anticipated from the project and the result.

As per Meredith and Mantel (2000), when projects targets are not obviously stipulated or spelt out, it gets to be troublesome for the task director or the stakeholders to grasp with a specific end goal to know the undertaking destinations and if the task has met its required targets. Project destinations are hence exceptionally basic to each undertaking with a specific end goal to recognize what is the task necessity and techniques to follow keeping in mind the end goal to accomplish the task objective. Stakeholders and project managers are all to be required in this action with a specific end goal to find a fruitful task usage. This is fundamental in light of the fact that the undertaking director see a task to be extremely fruitful in their viewpoint yet alternate stakeholders may not see it in the sheltered point of view henceforth distinction.

Jergeas et al. (2000) caught up by demonstrating that, stakeholders at specific times indicates disappointment with the result of projects. This can be credited to a few components or reasons, for example, poor extension and work definition, negative group response to the task and unanticipated administrative changes which all negatively affect the project.

Jergeas et al. (2000) further demonstrated that, when this disappointment are appeared by stakeholders and issues emerge as a consequence of that, there is absence of association in the project exercises and which in the long run influences the task spending plan and the planning and may have the potential to put a strain on the current relationship among the stakeholders to the undertaking. The management of stakeholders is exceptionally critical to the project since it decides the short, medium and long haul survival of the task stages.

2.8 Strategies For Effective Stakeholder Involvement

The appraisal of stakeholders' contribution is exceptionally vital for the undertaking achievement and these are fundamental when there is compelling relationship among every one of the gatherings to the task particularly among the project managers and different stakeholders like contractual workers, engineers and so on included in the project. As indicated by Oakley (2013), project managers ought to comprehend that, the achievement of the tasks can be affected enormously by the inclusion of different stakeholders to the projects. These stakeholders are included relying upon the relationship they encourage with project managers and other administration association in the undertaking.

As indicated by Skulmoski and Hartman (1999) in a review research in examining three organizations for appropriate stakeholder management with respect to getting

stakeholder investment in their task, the accompanying were found out; stakeholder input components, compelling correspondence and stakeholders in front-end arranging. Stakeholders are center to the projects existence with their information, course, and desires to the undertakings and they require input on data they look for from project managers. Generally, extend administrators neglect to hand-off the necessity data to the stakeholders on the advancement of the activities and are for the most part educated or called to the known when the undertaking is confronted with monetary difficulties or hit by unexpected test. Everything about fundamental and all stakeholders ought to be given such data.

2.9 How Stakeholders For The Selected Projects Value Communication

Drucker (1985) indicated the significance of manager's communication and also opined that, communication skills are important to success. Sievert (1986), claimed that, a high percentage of the conflicts in working relationships can be traced to poor communication. This emphasize on the importance of interaction in project management. It is also important to note that engineers and technical staff spend 50-75% of their time in verbal communication. Other dimensions of communication theory are suggested: perception (e.g., reputation and image), positioning and relationships as drivers of organizational value. An entity gives meaning to its economic activities by transmitting inherited principles (Westphalen 2004). It is therefore inferred that corporate communication can increase values outside markets, meaning that messages shift from an economic activity to an organization structure (Kempf et al., 2008). Taking a more global view of a company's relationships with its customers and relating to a growing focus on intangible values, the question is whether advertising and communication differentiation and regular inter-organizational competition can be beneficial. More and more it is recognized that

departmental constraints result in less appropriate responses to the corporate context for a strategic organization, defined by Johnson Scholes and Whittington as increasingly complex, evolving environments and the need for appropriate configuration of assets and capabilities to meet competitive markets and meet stakeholder expectations. Analysis of interdepartmental task forces reaches beyond the field of interaction, but becomes even more relevant for such closely connected disciplines. Several sub-areas have been established for corporate communication. Shareholder and internal communication are the most commonly addressed among these marketing communications, but research has found that businesses need to target more than a few selected groups in their community, especially through their ongoing struggle for survival, which added the stakeholder definition and its related communication to the organizational agenda. It is necessary to manage the complexity of different expectations, which have different audiences, demands strategy, structure and message organization, and the multitude of channels and media, demanding skills, management and integration. One option is integrated communication, described by Hofbauer and Hohenleitner (2005) as the strategic and operational alignment of all communicative governing principles for all relevant target groups to achieve consistent perception. In addition, there is little question that ICT developments offer new possibilities and challenges for multi-channel interaction with increased complexity. The "medium is the message" of MacLuhan gains a new, widespread sense. In order to deal with such complexity, which is embodied by various stakeholder demands, which contributes to an increased media environment and which suffers from a lack of widely accepted meaning and understanding, it is proposed that this represents an increasing handicap in achieving added value as advertising and interaction are separate organizational functions.

Therefore, an expanded interaction approach is proposed, which encompasses all actions and public presence through which an agency can be viewed by its audiences. These awareness further tests operational distinctions between communication and advertising. A short survey among companies, especially in the SME sector, provides evidence that there is currently insufficient explicit knowledge of the latest communications developments and their significance. Therefore, the idea is that interdepartmental and strategic task teams, focusing on a heterogeneous and coherent portrayal of a company to all its audiences in order to achieve unitary understanding, must replace previous departmental organizations that minimize the demarcation lines between advertising and communication. It is difficult to accept in a value-driven management that Rolke's research shows that advertising and PR roles can improve performance by enhancing interdepartmental communication and effective M&E up to 60 percent. As stated by Watson and Noble, there is still a significant lack of interaction evaluation, which may explain why such deficits can often remain undetected for a long time by top management (2007 35, 39-41). "Markets are interactions" and "conversational influence reaches far beyond its ability to affect customers, companies and goods" (Levine et al., 2001). Regular German market research supports such potential impact, providing evidence that prices that can be achieved for a product and their manufacturers' reputation are connected (Weßner 2006, 2007). Prices, as tangible results and intangible prestige as a set of factors, again question the separation of the role of advertising and communication. Furthermore, communication is not only about satisfying groups of stakeholders, but also about the positioning of products, brands and corporations and the battle for minds ie understanding the impact of words (Ries and Trout 2001). These tangible and intangible principles need the skills of both disciplines and the underlying

proposition is that it is very difficult to identify a boundary where the obligation of advertising interconnection and interaction begins and ends. This includes discussion on whether operational separation is still feasible and whether departmental frameworks are not a barrier to unified interaction and quality enhancement. Some stakeholder value communication for the following reasons:

- To ensure that the stakeholder has access to essential or useful information
- To reduce anxiety in change situations
- Giving bad news, providing negative or positive feedback
- Problem solving or issue resolution
- For individual or team motivation

2.10 Communication Channels Employed In Stakeholder Management

Communication is an important component within the construction industry due to its project-based structure. Due to the fact that, the industry is highly fragmented and dynamic, communication is highly important for the successful delivery of performance goals (Danity et al., 2006).

Video conference systems, project planning documents, face-to-face communication, meetings, project portal, telephone, email and smartphone are all regarded as tools or channels to communication information.

2.10.1 Face-to-face

The most significant role of project team is to ensure smooth communication among stakeholders (Stryker and Santor, 2012). Research has shown that, face to face communication is the efficient medium of communication for problem solving. Gathering people in an open-space does not mean face-to-face interactions will

occur. It is significant to take into consideration how communication can occur in putting up an office space (Stryker and Santoro, 2012). The same author stipulated that, the occurrence of face-to-face communication is a function of the distance separating them. Also, openness and visibility in an office space can increase the probability of communication within the entire office space. Therefore, the spaces of an office should be well planned to enhance communication.

Gorse et al., (1999), examined several architects and engineers. They were asked to indicate the communication system they prefer. They all had the perception that, face-to-face communication is most efficient. They also described the face-to-face communication as a meta-communication. This can be described as the scenario where facial expressions denote whether the recipient has really understood what is being communicated. Studies have also shown that, face-to-face communication is the key to solving complicated problems. However, there are a number of challenges associated with face to face communication. This may include misinterpreted body language, less time to think about the message, interruptions and could be expensive (Wampler, 2006).

2.10.2 Video conferencing tools

This tool is very efficient for team members who are situated at other locations. Face-to-face communication is not possible if the team members are located at different locations. The video conferencing tool permits audio and visual communications. Additionally, the authors Gorse et al., (1999) stated that videoconference tool bridges gaps and aids in long distance project management.

2.10.3 Project planning documents

Project planning documents are very crucial in the execution of a project as it shows the details of a project on paper. Literature has shown that project teams normally underuse planning documents. A very typical example is an organizational relation chart. Project team members are also required to comprehend all the information on stipulated in the planning document so as to enhance coordination. Organizational chart gives details on how managers communicate but in practice, they do not depict the actual path adopted for communicating.

2.10.4 Meetings

Meeting is a tool used to issue instructions and communicate with small groups of people like managers. This information is subsequently issued to their subordinates. This form of information distribution from top to bottom is efficient and helpful for projects due to the fact that construction project personnel are mostly scattered (Dainty et al., 2006). Hawkins (1997) stipulated that, the best number for meetings when trying to come up with an idea is 5-7 but not exceeding 10.

2.10.5 The E-mail and Project Portal

These are internet-based tools which has been quickly assimilated in the construction industry due to its high speed of distributing information and effectiveness (Dainty et al., 2006). This form of communication aids in the quick dissemination of information. Effective sharing of information aids in achieving high project success. Despite the innovation in information sharing, it is difficult to use it as a means to solve a problem. engineers generally prefer face-to-face instructions.

2.10.6 Telephone and Smartphone

Mobile phones are regarded as one of the best things that ever happened to man. It has substantially change the way people communicate. It aids in communicating whiles on the move (Dainty et al., 2006). The only pre-requisite are internet charges for communicating.

2.11 Major Barriers To Effective Communication Amongst Stakeholders

The causes of ineffective communication breakdown according to Adeleke and Suraju (2012) include poor symbolic representation, poor written media, scarce communication equipment, semantic problem, lack of education and training, incompatibility, lack of motivation, the use of jargons and poor perception about communication.

In construction, sketches and representations are mostly used in the communication. Poor representations and sketches may be very difficult to reply to (priced and constructed). Also, poor written information like reports, specifications, bill of quantities may unnecessarily delay projects. It can also lead to disputes which unnecessarily delay projects. Furthermore, poor mobile network does not aid in the effective transmission of information to recipients through mobile phones. Also, power outages do not allow e-mails to be sent thereby disrupting information flow.

Words may mean differently to different people. This is a huge barrier to communication and can hinder the recipient from giving appropriate feedbacks. Some project operatives are not educated therefore do not know how to communicate in English. Also, some are not trained enough to read meaning into drawings. Also, different cultural backgrounds interpret information different.

It must be noted that if workers are not motivated enough to carry out instructions, they normally pass it on to the next person. Communicating with words which are understood by some groups of people. This is also a barrier to communication which can make the recipient to send wrong feedbacks. The receiver decides what to accept and what to discard in an information based on his perception of priority.

Faulty communication tools, breaks in the flow of information and improper language are also major communication barriers among stakeholders.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The part of the study begins with research design, followed by the research strategy, population, sample size determination, questionnaire design, review content, reliability of the research, research design, data collection instruments, data analysis, surveying structures and wellsprings of information

3.2 DESIGN OF THE STUDY

3.2.1 Research Design

As indicated by DeVaus (2001) research design is an apparatus that helps the researcher to guarantee that the truth found out in noting the inquiries with respect to the study. For any effective exploration to be embraced, it is important to arrange the method and the nature by which the examination ought to be directed and it is through the examination outline that the genuine arrangement for information gathering is completed. It includes the definite information examination strategy or techniques the scientist set up to use to accomplish the essential results. In this study, the exploration utilized a simply quantitative examination investigation by utilizing study research for the information gathering through its foremost instrument known as questionnaire. This was vital because of the vast way of the number of inhabitants in the study.

3.2.1.1 Descriptive Design

Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. Some subjects

cannot be observed in any other way; for example, a social case study of an individual subject is a descriptive research design and allows observation without affecting normal behavior. It is also useful where it is not possible to test and measure the large number of samples needed for more quantitative types of experimentation (Shuttleworth, 2001).

MCcombes et al., (2019) also says; Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, when, where, when and how questions, but not why questions. To determine cause and effect, experimental research is required.

A descriptive research design can use a wide variety of quantitative and qualitative methods to investigate one or more variables. Unlike in experimental research, the researcher does not control or manipulate any of the variables, but only observes and measures them.

3.2.1.2 Correlation Design

Within correlational research, researchers are primarily interested in determining non-causal relationships amongst variables. More specifically, the correlational research design is a type of non-experimental study in which relationships are assessed without manipulating independent variables or randomly assigning participants to different conditions.

Correlational research designs are used by investigators to describe and measure the degree of relationship between two or more variables or sets of scores. A procedure in which subjects' scores on two variables are simply measured, without manipulation of any variables, to determine whether there is a relationship.

3.2.1.3 Research Designed Adopted

Based on the explanations given thereof, this study seeks to adopt a descriptive design.

3.2.2 Research Strategy

Naoum (2003) portrayed the research strategy as the route in which the examination destinations can be tended to. Two sorts of examination frameworks are utilized at studies, quantitative and subjective examination. Quantitative structure is utilized to gather evidence information and to study relationships amongst feelings and how such substances and affiliations accord with speculations and the divulgements of any examination executed ahead of time, however the subjective system plan to get bits of data and to comprehend individuals' impression of "the world" whether as people or get-togethers (Fellows and Liu, 2015). In this proposal, a quantitative framework was utilized to comprehend the aggregate viewpoints of respondents with respect to the impact of communication in stakeholder management at the Takoradi Metropolitan Assembly in Ghana .

3.2.2.1 Survey

According to McCombes (2019), Survey research allows you to gather large volumes of data that can be analyzed for frequencies, averages and patterns. They are a common method in correlational research, a type of descriptive research that aims to find relationships between variables. Other common uses of surveys include:

- Describing the demographics of a country or region
- Gauging public opinion on political and social topics
- Evaluating satisfaction with a company's products or an organization's service

3.2.2.2 Case study

A case study can be used to describe the characteristics of a specific subject (such as a person, group, event or organization). Instead of gathering a large volume of data to identify patterns across time or location, case studies gather detailed data to identify the characteristics of a narrowly defined subject.

Rather than aiming to describe generalizable facts, case studies often focus on unusual or interesting cases that challenge assumptions, add complexity, or reveal something new about a research problem (McCombes, 2019).

3.2.2.3 Strategy adopted

The nature of the research topic influences the researcher to use surveys and case study to obtain appropriate and reliable information for this study.

3.2.3 Research Method

3.2.3.1 Qualitative

According to DeFranzo (2011), Qualitative Research is primarily exploratory research to as used to gain an understanding of underlying reasons, opinions, and motivations to provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. Qualitative Research is also used to uncover trends n uncover trends in thoughts and opinions, and dive deeper into the problem Qualitative data collection methods vary using unstructured or semi-structured techniques Some common methods include focus groups (group discussions), individual interviews, and participation/observations The sample size is typically small, and respondents are selected to fulfil a given quota.

Also, qualitative research has been explained by Crossman (2019) as a type of social science research that collects and works with non-numerical data and that seeks to interpret meaning from these data that help us understand social life through the study of targeted populations or places. People often frame it in opposition to quantitative research, which uses numerical data to identify large-scale trends and employs statistical operations to determine causal and correlative relationships between variables.

3.2.3.2 Quantitative

Quantitative Research is used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. It is used to quantify attitudes, opinions, behaviors, and other defined variables – and generalize results from a larger sample population. Quantitative Research uses measurable data to formulate facts and uncover patterns in research. Quantitative data collection methods are much more structured than Qualitative. Quantitative data collection methods include various forms of surveys – online surveys, paper surveys, mobile surveys and kiosk surveys, face-to-face interviews, telephone interviews, longitudinal studies, website interceptors, online polls, and systematic observations (DeFranzo,2011).

Babbie (2010) also posits, quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

3.2.3.3 Mixed/ triangulation

This research method blends both the qualitative and quantitative research method to carry out a study.

The term ‘triangulation’ originates in the field of navigation where a location is determined by using the angles from two known points. The first point is Triangulation, which is the use of more than one approach to researching a question. The objective is to increase confidence in the findings through the confirmation of a proposition using two or more independent measures. The second point is the combination of findings from two or more rigorous approaches which provides a more comprehensive picture of the results than either approach could do on its own. Triangulation is typically associated with research methods and designs. However, there are several other variations on the term .Triangulation may be the use of multiple theories, data sources, methods or investigators within the study of a single phenomenon. The technique was originally introduced into qualitative research in the 1950s as a means to avoid potential biases arising from the use of a single methodology. This technique is used to confirm suggested findings, but it can also be used to determine the completeness of data (Heale and Forbes, 2013).

3.2.3.4 Method adopted

This study adopts a quantitative research method to conduct the research due to the nature of the research topic. The method adopted will gear the researcher towards the appropriate direction which will enhance the study to arrive at the right findings.

3.3 Research Data

3.3.1 Type of data

3.3.1.1 Observational

Observational methods of collecting data have been used by scientists and researchers for many years as far back as the middle Ages. Scientists were observing what happened as a result of their experiments. Similar methods are widely used in all types of research, from laboratory work right through to management research and even fieldwork in the jungle. Observational data is a valuable form of research that can give researchers information that goes beyond numbers and statistics. In general, observation is a systematic way to collect data by observing people in natural situations or settings. There are many different types of observation, each with its strengths and weaknesses (Ferguson, 2018).

3.3.1.2 Derived/ compiled

Derived data is obtained from already existing data or source. A derived data doesn't function as the primary source of data, however it is derived from an already established data.

Dodds (2015) posits, A derived data element is a data element derived from other data elements using a mathematical, logical, or other type of transformation, eg arithmetic formula, composition, aggregation.

3.3.2 Data Source

This study used both primary data sources such as (responds from questionnaires and interviews) and secondary data sources such as (journals, case studies, magazines,

similar research works within the same field, etc) for the accomplishment of all the research objectives. These sources will help the researcher espouse more reliable information for the study.

3.3.3 Data Collection

Patton (2002), showed that the utilization of more than one data collection instrument enhance the reliability to the study which it surveys the genuine picture of the topic under consideration. The relevant data sources are primary and secondary source of information. The primary data for this study is to be collected through the administration of questionnaire. The secondary data sources include existing reports/written works on the topic and in addition archives, books, diaries, pamphlets and sites.

3.3.4 Data Analysis

In this study, quantitative method was utilized in the information break down and the information gathered through the questionnaire. The Statistical Package for Social Sciences (SPSS) programming and MS Excel will both be utilised to analyse the empirical data to be gathered. The information was altered to manage mistakes, and coded in like manner. The analysis will include both descriptive and inferential analysis.

3.3.5 Questionnaire Design

This draft research questionnaire is produced by the researcher and is to be reviewed by supervisor of this research work. This questionnaire is outlined in view of the objectives of the study. The final questionnaire is expected to ask questions to determine the stakeholders that can be identified with selected projects recently

executed by the assembly. A section of the questionnaire will ask questions to help analyse the effectiveness of the communication channel predominantly employed by the assembly when executing these projects. The last section of the questionnaire will require respondents to identify major barriers to effective communication. Other than the first section of the questionnaire that will seek to gather information on respondent, all other three sections are based on a five-point likert scale.

3.4 Sampling

3.4.1 Population of the Study

The number of respondents in the study comprises staff at the Works department of the Takoradi Metropolitan Assembly. According to the Ghana Statistical Service (2010) report, Sekondi-Takoradi Metropolitan Assembly is one of the twenty-two (22) districts in the Western Region. The Metropolis is bounded to the north by Mpohor-Wassa East District, to the south by the Gulf of Guinea, west by Ahanta West District and to the east by the Shama District. It has a total land area of 192 km², with Sekondi as the administrative headquarters. The metropolis is located on the west coast with the Trans West African Highway passing through. It is about 280 km west of Accra and 130km east of La Cote D'ivoire. It is thus strategically located considering its closeness to the sea, the airports and also accessibility to major cities by rail and road.

3.4.2 Sample Size

In directing an exploration study, it is for all intents and purposes unimaginable, tedious and excessively costly, making it impossible to test each person in the whole populace. In this manner, little lumps of a unit test are spoken to the important

properties of the entire of the units (Graziano and Raulin, 1997). Wood and Haber (1998) characterized the examining "as the way toward selecting agent units of a populace for the study in exploration examination". Basically, testing alludes a little extent of a populace chose for perception and examination. The study estimate that shaped the aggregate populace of the study was chosen through the basic arbitrary testing strategies through the association of gatherings, for example, contracting organizations, expert workplaces and clients.

Although the researcher is privy to the number of staff at the Sekondi-Takoradi Metropolitan Assembly, he does not have any reliable source of information on the number of stakeholders with respect to the study proposes sample of all staff of Works Department of the Sekondi-Takoradi Metropolitan Assembly and the Kojokrom market traders.

Because, the researcher has not been able to ascertain the approximate number of market traders and the

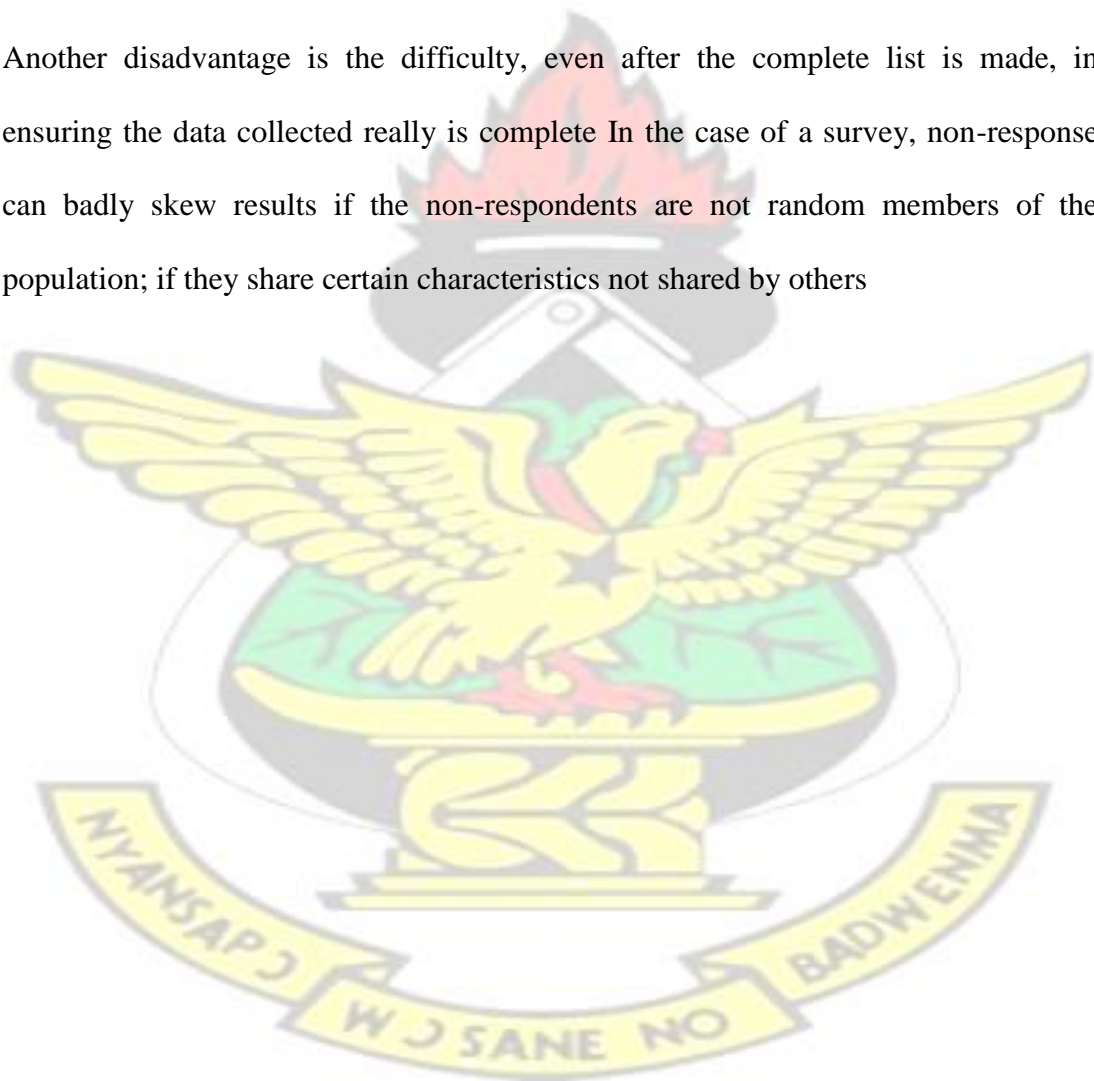
3.4.3 Sampling Technique

The researcher intends to adopt total sampling technique Total population sampling s a type of purposive sampling technique where you choose to examine the entire population (ie, the total population) that have a particular set of characteristics n sampling, units are the things that make up the population (Laerd, nd)

Crossman (2018) highlighted the advantages of this method of sampling to include the fact that gleaning information from the total population often gives deeper insights into a target population than partial samples would be capable of It has the potential to allow a researcher to paint a much more complete picture, and greatly reduces guesswork The study added that it also eliminates the risk of biased sample

selection that is often encountered in would-be random study samples. However, since sampling a total population means one needs to first draw up a list of the whole population, it is often not easy. That first list is, in many cases, very difficult or almost impossible to get. This may be the most time-consuming part of a study; and any errors or omissions can flaw the whole study. This disadvantage is less significant in this case of this study, considering that the number of staff at the works department of the assembly is not too large to be managed.

Another disadvantage is the difficulty, even after the complete list is made, in ensuring the data collected really is complete. In the case of a survey, non-response can badly skew results if the non-respondents are not random members of the population; if they share certain characteristics not shared by others.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND NTERPRETATIONS

4.1 Introduction

This chapter contains findings of the study on assessing the mpact of communication on stakeholder management, a study of selected project executed by the researcher n the second-Takoradi Metropolitan Assembly It analysis the demographics of this research, communication channels in stakeholder management, communication channels employed in stakeholder management, factors influencing stakeholder in project performance, major barriers to effective communication among stakeholder

4.2 Questionnaire Response Rate

Table 4.1: Response Rate

	Questionnaire distributed	Questionnaire received	Valid questionnaire	Valid Percentage (%)
Respondents	100	59	59	59%

Source: Authors construct, 2019

The table above ndicates that hundred (100) questionnaires were distributed Out of the hundred questionnaires that where distributed fifty nine (59) where valid and therefore the valid percentage is fifty nine percentages (59%) this shows that of all the fifty nine questionnaires that was received where valid.

4.3 Demographic Information

4.3.1 Gender

In this section, respondents for the study were asked to indicate their gender. Figure 4.1 below documents their responses. 36 out of the respondents were males indicating a percentage of 61.01 while 23 out of the respondents were females indicating a percentage of 38.98.

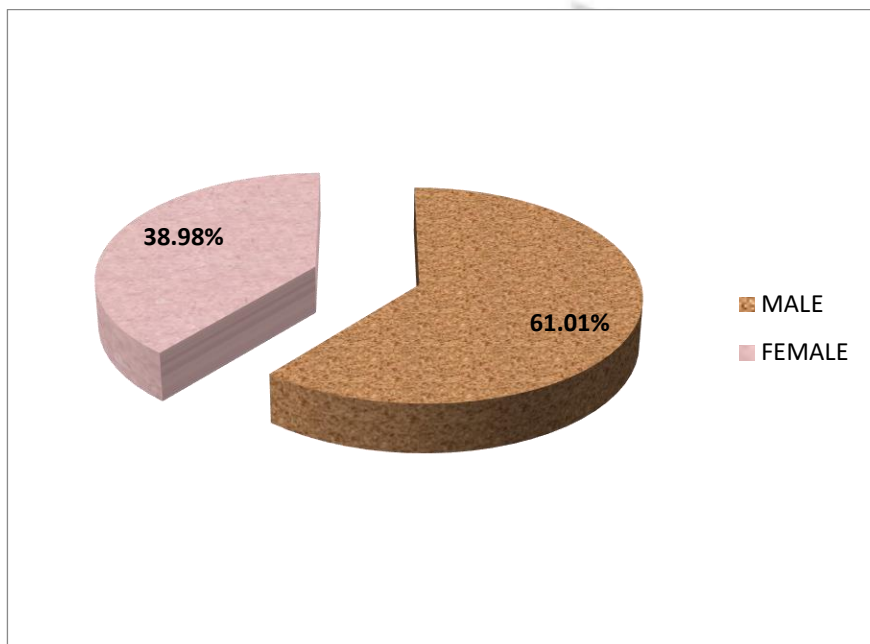


Figure 4.1: Gender of respondents

Source: Field Study, 2019.

4.3.2 Year of service

Table 4.2: Years of service

Years of service	0-4yrs	5-10yrs	11-15yrs	Above 15yrs
Respondents	12	28	11	8
Percentage	20.34%	47.56%	18.64%	13.55%

Source: Field study, 2019

Table 4.3 shows that, the majority of the respondents had five to ten (5-10) years working experience representing almost half of the total respondents. Out of the 59 respondents, 12 persons had experience below 5 years and this represents a percentage of 20.33. Eleven (11) of the respondents had 11-15 years experience, representing 18.64%. Eight (8) of the respondents had experience from 15 years and above, representing 13.55%.

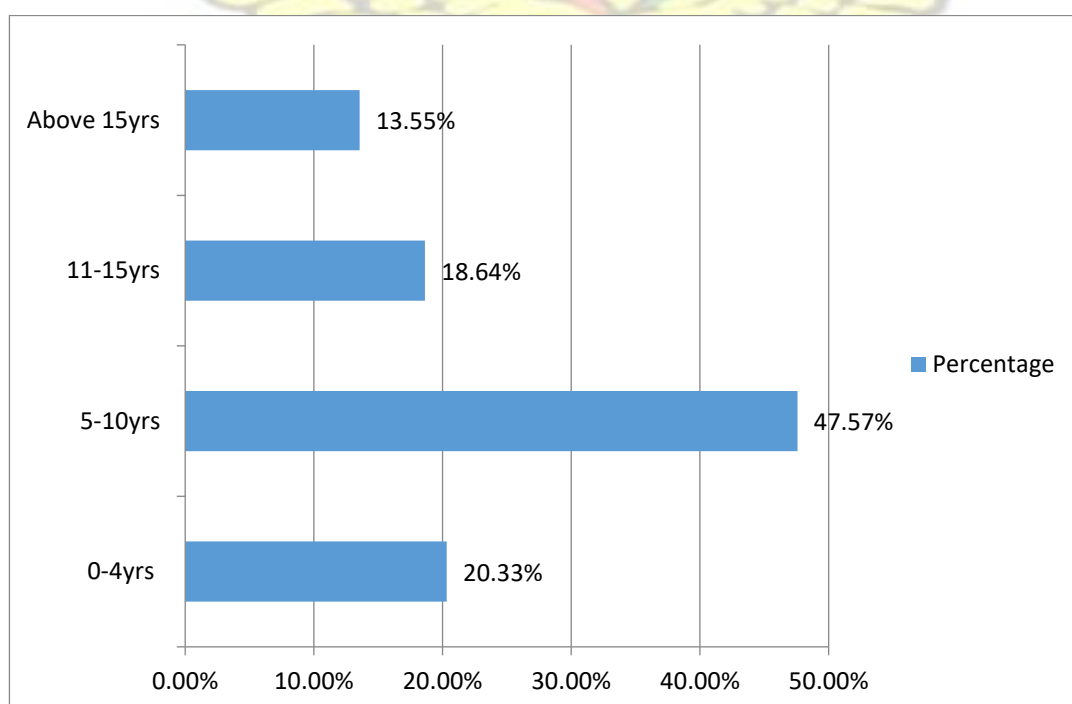


Figure 4.2: Years of service Percentage

Source: Field Study, 2019

4.3.3 Level of Education Attained

Table 4.3: Level of education attained

Level of education	PhD	MSc	BSc	Diploma
Respondents	6	15	25	13
Percentage	10.17	25.42	42.37	22.03

Source: Field Study, 2019

From table 4.3, six (6) representing 10.17% of the respondents had acquired doctorate's degree; fifteen (15) representing 25.42% of the respondents had acquired master's degree; twenty five (25) representing 42.37% were bachelor's degree holders and thirteen (13) of the respondents, representing 22.03% held acquire diploma. It can be easily noticed that holders of bachelors' degree are the majority whiles holders of doctorate's degree are the minority.

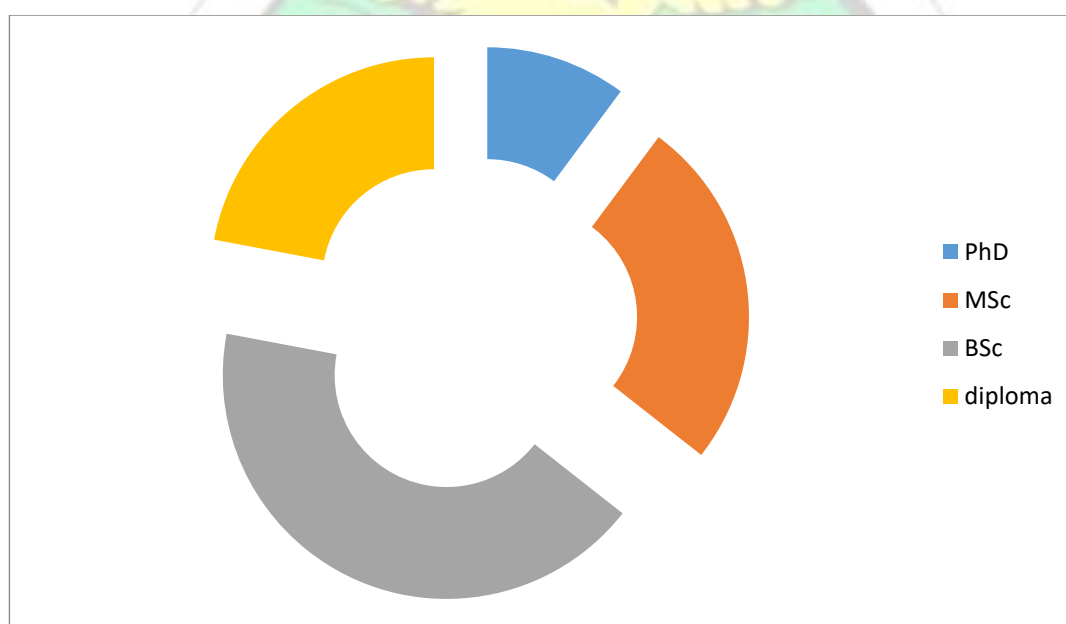


Figure 4.5: Highest level of education attained

4.4 Communication Channels Employed In Stakeholder Management

To determine the communication channels employed in stakeholder management, the ten statements about communication channels employed in stakeholder management shown in Table 2 were presented to the respondents to rate on a Likert scale of 1-5 as follows: 1 - not important 2 – fairly important 3 – not sure 4 - important 5 – very important. Furthermore the study intent to avoid bias by not numbering the (10) statements. The table 4.4 below shows the summary of response by the respondents.

Table 4.4: Communication channels employed in stakeholder management

communication channels employed in stakeholder management	1	2	3	4	5	ΣW	RII	Rank
Telephone	3	1	6	22	27	246	0834	1st
legal documents	3	5	11	17	23	229	0776	2nd
Reports	2	6	14	16	21	225	0763	3rd
face-to-face	2	5	18	12	22	224	0759	4th
e-mails	2	7	19	12	19	216	0732	5th
Memos	4	10	17	12	16	203	0688	6th
Presentations	8	12	11	10	18	195	0661	7th
Fax	6	16	10	8	19	195	0661	8th
Letter	11	8	12	9	19	194	0658	9th
Meetings	8	14	15	8	14	183	0620	10th

Source: Field Study, 2019.

Table 4.4 , shows the following result: telephone was ranked 1st with RII value of 0.834; legal document was ranked 2nd with RII of 0.776 ; reports was also ranked 3rd

with RII of 0.763; face to face was ranked 4th with RII of 0.759; e-mails was ranked 5th with RII of 0.732; memos was ranked 6th with RII of 0.688; presentations were ranked 7th with RII of 0.661; fax was ranked 8th with RII of 0.661; letter was ranked 9th with RII of 0.658 and meetings was also ranked 10th with RII of 0.620.

4.5 Factors Influencing Stakeholder In Project Performance

To identify the factors influencing stakeholders in project performance, nine statements about factors influencing stakeholder in project performance shown in Table 4.3 were presented to the respondents to rate on a Likert scale of 1-5 as follows: 1 – strongly disagree 2 – disagree 3 – not sure 4 – agree 5 – strongly agree. Furthermore the study intent to avoid bias by not numbering the (9) statements the table 4.3 below shows the summary of response by the respondent.

Table 4.5: Factors Influencing Stakeholder In Project Performance

Factors influencing stakeholders in project performance	1	2	3	4	5	Weight	RII	Rank
Vested Interest	1	4	19	15	20	226	0766	1st
Stakeholder knowledge	2	7	14	13	23	225	0763	2nd
Project monitoring	2	7	13	15	22	225	0763	3rd
Legitimacy	1	7	18	12	21	222	0753	4th
Proximity	2	6	22	14	15	211	0715	5th
Power	12	5	10	16	16	196	0664	6th
Urgency	5	10	17	17	10	194	0658	7th
Stakeholder attitude	7	19	13	11	9	173	0586	8th
Project planning	14	19	9	5	12	159	0539	9th

Source: Field Study, 2019.

Table 4.5, shows the following result: Vested interest (RII = 0.766 and ranked 1st); stakeholder knowledge (RII = 0.763 and ranked 2nd); project monitoring (RII = 0.763 and ranked 3rd); Legitimacy (RII = 0.753 and ranked 4th); proximity (RII = 0.715 and ranked 5th); power (RII = 0.664 and ranked 6th); Urgency (RII = 0.658 and ranked 7th); Stakeholder attitude (RII = 0.586 and ranked 8th); Project planning (RII = 0.539 and rank 9th).

4.6 Major Barriers To Effective Communication Among Stakeholders

To identify the major barriers to effective communication among stakeholders, twelve statements about major barriers to effective communication among stakeholders performance shown in Table 4.4 were presented to the respondents to rate on a Likert scale of 1-5 as follows: 1 – strongly disagree 2 – disagree 3 – not sure 4 – agree 5 – strongly agree. Furthermore the study intent to avoid bias by not numbering the (12) statements. The table 4.6 below shows the summary of response by the respondent

Table 4.6: Major barriers to effective communication among stakeholders

MAJOR BARRIERS TO EFFECTIVE COMMUNICATION AMONG STAKEHOLDERS	1	2	3	4	5	Weight	RII	Rank
Breaks in the flow of information	1	2	14	18	24	2.39	0.810	1st
Lack of concreteness of information	6	7	9	9	28	2.23	0.756	2nd
Faulty communication tools	3	9	9	18	20	2.20	0.746	3rd
Lack of conciseness or brevity of information	3	9	15	11	21	2.15	0.729	4th
Lack of consideration for audience and	2	17	9	11	20	2.07	0.702	5th

other stakeholders								
Lack of credibility of information	12	15	13	13	6	1.63	0.553	6th
Inadequate correctness of information	16	20	8	4	11	1.51	0.512	7th
Lack of courtesy and ethical behavior in conveying information	20	13	14	2	10	146	0495	8th
Incompleteness of information	19	16	12	4	8	143	0485	9th
improper language	25	10	12	3	9	138	0468	10th
Inadequate clarity of information	29	10	7	4	9	131	0444	11th

Source: Field Study, 2019.

Table 4.6 shows the following result: Breaks in the flow of information, Lack of concreteness of information was ranked 1st with RII value of 0.810; Faulty communication tools was ranked 2nd with RII value of 0.746 (RII = 0.746 and ranked 2nd); Faulty communication tools (RII = 0.746 and ranked 3rd); Lack of conciseness or brevity of information (RII = 0.729 and ranked 4th); Lack of consideration for audience and other stakeholders (RII = 0.702 and ranked 5th); Lack of credibility of information (RII = 0.553 and ranked 6th); Inadequate correctness of information (RII = 0.512 and ranked 7th); Lack of courtesy and ethical behavior in conveying information (RII = 0.495); Incompleteness of information (RII = 0.485); improper language (RII = 0.468); and inadequate clarity of information the least.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter basically provides a summary of the research study and a presentation of the findings of the research. This chapter involves a discussion on how the objectives were achieved and findings, recommendations based on the findings, suggestions for future research and finally a conclusion for the entire work is made.

5.2 SUMMARY OF FINDINGS

The aim of the research to assess the impact of communication on stakeholder management with focus on selected projects executed by the Sekondi-Takoradi Metropolitan Assembly in Ghana.

5.2.1 Objective 1: To identify the predominant channels of project communication by the Sekondi-Takoradi Assembly.

Communication is defined as the process of interaction between individuals in which meaning is created and shared. With a comprehensive review of literature, ten (10) predominant channels were discovered. Using RII, these predominant channels were ranked and according to the responses, telephone was ranked first with RII of 0834, followed by legal document with RII of 0776. Reports, face to face and emails were ranked third, fourth and fifth respectively with an RII value of 0763, 0759 and 0732 respectively.

5.3.1 Objective 2: To assess the impact of the various communication channels employed in stakeholder management in the Sekondi-Takoradi Metropolitan Assembly.

With this second objective, respondents were asked to rank the Factors Influencing Stakeholder In Project Performance. Vested interest was ranked first with an RII value of 0.766, followed by stakeholder knowledge which was ranked second with RII value of 0.763. Project monitoring, legitimacy and proximity were ranked 3rd, 4th and 5th with RII values of 0.763, 0.753 and 0.715 respectively.

5.4.1 Objective 3: To determine the major barriers to effective communication amongst stakeholders with respect to Sekondi-Takoradi Metropolitan Assembly.

With this third objective, respondents were asked to rank the major barriers to effective communication amongst stakeholders with respect to Sekondi-Takoradi Metropolitan Assembly. Breaks in the flow of information with a RII value of 0.810 was ranked first, followed by lack of concreteness of information with RII value of 0.756. Faulty communication tools, lack of conciseness or brevity of information and lack of consideration for audience and other stakeholders were ranked 3rd, 4th and 5th respectively with RII value of 0.746, 0.729 and 0.702.

5.3 CONCLUSION

By researching into the communication channels employed in stakeholder management, it was concluded that, telephones, legal documents, face to face and emails were the most employed predominant channels in project communication by the Sekondi-Takoradi Assembly. The key factor influencing stakeholders in project performance was also identified as vested interest. Stakeholder excitement for an endeavor is considered by various experts to be a segment impacting the accomplishment consequence of an endeavor which is deemed as the most

influencing factor when it comes to stakeholders in project performance. Breaks in the flow of information should be addressed and mitigated.

5.4. Recommendation

Base on the outcome of this research, the following recommendations are suggested to help assess the impact of communication on stakeholder management with focus on selected projects executed by the Sekondi-Takoradi Metropolitan Assembly in Ghana

- First recommendation, the usage of telephones, legal documents, reports and face-to-face communication should be encouraged as this helps boost management of stakeholders.
- Second recommendation, audience and stakeholders should be given enough consideration when communicating important message. This will ensure that messages are well circulated and the intended meaning of the message will not be harmed .
- Thirdly, the outcome of the study calls for an improvement of telecommunication since it was ranked as the most preferred medium of communication in this regard.
- Also, the interest of stakeholders should be of paramount concern and should be considered and addressed in a professional manner to prevent stakeholder – manager conflict.

5.5 Suggestion For Further Research

The researcher suggested that additional research should be carried out in wider range since this study has been narrowed to Secondi-Takoradi municipality. Also enough time should be allotted to students so as to be able to conduct a thorough and in depth study in this field even though there is no enough time available since this study is an academic work.



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APPENDIX I

QUESTIONNAIRES

RESEARCH TOPIC: IMPACT OF COMMUNICATION IN STAKEHOLDER MANAGEMENT

INTRODUCTION

The researcher is a final year student of Kwame Nkrumah University of Science and Technology-Kumasi and from the Department of Building Technology. He intends to execute this research as part of the university's academic requirement for the completion of his degree of Master of Project Management. Your objective response to this questionnaire is an invaluable aid to this research work. All information provided will be treated as confidential and for academic purposes only. There are no right or wrong answers.

In case of any doubt/s or need for clarification, please contact any of the addresses given below.

Thank You.

Supervisor

Student

SECTION A – DEMOGRAPHIC QUESTIONS

Below are some demographic questions. Kindly respond appropriately by ticking.

1. What is the highest level of education you have attained?

☐ PhD ☐ M.Sc. ☐ B.Sc. ☐ Diploma

Others, Please specify.....

2. For how long have you been staying in Sekondi-Takoradi metropolitan Assembly?

☐ 0-4 yrs ☐ 5-10 yrs ☐ 11-15yrs ☐ Above 15 yrs

3. How conversant are you with the concept of communication in stakeholder management.

☐ Very Conversant ☐ Conversant ☐ Not Sure ☐ Fairly Conversant ☐ Not Conversant

SECTION B – VARIOUS COMMUNICATION CHANNELS EMPLOYED IN STAKEHOLDER MANAGEMENT IN THE SEKONDI-TAKORADI METROPOLITAN ASSEMBLY

Below are the various communication channels employed in stakeholder management in the sekondi-takoradi metropolitan assembly, kindly express your opinion on (how important) they are by ticking the appropriate cell. Use the following likert scale:

1 Not Important 2 Fairly Important 3 Not Sure 4 Important 5 Very Important

VARIOUS COMMUNICATION CHANNELS EMPLOYED IN STAKEHOLDER MANAGEMENT IN THE SEKONDI- TAKORADI METROPOLITAN ASSEMBLY	1	2	3	4	5
face-to-face					
telephone					
meetings					
presentations					
e-mails					
fax					
memos					
letter					
reports					
legal documents					
Others (Please specify)					

SECTION C– FACTORS INFLUENCING STAKEHOLDERS IN PROJECT PERFORMANCE

Please from your experience; express your opinion on the extent to which you agree or disagree that these are factors influencing stakeholders in project performance.

Use the following Likert scale:

1 Strongly Disagree 2 Disagree 3 Not Sure 4 Agree 5 Strongly Agree

FACTORS INFLUENCING STAKEHOLDERS IN PROJECT PERFORMANCE	1	2	3	4	5
power					
Legitimacy					
Urgency					
proximity					
Vested Interest					
Stakeholder attitude					
Stakeholder knowledge					
Project planning					
Project monitoring					
Others (Please specify)					

SECTION D- MAJOR BARRIERS TO EFFECTIVE COMMUNICATION
AMONG STAKEHOLDERS WITH RESPECT TO SEKONDI-TAKORADI
METROPOLITAN ASSEMBLY.

Below are major barriers to effective communication among stakeholders with respect to sekondi-takoradi metropolitan assembly.

From your experience, kindly express your opinion on (how important) they are by ticking the appropriate cell. Use the following likert scale:

1 Not Important 2 Fairly Important 3 Not Sure 4 Important 5 Very Important

MAJOR BARRIERS TO EFFECTIVE COMMUNICATION AMONG STAKEHOLDERS WITH RESPECT TO SEKONDI-TAKORADI METROPOLITAN ASSEMBLY.	1	2	3	4	5
Incompleteness of information					
Lack of conciseness or brevity of information					
Lack of consideration for audience and other stakeholders					
Inadequate clarity of information					
Lack of concreteness of information					
Lack of courtesy and ethical behavior in conveying information					
Inadequate correctness of information					

Lack of credibility of information					
Faulty communication tools					
breaks in the flow of information					
improper language					
Others (Please specify)					

