

**EXPLORING THE CRITICAL SUCCESS FACTORS FOR STAKEHOLDER  
MANAGEMENT IN CONSTRUCTION PROJECTS**

By

Frank Pobi

(BSC. Quantity Surveying and Construction Economics)

A Dissertation 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 acknowledgment is made in the thesis.

**Frank Pobi (PG5040018)** .....  
**Signature** ..... **Date**

**Certified by:**

**Dr. Emmanuel Adinyira** .....  
**supervisor** ..... **Signature** ..... **Date**

**Certified by:**

**Prof. Bernard Kofi Baiden** .....  
**Head of Department** ..... **Signature** ..... **Date**

## **ABSTRACT**

The aim of the study was to explore the critical success factors for stakeholder management in construction projects in Ghana. Three (3) objectives were set which were to identify the challenges associated with stakeholder management in the Ghanaian construction industry, to identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry and to identify the critical success factors for stakeholder management in the Ghanaian construction industry. The study adopted a quantitative research strategy and a survey research technique. Hence an extensive literature review was conducted for each objective and based on it; a structured questionnaire was developed to aid in collecting data from the respondents to ascertain their perspectives regarding the subject of the study. The questionnaire was distributed to 61 respondents and 49 were retrieved for the analysis. The data collected was analyzed using mean score ranking and percentages. For the objective one, it was realized that, the most severe challenge of stakeholder management was unclear stakeholder followed by unidentified stakeholders and negative community reactions to project implementation. For the objective two (2) it was realized that, poor stakeholder communication was ranked as the most significant cause of the challenge of stakeholder management followed by inexperienced project manager and lack of stakeholder assessment. For the objective three, the most significant CSF was effective communication and engagement. The second ranked factor was identifying and analysing potential conflicts among stakeholders. The third ranked factor was effective and efficient stakeholder identification. Based on the findings, it was recommended that, construction firms should efficiently identify all stakeholders involved in a project in other to effectively prescribe strategic management plans and construction firms should develop clear and effective communication structures among stakeholders to ensure that, the stakeholders are properly engaged during project execution.

## TABLE OF CONTENT

<b>DECLARATION</b> .....	ii
<b>ABSTRACT</b> .....	iii
<b>TABLE OF CONTENT</b> .....	iv
<b>LIST OF TABLES</b> .....	vii
<b>LIST OF FIGURES</b> .....	viii
<b>ACKNOWLEDGEMENT</b> .....	ix
<b>DEDICATION</b> .....	x
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION</b> .....	1
1.1 BACKGROUND OF THE STUDY .....	1
1.2 PROBLEM STATEMENT .....	3
1.3 RESEARCH QUESTIONS .....	4
1.4 AIM OF THE STUDY .....	4
1.5 OBJECTIVES OF THE STUDY .....	4
1.6 SIGNIFICANCE OF THE STUDY .....	5
1.7 SCOPE OF THE STUDY .....	5
1.8 METHODOLOGY .....	5
1.9 STRUCTURE OF THE REPORT .....	6
<b>CHAPTER TWO</b> .....	8
<b>LITERATURE REVIEW</b> .....	8
2.1 INTRODUCTION .....	8
2.2 CONCEPTUAL REVIEW .....	8
2.2.1 Overview of the nature of construction projects.....	9
2.2.2 Overview of the concept of Critical Success Factors (CSFs).....	12
2.2.3 The concept of stakeholder management .....	14
2.2.4 Stakeholder engagement.....	18
2.3 EMPIRICAL REVIEW .....	19
2.3.1 The challenges associated with stakeholder management.....	19
2.3.1.1 Unclear stakeholders.....	19

2.3.1.2 Unidentified stakeholders .....	20
2.3.1.3 Unreasonable stakeholders .....	20
2.3.1.4 Negative community reactions to the project .....	21
2.3.1.5 Limited project time .....	21
2.3.1.6 High cost associated with stakeholder management .....	21
2.3.2 The causes of the challenges associated with stakeholder management .....	22
2.3.3 The critical success factors of stakeholder management in the construction industry.....	23
2.3.3.1 Effective communication and engagement of stakeholders .....	23
2.3.3.2 Identifying and analyzing potential conflicts among stakeholders.....	24
2.3.3.3 Management of stakeholders with social responsibilities .....	24
2.3.3.4 Effective and efficient stakeholder identification.....	24
2.3.3.5 Effective assessment of stakeholder behavior .....	25
2.3.3.6 Establishment of a clear project scope.....	25
2.3.3.7 Evaluating and understanding of stakeholder interest .....	25
2.3.3.8 Formulation of effective strategies to manage stakeholders.....	25
2.3.3.9 Provide accurate cost information for sponsors.....	26
2.4 SUMMARY OF CHAPTER .....	26
<b>CHAPTER THREE</b> .....	28
<b>RESEARCH METHODOLOGY</b> .....	28
3.1 CHAPTER OUTLINE.....	28
3.2 RESEARCH STRATEGY.....	28
3.3 RESEARCH DESIGN.....	30
3.4 RESEARCH APPROACH .....	31
3.5 RESEARCH METHOD .....	32
3.6 SOURCE OF DATA .....	33
3.7 POPULATION AND SAMPLE SIZE .....	33
3.8 DATA COLLECTION .....	34
3.9 DATA ANALYSIS .....	35
<b>CHAPTER FOUR</b> .....	36
<b>DATA ANALYSIS AND DISCUSSION</b> .....	36
4.1 INTRODUCTION .....	36

4.2 DEMOGRAPHIC DATA .....	36
4.2.1 Firms category .....	37
4.2.2 Academic qualification .....	38
4.2.3 Level of experience.....	39
4.3 MEAN SCORE RANKING .....	40
4.3.1 Challenges associated with stakeholder management .....	40
4.3.2 Causes of the challenges associated with stakeholder management .....	42
4.3.3 Critical success factors for stakeholder management .....	43
4.4 SUMMARY OF FINDINGS .....	45
<b>CHAPTER FIVE .....</b>	<b>47</b>
<b>SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION .....</b>	<b>47</b>
5.1 INTRODUCTION .....	47
5.2 SUMMARY OF FINDINGS .....	48
5.2.1 Objective one: To identify the challenges associated with stakeholder management in the Ghanaian construction industry .....	48
5.2.2 Objective two: To identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry.....	48
5.2.3 Objective three: To identify the significant critical success factors for stakeholder management in the Ghanaian construction industry.....	49
5.3 CONCLUSION.....	49
5.4 LIMITATIONS OF THE STUDY .....	50
5.5 RECOMMENDATIONS.....	50
<b>REFERENCES .....</b>	<b>52</b>
<b>APPENDIX.....</b>	<b>62</b>

## LIST OF TABLES

Table 2.1: Causes of the challenges to stakeholder management.....	23
Table 4.1: Ranking of the challenges associated with stakeholder management.....	41
Table 4.2: Ranking of the causes of the challenges.....	43
Table 4.3: Ranking of CSFs for stakeholder management.....	44

## LIST OF FIGURES

Figure 1.1 Structure of the report .....	7
Figure. 2.1: Construction project life-cycle .....	11
Figure 2.2. Typical primary and secondary stakeholder identification .....	16
Figure 2.3 Typical internal stakeholders of an organisation.....	17
Figure 3.1: Research Onion .....	29
Figure 4.1: Firm's category .....	37
Figure 4.2: Academic qualification .....	38
Figure 4.3: Firm's category .....	39

## **ACKNOWLEDGEMENT**

I would like to acknowledge the Almighty God for giving me the strength to complete this work. I would also like to express my special thanks and gratitude to my Supervisor and all my lecturers and course teaching assistants who gave me this opportunity and fruitful guidance to do this project on the topic (exploring critical success factors in Stakeholder management in construction industry). By embarking on this project, I have been enriched with in-depth information which will help me in my field of work today and the future ahead

## **DEDICATION**

I dedicate the entire work to almighty God for seeing me through this programme.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

According to Ofori (2012), the construction industry is directly associated with the development of the country's economy. The major function of the construction industry in any country is the provision of infrastructure for development. Research has shown that, about 75% of the budget of district assemblies are spent on construction projects (Crook 1994). From the Ghana Statistical Service (2015), the construction industry contributed an average of 14.8% of the GDP. Furthermore, the construction industry employed a substantial amount of the working force of the country. Therefore, the success of construction is very crucial in realizing the goals of the industry.

Numerous studies have shown the significance of effective stakeholder management in construction project success (Newcombe, 2003; Olander and Landin 2005; El-Gohary et al. 2006). Moloney (2006), defined a stakeholder as an individual or an organization that gains profit from another individual or organization. According to Laplume (2000), a stakeholder is an individual or an organization who can affect or is affected by a project. Bagozzi and Yi (1998) indicated that, stakeholders comprise of various entities. These include the government or other institutions which can support or be against the achievement of the aim of a project. Laplume (2000) categorized stakeholders into two types. These are internal and external stakeholders. The category on internal stakeholders consist of clients, suppliers and employees. On the other hand, the category of external stakeholders comprises of the government, environmental agencies and users. The construction industry is very complex as it comprises of numerous stakeholders and

varying interactions among themselves. The stakeholders in a construction projects plays very important roles hence it is very important to adequately give attention to them as lack of adequate attention to the stakeholders can contribute to the failure of the project (Legris and Collette, 2006). Therefore, it is important to effectively manage the needs of the stakeholders to increase the probability of achieving project success.

Chinyio and Olomolaiye (2010) described stakeholder management as a process that involves identifying and categorizing stakeholders. Cleland (1999), described three (3) basic steps involved in stakeholder management. They included the identification of the type of stakeholder, analysing the identified stakeholder and finally classifying the stakeholder and formulating strategies to effectively manage the stakeholder. The management of stakeholders is a key factor to project success (Jergeas et al., 2000). Stakeholder management is a way of addressing the issues concerning stakeholder interest and establishing a harmonized stakeholder relationship in a hostile project environment. Newcombe (2003), opined that, stakeholders can antagonize the successful outcome of a construction project as they have the power, urgent claim and expectations. Olander (2006) opined that, the needs of stakeholders in the construction industry are mostly in conflict with each other. Stakeholder management is very critical for the successful execution of a project as the threats and opportunities they carry can affect project objectives like cost and time. Thus, stakeholder management hold huge prospects to enhance the performance of the construction industry. However, the management of stakeholders possess its own challenges and varying processes that must be executed.

Every construction project is unique; therefore, it is imperative for construction project managers to know the essentials for managing stakeholders (Cleland and Ireland, 2002). Rockart (1979) cited by Yang et al. (2009), used the Critical Success Factors (CSFs) approach in identifying the essentials of a management process. CSFs can be described as

critical aspects of managerial planning and actions that must be executed in order to achieve effectiveness (Saraph et al. 1989). Exploring these factors will aid in improving the success rate of stakeholder management which will have a ripple effect on the performance of the construction industry. Therefore, this study is being conducted to explore the critical success factors for stakeholder management in construction projects in Ghana.

## **1.2 PROBLEM STATEMENT**

The successful execution of construction projects in Ghana aids in development of the country however, construction projects cannot be successfully executed without considering and dealing with the stakeholders involved (Eskerod and Jepsen, 2013). According to PMI (2013), projects are considered as a failure if the stakeholders involved are not satisfied with the outcome. Therefore, in order to enhance the delivery of construction projects, construction managers must develop their stakeholder management skills. Effective stakeholder management holds numerous benefits for the construction industry however, the construction industry holds a very poor record of stakeholder management in the last decade (Loosemore, 2006). This poor record emanates from the complexity and uncertainty of construction projects. The process of stakeholder management is not a mere control of individuals or organizations; however, it involves a strategic way of identifying, prioritizing, analyzing and monitoring all the activities executed by the stakeholders so as to achieve a substantial amount of project success (Lock, 2007; Eskerod and Jepsen 2008).

The successful execution of stakeholder management is affected by numerous factors. Also, there are different ways suggested by various scholars in executing the stakeholder management process. Furthermore, Cleland and Ireland (2002), opined that, it is

significant for the project team to know whether or not they are successfully managing the stakeholders involved in their project. It is therefore important to identify and consider the critical success factors CSFs to enhance the stakeholder management process. Therefore, this study is being conducted to explore the critical success factors for stakeholder management in construction projects in Ghana.

### **1.3 RESEARCH QUESTIONS**

The study seeks to answer the following questions;

1. What are the challenges associated with stakeholder management in the Ghanaian construction industry?
2. What are the causes of the challenges associated with stakeholder management in the Ghanaian construction industry?
3. What are the critical success factors for stakeholder management in the Ghanaian construction industry?

### **1.4 AIM OF THE STUDY**

The aim of the study is to explore the critical success factors for stakeholder management in construction projects in Ghana.

### **1.5 OBJECTIVES OF THE STUDY**

The study has three objectives. They are;

1. To identify the challenges associated with stakeholder management in the Ghanaian construction industry;

2. To identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry; and
3. To identify the significant critical success factors for stakeholder management in the Ghanaian construction industry.

### **1.6 SIGNIFICANCE OF THE STUDY**

Exploring the CSFs for the successful management of stakeholders cannot be over emphasized. This is because, the successful management of stakeholders will improve stakeholder satisfaction thus enhancing the possibility of realizing project success. Furthermore, the outcome of this study will equip construction managers to successfully manage construction project stakeholders. The study will also add up to existing literature on CSFs of stakeholder management. The success of stakeholder management is essential for construction project delivery as high project success rate consequently affects the infrastructural development of the study.

### **1.7 SCOPE OF THE STUDY**

The study was limited to only construction firms in Ghana. Contractors are hugely involved in the construction of a project and thus, they are responsible for managing the needs of the stakeholders involved in the project. All the category of contractors was involved in order to fully ascertain contractor's perception on the aim of the study. However, only construction firms in the Accra metropolis were contacted for response.

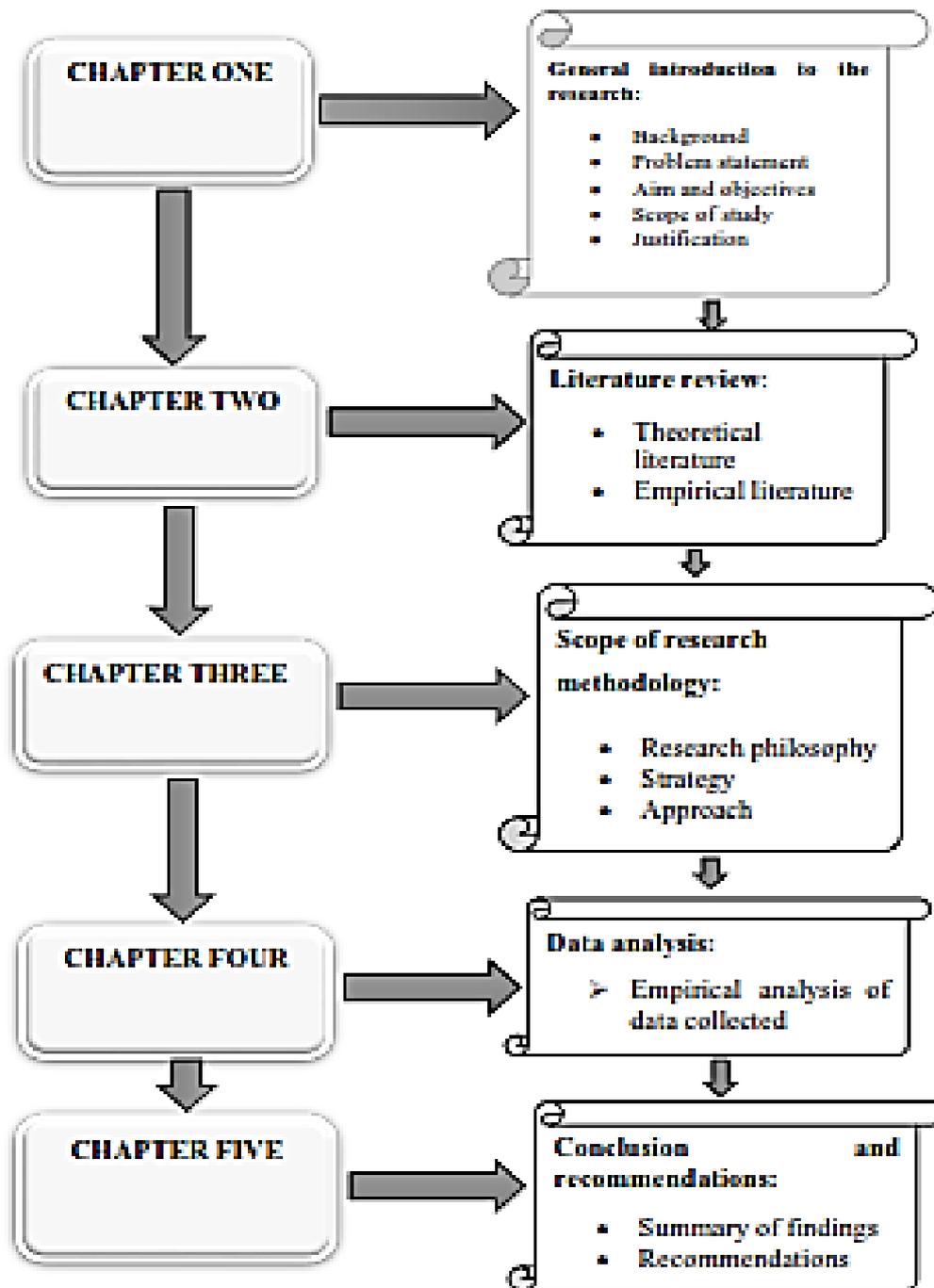
### **1.8 METHODOLOGY**

The study adopted a purely quantitative research method. This study was conducted through the review of relevant literature and analysing the research papers gotten. This

aided in the development of a structured questionnaire to be answered by contractors.. Their responses were coded in SPSS and subsequently analysed using mean score ranking technique. Furthermore, this research made use of only primary data as a source of information for the study. Primary data are collated by the researcher as such data may not be available. Therefore, the collection of primary data implies that, new data are added to existing store of social knowledge that are made available for use to the general research community. Details of the methodology are discussed in the Chapter three.

### **1.9 STRUCTURE OF THE REPORT**

The chapter one (1) constitutes the general introduction to the study. The introduction of the study touches on the background of the research, the problem statement, research aim, research objectives, the scope, significance of the study and the methodology. The chapter two (2) involved a comprehensive review of literature pertaining to the study. The chapter three (3) gave an elaborate discussion on the methods, approaches and strategies employed for this study. It also discusses the type, method and processes of collating and analysing the data. The chapter four (4) provided a report on the analysis of the data collected from the respondents. It establishes the procedures adopted for the analysis and a discussion of the results of the analysis. The chapter five (5) summarized and gave a conclusion to the entire report. This includes a discussion on how the objectives were achieved, the findings and recommendations made.



**Figure 1.1 Structure of the report**

Source: Author's construct, (2019)

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter focuses on the review of literature pertaining to the area of study. The review of literature is a significant part of every study as it aids in the development of a survey instrument for the study. It also helps in establishing the background of the work so as to fit it in an area of study. For this study, the review was separated into a conceptual review and empirical review. The conceptual review aids in the provision of definitions and highlights on some issues related to the study. For the conceptual review, an overview of the nature of the construction industry was done followed by an overview of the concept of critical success factors. Then, the concept of stakeholder management was reviewed and finally a review of stakeholder engagement.

The empirical review focused on past research studies and outcomes similar to the current study. With the empirical review, the challenges associated with stakeholder management was reviewed followed by the causes of the challenges and finally the critical success factors of stakeholder management. This chapter concluded with a summary of this chapter.

#### **2.2 CONCEPTUAL REVIEW**

This section concentrates on the conceptual review. With the conceptual review, there is a provision of definitions, concepts and highlights on some issues related to the industry and the study.

### **2.2.1 Overview of the nature of construction projects**

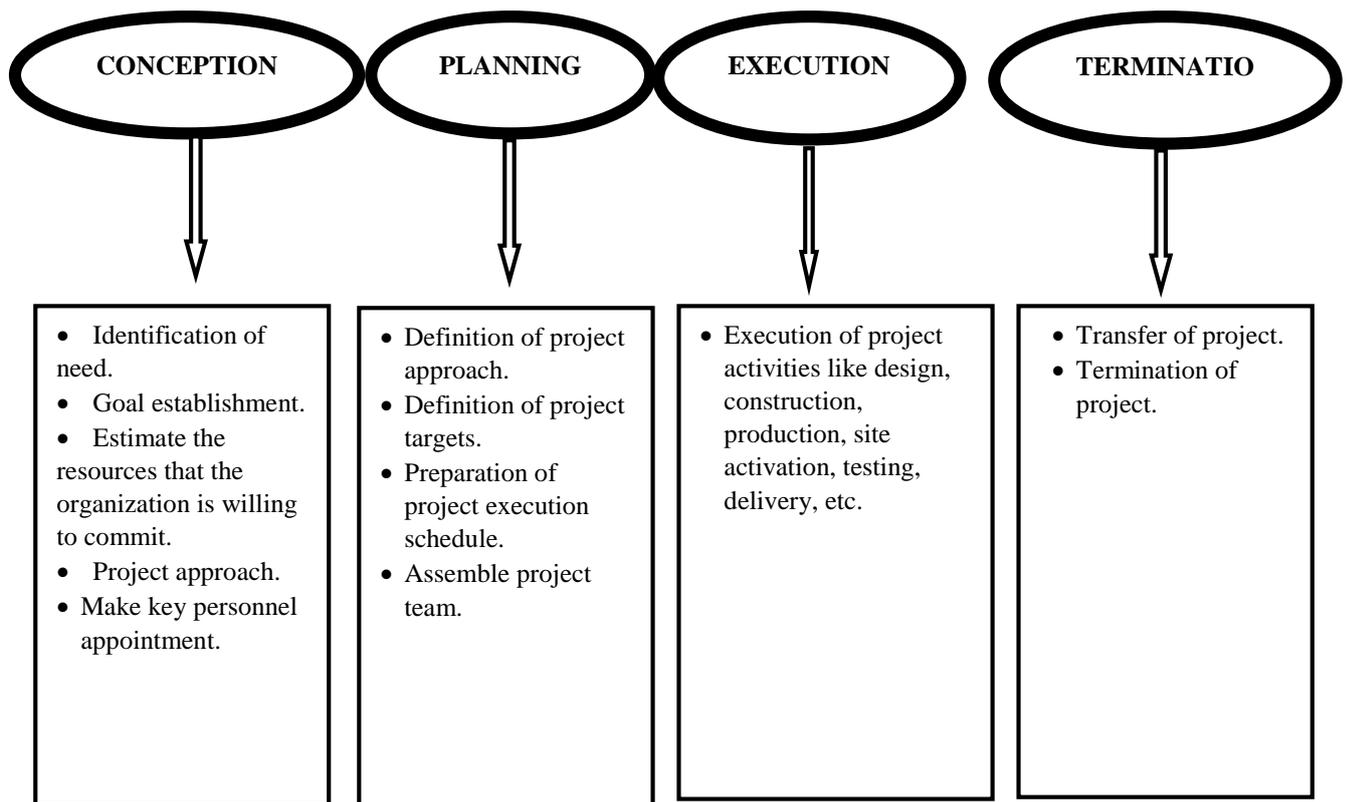
According to Ghana Statistical Services, (2015) the Ghanaian construction industry experienced a growth rate of 30.6% and a share of 14.8% of nominal GDP. Therefore, the Construction Industry is the largest growing industry in Ghana. According to Agyakwa-Baah (2007), the Ghanaian Construction Industry is directly linked to the Ghanaian economy because the Ghana's government is regarded as the biggest client in the industry. The Ghanaian construction industry has experienced a steady growth from 26.6% in 2014 to 26.9% in 2015 (Ghana Statistical Services, 2015). Even though the construction industry in Ghana has experienced steady growth over the years, there are inherent problems facing the industry.

A report written by the Road sector of the industry in 2000 indicated series of challenges facing the sector. They included considerable maintenance problems, ineffective reporting and management information system, decentralization of the road sector, inability to secure adequate working capital, poor workmanship and so on. The building segment of the industry also faces similar problems and requires serious attention. Due to these inherent problems, the industry faces performance problems in terms of cost, time, quality, safety and health of the workers. These problems brought out the need to develop national programs to improve the effectiveness and efficiency of the industry. There is a close relationship between economic growth and the construction industry as construction activities aid in the provision of physical infrastructure and asset-based-development upon which growth and development are realized (Songwe, 2014). Therefore, it is very crucial to enhance the performance of the construction industry in order to experience significant economic growth. Stakeholders in a construction project are crucial in the achievement of project success. Therefore, it is very significant to effectively manage them to ensure that,

the best is realized from the input. Hence studying the critical success factors in stakeholder management is an imperative area to explore.

According to Fewings et al. (2005), construction project life cycle from the client's perspective begins at the moment there is a formal recognition of project aims and continues from assembling of project team through to the delivery of these aims also known as project completion stage. The life cycle of a construction project may vary depending on the viewpoint of the stakeholder and also, not all firms are involved in a construction project right from inception to completion. Thus different sections of the life cycle are mostly managed by different people. For instance, a main contractor's firm is involved from tendering to handover of the project before the client's fitting out- just two parts of the client's project life cycle.

Figure 2.2 shows a diagram of the main elements of the lifecycle of a construction project in four phases. The first phase is the conceptual phase where the project needs are determined and goals are established. Also there is an estimation of the resources that will be needed for the execution of the project and sometimes the key personnel for the project are appointed. The second phase is the planning phase where project targets are identified and schedules are prepared for the execution stage. Also, the project team are selected at this stage. Phase three is the execution phase. At this stage, the main work itself is undertaken which includes design, construction. Production, site activation, testing, delivery, etc. The last phase which is phase four is where the project is finally transferred to the client.



**Figure. 2.1: Construction project life-cycle**

*Source: Cleland and King, (1983)*

Project management literally means the day to day running of a project. Project management practices differs for every organization and the performance of the project is what decides if the practice is optimal. Bryde (2003) indicated that the differences in project management practices may be attributed to factors such as the kind of organization, the type and purpose of the project and also the level of performance preferred. Gowan and Mathieu (2005) indicated that the type of project management practices adopted for a project depends largely on the kind of organization. And this subsequently inform the project management team formation. According to PMI (2004), there exist five distinct project management processes; the initiation, planning, execution, monitoring and closing stages. However, in every stage the role of monitoring and controlling is very critical.

The construction industry is one of the significant sectors that helps in the development of an economy of every country. However, the industry is famous for its complexity and

multi- dimensional nature. Furthermore, the construction industry is controlled by physical infrastructure and asset based – lending as a development. The physical infrastructure developed through construction activities help the country in its economic development. This is because, it forms the basis of facilitating productive activity by allowing goods and services to be distributed within and outside the country (Ofori, 2012). The construction industry also creates broad base for employment, capital formation and technological development. Nhabinde et al. (2012) postulated that, the construction industry holds an enormous future prospect. The industry employs approximately 10% of the working population in addition to its 5% - 10% contribution to GDP in all countries (Ofori, 2012). Also, there are a large number of stakeholders involved in the construction industry (Dadzie and Acquah, 2012), who are individuals or group of individuals who can be affected or is affected by the achievement of the objectives of an organization. These characteristics of the construction industry makes its very complex and more susceptible to low performance. However, expediting the processes involved in construction increases the benefits of the industry to the country.

### **2.2.2 Overview of the concept of Critical Success Factors (CSFs)**

Critical success factors can be described as factors that have a strong relationship with success of an organization or a concept. Hence an increase or decrease in measure of the particular factor can lead to success depending on whether it is a favorable or unfavorable factor. Rockart (1981) was the first user of CSFs in project management. He indicated that, CSFs are factors that are critical to the success of a project. Hence, CSFs are a set of factors in which achieving satisfactory results will ensure that there is a successful competitive performance for an individual or organization. According to Frese and Sauter (2003), good planning, effective communication and proper leadership are some CSFs in project

execution. Therefore, if there is a satisfactory result in project planning, it will have a ripple effect in achieving a successful project. According to Kerzner (1987) CSFs are components that are needed to setup an environment where projects realize a consistent level of excellence. These definitions imply that, the improvement of any CSF will improve the success of a project.

Project success is a very complex concept and there exist various school of thought on the description and measurement of the concept. Generally, project success can be described as the process of meeting the requisite expectations of stakeholders as well as the product performing its intended purpose. The two major areas that research on project success touches are project success criteria and examination of critical success factors. In rare occasions, the two concepts are combined and they act as a connector between critical success factors and success criteria. Also it is very important to clearly distinguish between the two project success concepts. This is because it is very common to read articles that does not clearly define the distinction between them (Lim & Mohamed, 1999).

Project success criteria basically deals with a number of parameters used to judge a successful project while critical success factors talk about the situation that increases the success rate of a project. A classic and more measurable way to deal with the issue of determination of a successful project is to come out with an unambiguous and easy to use formula that the stakeholders to the project can see reasonable and can agree to it (Dvir, Raz and Shenhar 2003). Therefore, the cost, quality, time triangle was adopted as the way of accessing project success.

Many researchers criticized this judgement as they saw it to have limited scope (Hazebroucq & Badot, 1996). Therefore, client satisfaction was added as another criterion for project success. Further research conducted by (Baccarini, 1999; Lim and Mohammed

1999) introduced various factors to project success therefore moving from triangle to hexagon.

### **2.2.3 The concept of stakeholder management**

According to Freeman (1984), stakeholders are groups or individuals who can affect or are affected by the activities of an organization. Moloney (2006), also described stakeholders are individuals or groups that benefits from an organization. Stakeholders can basically be affected or can affect the activities of an organization. Stakeholders are beneficial if they can help an organization achieve its goals. Hence, Gibson (2000), opined that, stakeholders have the capacity to be either a threat or a benefit to the running of an organization. Having stakes in an organization can arise from different sources. For instance, stakes can be generated by economic and other considerations. According to Mitzberg (1995), stakes can also be generated from cultural and political factors. The Government can also be categorized as a stakeholder as they obviously affect organizations and groups through their fiscal and regulatory policies (Moloney,2006). Government is a type of stakeholder with unique interests. Their involvement with firms is on a different level and scale.

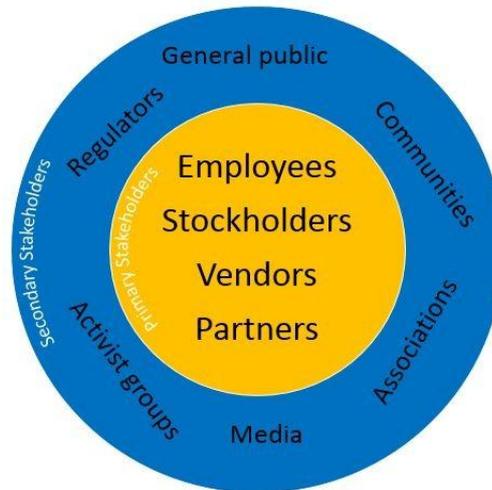
There are numerous stakeholders in the construction industry. They may include the clients and end-users of facilities, project managers, facilities managers, designers, shareholders, legal authorities, employees, subcontractors, suppliers, process and service providers, competitors, banks, insurance companies, media, community representatives, neighbors, general public, government establishments, visitors, customers, regional development agencies, the natural environment, the press, pressure groups, civic institutions, etc. (Newcombe, 2003; Smith and Love, 2004). Each of these would influence the course of a project at some stage. Some bring their influence to bear more often than others. If diverse

stakeholders are present in construction undertakings, then the construction industry should be able to manage its stakeholders.

The evolution of stakeholder management began from business management which aimed to describe, understand, analyse and manage stakeholders (Ezekiel and Paul, 2010). The concept of modern stakeholder management can be attributed to Freeman (1984) as he is seen as the pacesetter of the concept. Stakeholder management evolved from corporate social responsibility which is underlined by the principle of ethics, social and economic considerations. According to Moloney (2006), organizations that hold social responsibility in high esteem conduct themselves in an ethical manner. The management of the different stakes is influenced by this attitude. The whole concept of Stakeholder management relies on the ability to manage relationships so as to influence stakeholders to conduct themselves in manner that support the achievement of the organization's objectives. Moloney (2006) postulated that the main idea is for businesses and pressure groups have to manage their relationships with those external entities so as to enable them to obtain their objectives. The concept of Stakeholder management is ideally for the creation and sustaining a conducive environment for a successful project. (Vogwell, 2002).

Project stakeholders can be classified into primary and secondary stakeholders. Primary stakeholders are those without their direct involvement or participation, the project cannot succeed (Clarkson, 1995). Primary stakeholders include project promoters, investors, consultants, contractors, suppliers and end users. Primary stakeholders also include public stakeholders such as the government, statutory regulatory authorities who establish the appropriate legal framework within which projects can operate. Secondary stakeholders, on the other hand, have no direct impact on the project execution and are therefore not vital to its realization. They include, for example, NGOs' and special interest groups.

However, though without any direct impact, they can strongly influence or impact a project (Clarkson, 1995).



**Figure 2.2. Typical primary and secondary stakeholder identification**

Source: Clarkson, (1995)

Stakeholder identification can further be expanded by extent of claim or ownership of a project. This is one of the common indices for identifying stakeholders; their intrinsic involvement in the project including the nature of their connection with the project. It also involves the extent of responsibility of stakeholders to the project and ultimately to which degree such behavioural patterns can be readily mapped out. In that regard, stakeholders' can either be internal or external to project.

#### **2.4.2.2. Internal and External Stakeholders**

The description of internal and external stakeholders can be taken literally; that is, within or outside a project. (Winch, 2004) “describes internal stakeholders as official members of a project who consequently support the project”. Though primarily different, internal and primary stakeholders are often used complementarily (Atkin and Skitmore, 2008) or business actors (Cova and Salle, 2005) in modern project management literature.

Typically, internal stakeholders have contractual obligation and liabilities to a project or organisation (Winch, 2004) and are often decision makers within the project organisation (Atkin and Skitmore, 2008).

Internal stakeholders may include the following; clients, sponsors, contractors, experts, designers and suppliers (Atkin and Skitmore, 2008).



**Figure 2.3 Typical internal stakeholders of an organisation**

Source: Atkin and Skitmore, (2008).

#### **2.2.4 Stakeholder engagement**

Engaging stakeholders is primarily geared towards reaching an agreement based on mutual respect, dialogue and collaboration leading to the reduction of conflict between management. In the views The Institute of Social and Ethical Accountability they define stakeholder engagement as “the process of seeking stakeholder views on their relationship with an organization in a way that may realistically be expected to elicit them”. While Gable and Shireman (2005) define it as “a process of relationship management that seeks to enhance understanding and alignment between company and their stakeholders”. Similarly, Green wood (2007) also described it as “as the process of rallying and including individuals and groups that are affected by the activities of the company in the daily running and move positively towards the set goals of the company”. These processes start with planning the stakeholder engagement by developing guiding principles to involve stakeholders by primarily analyzing their impact on the project as well as their interests in the project. This provides an actionable plan to efficaciously collaborate with all interest groups. This would lead to another important process which is to manage stakeholder engagement. This involves communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders. This process provides a framework for managing any type of project within the business environment and it is performed throughout the project. When an organization attach importance to a stakeholder group they are likely to achieve a higher level of interaction between the organization and the stakeholder groups through a variety of communications (Boesso and Kumar, 2008). Stakeholder engagement is essentially important as it assists in achieving the goal of delivering the project on time, within budget, within scope and to quality (Romenti, 2010). Engaging stakeholders in

construction project management in a host mining community allows the performing organizations to build up their ability to deliver value in the project more efficiently, effectively and consequently to satisfy the needs of multiple categories individuals and interest groups.

## **2.3 EMPIRICAL REVIEW**

This section focuses on reviewing studies related to this current study in order to ascertain the outcome of such studies.

### **2.3.1 The challenges associated with stakeholder management**

This section discusses the challenges associated with stakeholder management. Eight (8) variables were identified and they are discussed as follows;

#### **2.3.1.1 Unclear stakeholders**

Kastner (2010) indicated that, unclear stakeholders are a major hindrance in the stakeholder management. Unclear stakeholders are described as stakeholders that has no clear expectations. Hence, their perception of the success of a project is undefined. Romenti (2010), indicated that, stakeholder management is essentially important as it assists in achieving the goal of delivering the project on time, within budget, within scope and to quality. However, if the goals of a particular stakeholder are undefined, meeting their set targets become impossible. In a study conducted by Karlsen (1998), stakeholders can create huge uncertainties and problems in the execution of a project if they are unclear about their expectations. Unclear expectations arise as a result of the inability of the stakeholder to understand the scope and details of the project. Furthermore, if they do not

understand their role in the execution of the project, it is likely to cause huge problems in the execution of the project.

### **2.3.1.2 Unidentified stakeholders**

Unidentified stakeholders are also a very significant challenge in stakeholder management. Kastner (2010), described unidentified stakeholders as the category of stakeholders who were not identified at the early stages of the project when stakeholder identification was been done. Stakeholder identification is a very crucial aspect of stakeholder management. In the construction industry, the list of stakeholders is often long therefore they can influence an organization on different angles and in different ways. Therefore, if stakeholders are not effectively identified, the whole process of stakeholder management will be crippled. Stakeholder identification is the first stage in the stakeholder management process. Therefore, if stakeholders are not clearly identified at the early stages of a project, no strategic plan of management will be developed for such stakeholder. Hence, during the course of the project, numerous challenges will pop-up as a result of non-identification of the specific stakeholder.

### **2.3.1.3 Unreasonable stakeholders**

From numerous studies, unreasonable stakeholders are seen as a major challenge in the management of stakeholders. According to Kastner (2010), unreasonable stakeholders are the stakeholders who do not agree to any form of logical reasoning. Thus, they do not embrace the rules and regulations of the organizations and are always against the clear path of approach.

#### **2.3.1.4 Negative community reactions to the project**

Communities can react negatively to the implementation of a project in their jurisdiction. If there are negative community reactions, it increases the complexity of decision making and can delay the whole progress of the project. Negative community reactions normally arise as a result of failure to consider their interest. Hence stakeholders must be engaged in the whole process. Stakeholder engagement requires additional time and resources especially where resources are limited, stakeholder engagement must be carefully planned to ensure the results are sufficient (Haddaway et al., 2017).

#### **2.3.1.5 Limited project time**

According to Haddaway et al. (2017), stakeholder engagement requires additional time and resources especially where resources are limited, stakeholder engagement must be carefully planned to ensure the results are sufficient. Therefore, if there are huge time constraints on a project, construction managers may forgo the entire stakeholder management process. This could have detrimental effect on the project.

#### **2.3.1.6 High cost associated with stakeholder management**

Extra resources need to be deployed to ensure that stakeholder management are executed effectively (Haddaway et al., 2017). The extra expense involved in stakeholder management can hinder its implementation as construction managers will be reluctant in incurring extra cost to effectively manage stakeholders.

### **2.3.2 The causes of the challenges associated with stakeholder management**

There are numerous situations that might hinder the effective management of stakeholders. According to Smyth et al. (2010), the unavailability of resources (human and capital) is a major cause of the challenges associated with stakeholder management. If resources needed for managing stakeholders and not available or inadequate, it affects the effective management of stakeholders. Furthermore, the time allowance for the project also poses difficulty in effectively managing stakeholders in projects. Also, the potential conflict of interest among stakeholders can be a significant cause of the barriers associated with stakeholder management processes (Bourne, 2008). Another major cause to the barriers of effective stakeholder management are the various barriers to communication like cultural differences and personal preferences. A study conducted by Karlsen (2008), aimed at exploring the CSFs for building stakeholder relationship. He identified effective communication and project manager competence as major CSFs.

Other causes of the challenges are;

- Lack of effective communication: Poor communication can cause a huge problem in the management of stakeholders. Various barriers to communication can impede the successful transfer of information and getting a feedback.
- The problem of cultural differences among stakeholders: Variances in cultural heritage can lead to various misunderstandings among stakeholders and project managers. This can impede the successful management of project's stakeholders and subsequently lead to project failure.
- The degree of which stakeholders agree or disagree to issues; If stakeholders normally disagree to issues, it slows down the project and can cause delays in the project causing it to end as a failure in terms of time

- Unexpected changes in specifications; Sudden change of specifications or scope and ignite resistance from stakeholders impeding the successful management of stakeholders.
- The problem of having interest of several stakeholders in a project; If the number of stakeholders to manage are numerous, it will affect the successful management of the stakeholders.

Table 2.1 shows a summary of the causes of the challenges to stakeholder management

**Table 2.1: Causes of the challenges to stakeholder management**

<b>Causes</b>	<b>Reference</b>
Inexperienced project manger	Smyth et al. (2010)
High political interference	Yang, (2011)
Lack of stakeholder assessment	Pinto and Slevin, (2001); Nutt and Backoff (1992),
Poor stakeholder communication	Pinto and Slevin, (2001); Kalsern, (2002)
Excessive changes in project scope	Turner and Muller, (2005)
Unsuitable procurement approach	Grabher, (2002)
Inadequate project planning and control	Lock, (2007);

Source: Author's construct, (2019).

### **2.3.3 The critical success factors of stakeholder management in the construction industry**

#### **2.3.3.1 Effective communication and engagement of stakeholders**

Briner et al. (1996), indicated that, communication is essential for maintaining the support of stakeholders. Cleland (1995), also indicated that, timely communication with stakeholder ensures that they are well informed with the progress of the project. Weaver

(2007), had the opinion that, project managers must be good communicators so as to ensure that, they are capable of managing the expectations of stakeholders.

### **2.3.3.2 Identifying and analyzing potential conflicts among stakeholders**

Conflicts exist between project teams and stakeholders. The existence of conflicts among stakeholders must be identified and dealt with at the initial stages to avoid eruption (Freeman, 1984). A study conducted by Leung et al. (2005) concluded that, there is a positive relationship between conflict resolution and stakeholder satisfaction. Hence, project managers must endeavor to eradicate all conflicts that exist among project teams and stakeholders.

### **2.3.3.3 Management of stakeholders with social responsibilities**

Social responsibilities of stakeholders are classified into four (4) groups. These are economic, legal, environmental and ethical (El-Sawah, 2006; Smyth, 2008). These corporate responsibilities have significant impact in the development of the community in which they operate. Hence project managers should manage stakeholders with social responsibilities.

### **2.3.3.4 Effective and efficient stakeholder identification**

Identifying stakeholders is a crucial aspect of stakeholder management. This assertion has been accepted by numerous researchers (Olander, 2006; Jepsen and Eskerod 2008). Before, stakeholder needs can be met, it is crucial to effectively identify the stakeholders. Hence, stakeholder identification is regarded as a CSF to stakeholder management.

### **2.3.3.5 Effective assessment of stakeholder behavior**

Savage et al, (1991), indicated that, it is very important to assess a stakeholder's eagerness to cooperate or hinder the implementation of a project. The behavior of stakeholders can be categorized into three (3) namely observed behavior, cooperative potential and competitive threat. Hence project managers must understand how stakeholders behave in order to adequately manage them. A study conducted by Aaltonen et al., (2008) acknowledged the significance of assessing the behavior of stakeholders in stakeholder management.

### **2.3.3.6 Establishment of a clear project scope**

Clear understanding of the scope of a project is regarded as a CSF for stakeholder management. Before managing project stakeholders, it is important to understand the entire scope which includes issues on cost, schedule and budget. If stakeholders are well informed on the general scope of the project, their commitment to the project is improved hence negative reactions towards the project are avoided.

### **2.3.3.7 Evaluating and understanding of stakeholder interest**

Cleland (1999), opined that, stakeholders may have diverse interest in a project due to the complexities on the project. Freeman et al. (2007) indicated that, identifying stakeholder interests is an important task to assess stakeholders. Stakeholder's interest may include product safety, integrity of financial reporting new product services and financial returns.

### **2.3.3.8 Formulation of effective strategies to manage stakeholders**

According Schwager (2004), the strategies adopted to manage stakeholders are very crucial in stakeholder management. The project stakeholder strategy depicts the various

ways that project managers choose to treat stakeholders. Formulation of effective strategies is a crucial aspect of stakeholder management. This ensures that, the identified stakeholders are managed properly to avoid conflicts.

#### **2.3.3.9 Provide accurate cost information for sponsors**

Stakeholders are very particular about the cost of a project. Hence, project managers must provide accurate cost information to avoid any form of misunderstandings. Salter and Torbett (2003) stated that, the easiest and common technique of measuring project success is by measuring the cost performance. The cost of project includes the cost from inception to completion and not only the tender sum.

### **2.4 SUMMARY OF CHAPTER**

This chapter concentrated on the review of literature for the study. The review was separated into two (2) major parts. These are the conceptual review and empirical review. On the conceptual review, the overview of the nature of construction projects was reviewed. Based on the review, it was realized that the Ghanaian construction industry contributes significantly to the development of the country. Hence, it is important to expedite processes involved in the construction industry. This was followed by a review of critical success factors. The review indicated that, CSFs are factors that are critical to the success of a project. The concept of stakeholder management was also reviewed. The concept of stakeholder engagement ended the conceptual review.

With the empirical review, the challenges associated with stakeholder management was reviewed where six challenges were discussed. Then the causes of the challenges were subsequently reviewed. The causes identified include inexperienced project manager, political interference, lack of stakeholder assessment, poor stakeholder communication,

unsuitable procurement approach and inadequate project planning and control. A review on the CSF for stakeholder management concluded the empirical review.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 CHAPTER OUTLINE**

According to Marczyk et al. (2005), an appropriate research methodology helps the researcher in the reduction of the complications associated with research work. Research methodology also help in presenting a well-established way for addressing the objectives of a study. This chapter discusses the various methodologies adopted for the study. This includes a discussion on the research strategy, research design, research approach, research method, source of data, population, sample size, data collection, data analysis and ethical considerations.

Most research studies follow the onion ball framework proposed by Saunders et al. (2017), shown in Figure 3.1.

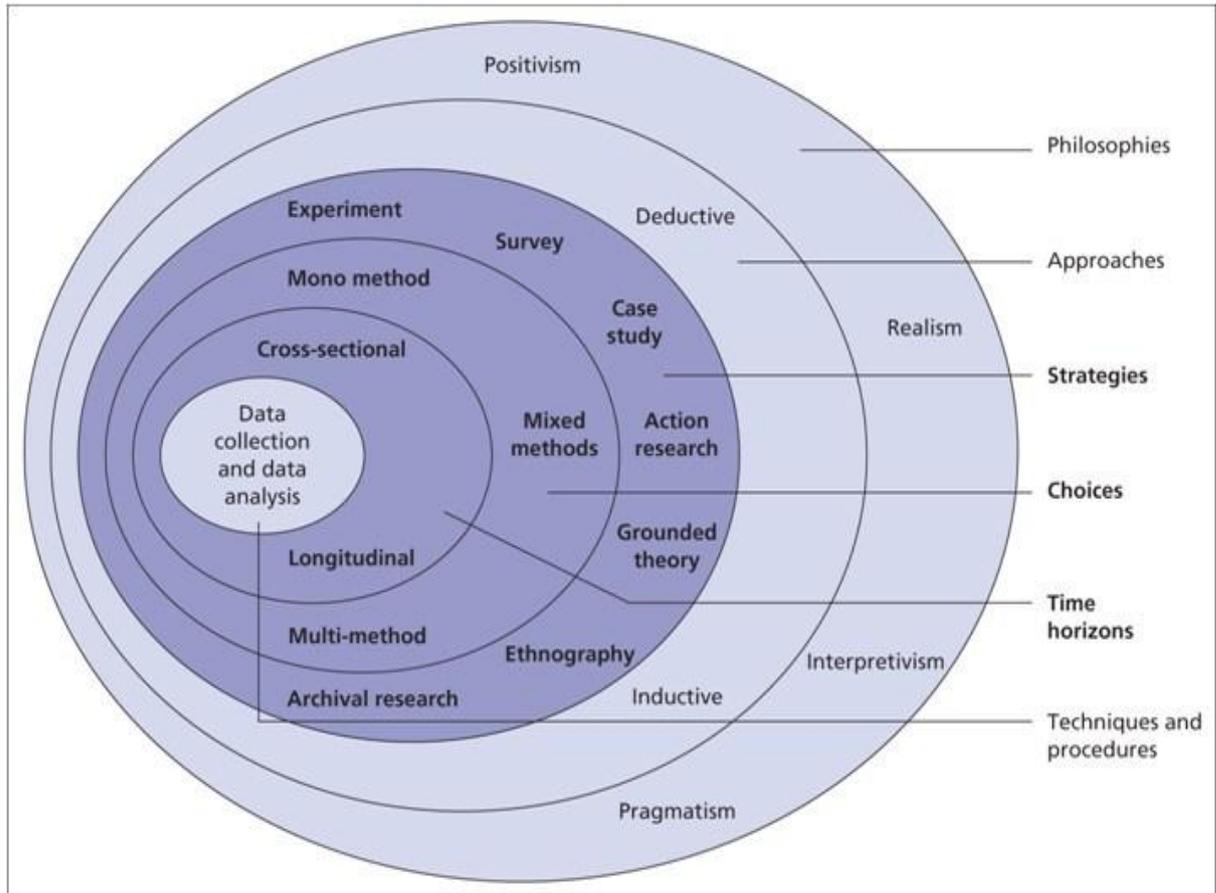
#### **3.2 RESEARCH STRATEGY**

In research studies, there are six basic research strategies as identified by Bryman (2009). These strategies include action research, case study, surveys, experiments, ethnography and archival analysis.

According to Bradburn-Huang (2010), action research is a research strategy that involves the researcher working with practitioners. Due to the nature of this form of research strategy, it is mostly executed in the course of a job to improve the processes of an organizations.

Case study research and ethnographic research are very similar research strategies (Smith, 1979). Ethnographic research strategy is mostly done with a specific population in their

own environment using data collection methods like observations and face to face interviews. Case study research also involves a study of a population in their natural environment. However, a major difference between case study and ethnographic research strategies is that, case studies are more explanatory.



**Figure 3.1: Research Onion**

Source: *Saunders et al., (2007)*

Survey research are used to describe an existing concept, their quantity and the context in which they exist (Isaac and Micheal, 1997). Kraemer (1991) described three distinguishing features of survey research. First, survey research describes specific aspects of a population. Secondly, the data needed for the research are collected from people hence

making it subjective. Lastly, survey research uses a selected portion of the population from which the outcome can be generalized for the population.

According to Bryman (2009), experiment is a type of research strategy that involves finding casual relationships between variables by manipulating one variable on another. It is very suitable for works whose variables or hypothesis are aimed at testing a theory (Cresswell, 2009). It is very suitable in answering “how” and ‘why’ questions.

The survey research strategy was the most appropriate strategy for this study. The study aimed at exploring the critical success factors for stakeholder management in construction projects in Ghana. This involves a description of concepts like critical success factors and stakeholder management based on the opinion of a specific population.

### **3.3 RESEARCH DESIGN**

Cresswell (2009), indicated that, the research design indicates the systematic way by which data is collected and analyzed to answer the research questions. Furthermore, Yin (2009) opined that, the research design gives a direction for ascertaining the most suitable instrument for collecting and analyzing the data so as to achieve the research objectives. Research design can be categorized in two. These are the descriptive research design and the explanatory research design

The descriptive research design provides an accurate description of the features of a concept or an individual as a way of discovering new meaning, describing what exists and categorizing information. Therefore, the descriptive research design answers the question “What is happening?” By answering this question, a vivid description of a concept is provided.

On the other hand, the explanatory research design is based on the development of relationships and connections that exist between concepts. Therefore, explanatory research design answers the question “Why is it happening?” The answer to this question provides vivid explanations and connections that exist between concepts.

The study aimed at exploring the critical success factors for stakeholder management in construction projects in Ghana. This involved ascertaining the challenges associated with stakeholder management, the causes of the challenges and the critical success factors for stakeholder management. Hence the descriptive research design was deemed most appropriate.

### **3.4 RESEARCH APPROACH**

There are basically two (2) research approaches used research studies. These are deductive and inductive research approach (Saunders et al., 2009).

For the deductive research approach, it begins with the highest conceptual level and comes down to the details related to theory formulation and hypothesis testing (Naoum, 2002). According to Baxter and Jack (2008), the deductive research approach is normally associated with the quantitative research method as it fundamentally collects data and analyze it using statistical tools and mathematical techniques.

The inductive research approach adopts a bottom-up system and has to do with the formulation of theories and the testing of that theory (Naoum, 2002). Furthermore, the inductive employs the approach observing the concept generally and formulation of a theory and often described as a qualitative approach (Baxter and Jack, 2008). The inductive approach is generally dependent and requires the full engagement of the researcher who employs it (Creswell, 2009).

For this study the deductive research approach was deemed most appropriate as the achievement of the aim of the study involved the use of mathematical and statistical techniques in analyzing the data collected from the respondents.

### **3.5 RESEARCH METHOD**

The choice of research method affects the type of data and data analysis suitable for a particular study. There are three (3) broad categories of research methods. They are quantitative, qualitative and the mixed research method.

For the quantitative research method, mathematical tools are basically employed in the analysis of data and testing of hypothesis. Hence, it involves the use of numerical data. In a good quantitative study, the researcher has no influence the data collected from the respondents. Most often, a close-ended questionnaire is used.

On the other hand, the qualitative research method normally involves the use of text to make vivid descriptions and generate meanings. The researcher must be extensively involved in qualitative research. Open-ended questions are mostly used as opposed to quantitative research which uses close ended questionnaire.

The mixed research method is a combination of both the quantitative and the qualitative research method. Thus, it draws from the strength of the two methods. According to Creswell (2003), the mixed research method is relatively new and still under development.

This study adopted the quantitative research method. The type of research method adopted depends largely on the type of data used for the study. For this study, only numerical data was utilized hence the quantitative research method was deemed most suitable. The numerical data subjects itself to the use of statistical and mathematical tools for the analysis.

### **3.6 SOURCE OF DATA**

In research, data sources can be categorized into two namely; primary data and secondary data. Primary data is the data collated for a particular study (Hox and Boeije, 2005). Hence, before a study is conducted, primary data may not be available. The collection of primary data implies that, new data are added to existing store of social knowledge that are made available for use to the general research community. Secondary data refers to any form of primary data that has been reused. The data may be reused for reanalysis, teaching and learning. For this study, only primary data was used. The primary data was collected using a structured questionnaire.

### **3.7 POPULATION AND SAMPLE SIZE**

The study population were construction firms in Ghana. Contractors are hugely involved in the construction of a project and thus, they are responsible for managing the needs of the stakeholders involved in the project. Due to the lack of current data of the sample frame of the chosen population, the researcher relied on data of registered construction firms at Association of Building Contractors and Civil Engineering Contractors of Ghana (ABCECG's).

From the data, the number of construction firms in good standing were sixty-one (61) in Ashanti Region. Due to the relatively small population, the census survey was used. This sampling technique is most suitable when the study involves a relatively small population. The census sampling has an advantage over most of the sampling techniques in a sense that, there is no element of probability (Kothari, 1990). Furthermore, census sampling technique eliminates sampling error as all data available are sort for. In total 61 questionnaires were distributed and 49 were retrieved.

### **3.8 DATA COLLECTION**

Data collection is a crucial aspect of every study. It aids the researcher in ascertaining the perception of the respondents based on the results from the analysis. The data was collected with the aid of a structure questionnaire. The questionnaire had four (4) separate sections. The section one concentrated on the background of the respondents. With the background of the respondents, they were asked to indicate their category in the construction industry, their highest level of education and working experience. The second section concentrated on the first objective of the study which was to identify the challenges associated with stakeholder management in the Ghanaian construction industry.

The respondents were asked to rate the severity of the challenge factors identified using a five point of Likert scale of 1 = Not severe; 2 = Slightly severe; 3 = Moderately severe; 4 = severe and 5 = Very severe. With the third section, it concentrated on the objective two of the study which was to identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry.

The respondents were asked in rate the significance of the causes using a five-point Likert scale of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant. With the fourth section, it concentrated on the objective three of the study which was to identify the significant critical success factors for stakeholder management in the Ghanaian construction industry. The respondents were asked in rate the significance of the critical success factors using a five-point Likert scale of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant.

The data was distributed using hand delivery and supplemented with online survey. A period of four weeks was allowed for the data distribution and collection. In total 61 questionnaires were distributed and 49 were retrieved for the analysis.

### **3.9 DATA ANALYSIS**

This section discusses the analytical tools used for the study. Data for this study needed to be sorted and organized in order to do away with incomplete questionnaires or missing values, and then strategically be coded and entered into the Statistical Package for Social Sciences (SPSS). Missing Values (MV) and incomplete questionnaires were checked and one must make sure that such missing values do not affect the quality of the analysis which would be carried out. Furthermore, the data was analysed by using descriptive statistics for the demographic questions and mean score ranking for the rest of the sections. The mean scores gave the level of significance of the variables based on the largest mean values.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND DISCUSSION**

#### **4.1 INTRODUCTION**

The chapter focuses on the analysis and discussion of data collected. This aided in the achievement of the aim of the study which was to explore the critical success factors for stakeholder management in construction projects in Ghana. With this aim, three (3) objectives were set which were to identify the challenges associated with stakeholder management in the Ghanaian construction industry, to identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry and to identify the significant critical success factors for stakeholder management in the Ghanaian construction industry. An extensive literature review was conducted for each objective and based on it; a structured question was designed to aid in collecting data from the respondents to ascertain their perception on the aim of the study. The questionnaire was distributed to 61 respondents and 49 were retrieved for the analysis. The data analysis and discussion is separated into two parts. The part concentrates on the background of the respondents where the data was analyzed with frequencies and displayed using pie chart. The second part of the analysis and discussion focused on the three (3) objectives of the study in which mean score ranking was used in analyzing the data collected. The summary of findings of the data analysis formed the final section of this chapter.

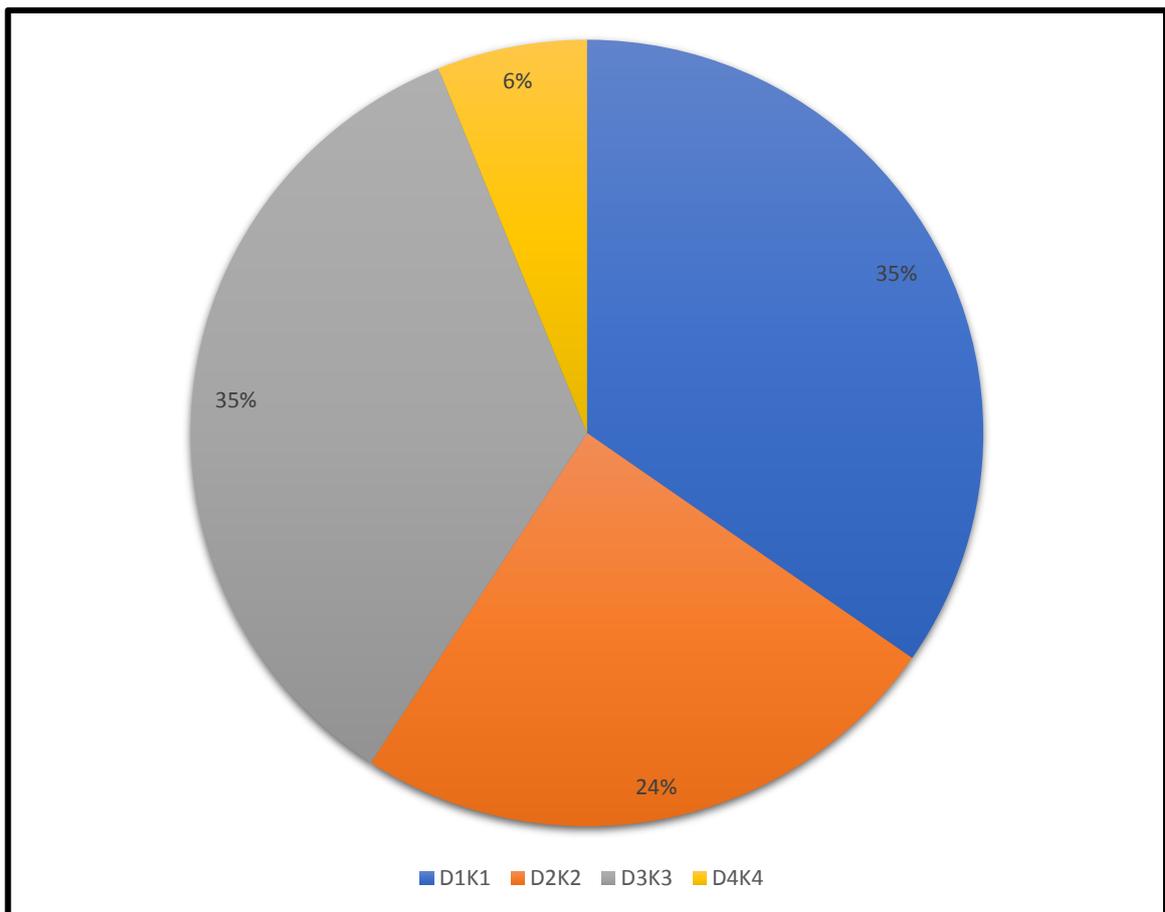
#### **4.2 DEMOGRAPHIC DATA**

The demographic data of the respondents is a crucial aspect of every data analysis. It helps in assessing the reliability of the responses given by the respondents based on their knowledge levels. With the demographic data, the respondents were asked to indicate the

category of their firm, their academic qualification and their practical years of experience. A summary of their responses is displayed in Figure 4.1, 4.2 and 4.3 and subsequently discussed in subsequent sections.

#### 4.2.1 Firms category

In Ghana firms are classified as D1K1, D2K2, D3K3 and D4K4. Their categorization is based on their financial and technical capabilities. The respondents were asked to indicate their category in the construction industry. From Figure 4.1, it was realized that majority of the firms were D1K1 while the least were D4K4. With regards to the reliability of the responses, this data was deemed satisfactory for getting reliable responses.

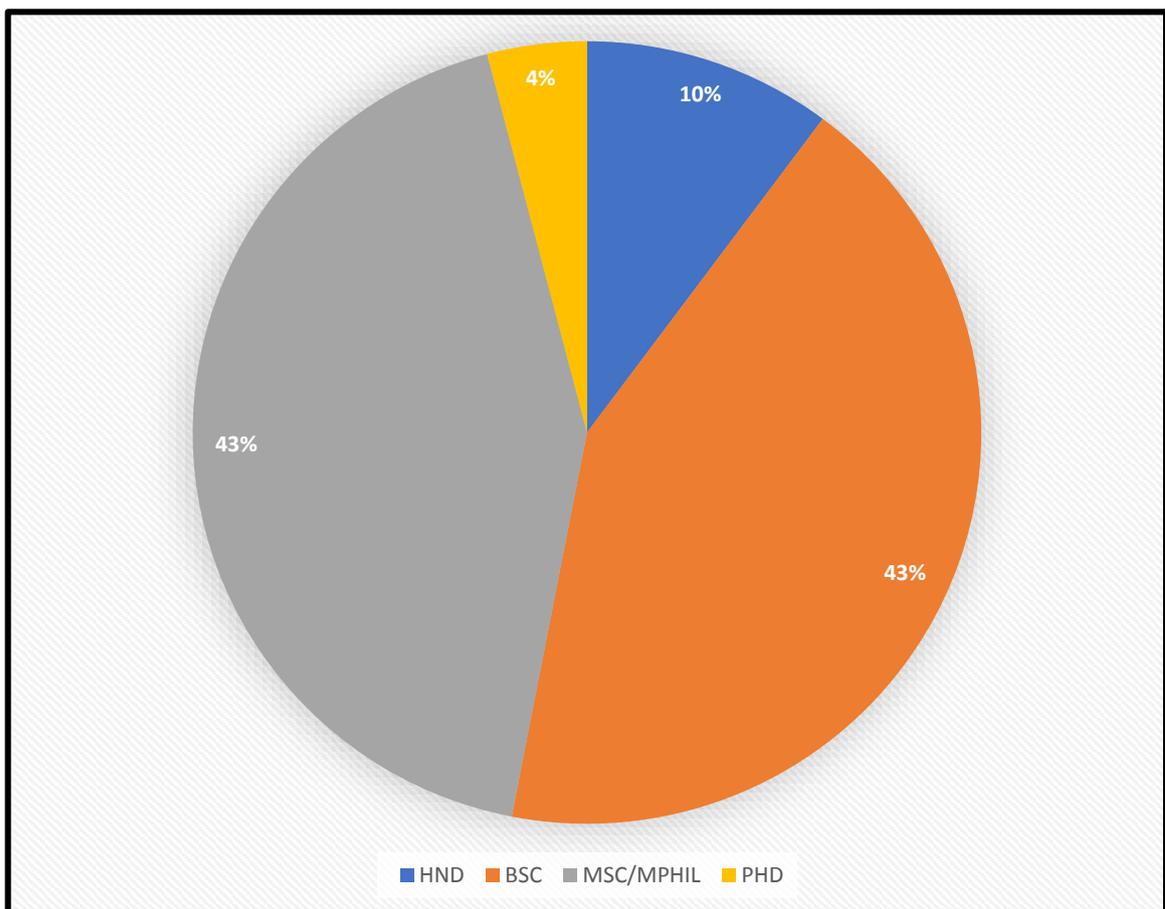


**Figure 4.1: Firm's category**

Source: Field survey, (2019)

#### 4.2.2 Academic qualification

The second question on the background of the respondents wanted to ascertain the academic qualification of the respondents. This is a significant demographic data as it gives an indication of the knowledge of the respondent accumulated through education. From Figure 4.2, majority of the respondents had BSC qualifications while only one (1) respondent had PHD. 43% had Msc/Mphil and 10% had HND qualification. Generally, Over 80% of the respondents had Bsc qualification and above which is very satisfactory for the study.

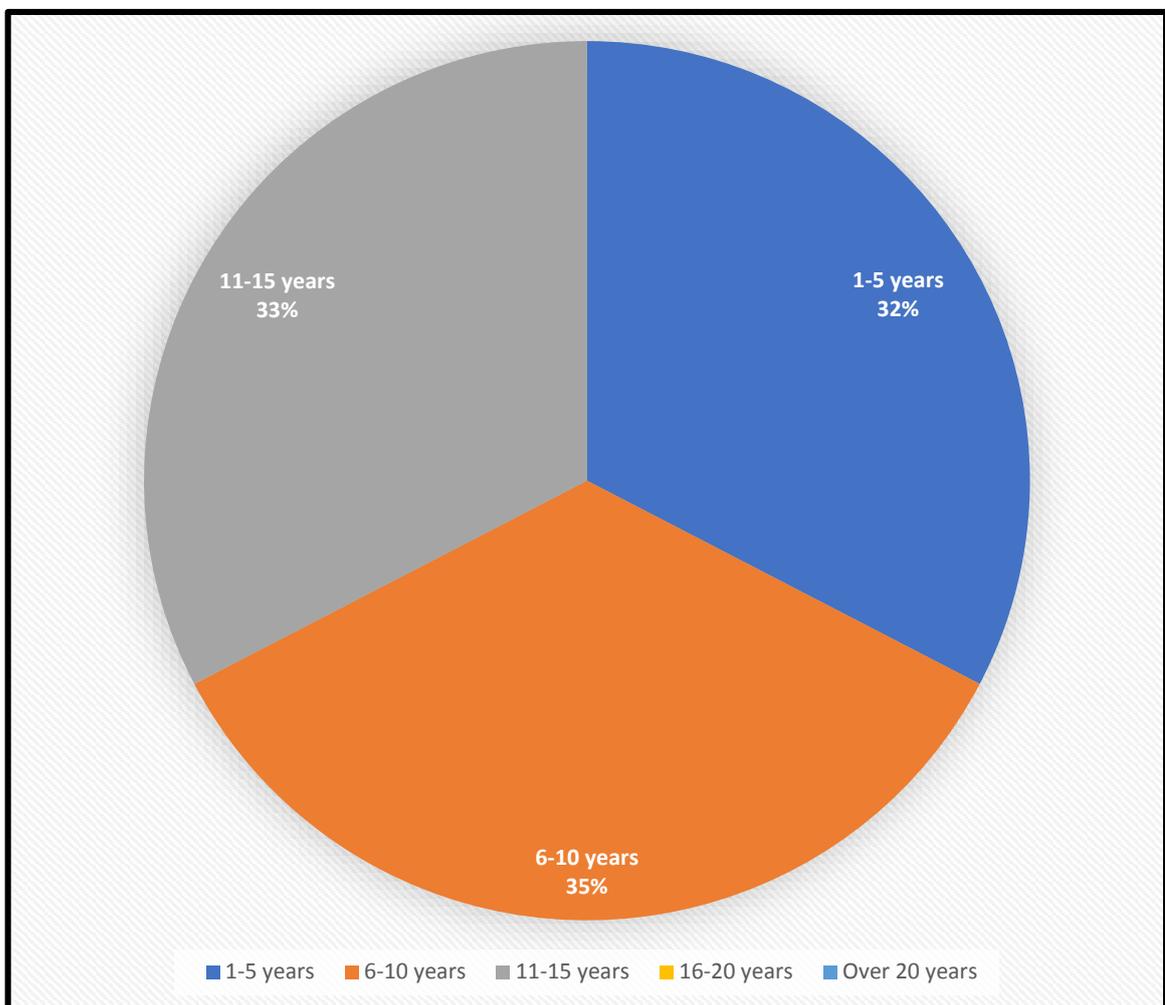


**Figure 4.2: Academic qualification**

Source: Field survey, (2019)

### 4.2.3 Level of experience

The final question on the background of the respondents concentrated on the number of years of experience. This was a significant question to the researcher, as it aided in ascertaining the knowledge level of the respondent accumulated through practice. Based on the Figure 4.3, the majority of the respondents had 6-10 years of experience followed by 11-15 years. However, none of the respondents had above 20 years of experience and below 6 years of experience.



**Figure 4.3: Firm's category**

Source: Field survey, (2019)

### **4.3 MEAN SCORE RANKING**

This section focuses on analyzing the data collected on the perception of the respondents on the three (3) objectives of the study. The three (3) objectives were to identify the challenges associated with stakeholder management in the Ghanaian construction industry, to identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry and to identify the significant critical success factors for stakeholder management in the Ghanaian construction industry. With the mean scores, the variable with the highest mean was ranked first. The standard deviation values were used in giving a more detailed explanation of the nature of each variable. The summary of the responses are shown in Table 4.1,4.2 and 4.3.

#### **4.3.1 Challenges associated with stakeholder management**

Stakeholder management is crippled with numerous challenges, From the review of literature, seven (7) variables were identified. The respondents were asked to rate the severity of the challenges using the Five-point Likert scale. Table 4.1 gives a summary of the responses.

From the analysis, the most severe challenge of stakeholder management was unclear stakeholder. It had a mean value of 3.96 and standard deviation of 0.815. A similar finding was realized in a study conducted by Kastner (2010). Unclear stakeholders are described as stakeholders that has no clear expectations. Hence, their perception of the success of a project is undefined. Romenti (2010), indicated that, stakeholder management is essentially important as it assists in achieving the goal of delivering the project on time, within budget, within scope and to quality. However, if the goals of a particular stakeholder are undefined, meeting their set targets become impossible. In a study conducted by Karlsen (1998), stakeholders can create huge uncertainties and problems in

the execution of a project if they are unclear about their expectations. Unclear expectations arise as a result of the inability of the stakeholder to understand the scope and details of the project.

**Table 4.1: Ranking of the challenges associated with stakeholder management**

<b>Challenges</b>	<b>Mean</b>	<b>Std.dev</b>	<b>Rank</b>
Unclear stakeholder	3.96	0.815	1 <sup>ST</sup>
Unidentified stakeholders	3.84	0.850	2 <sup>ND</sup>
Negative community reactions to the project	3.84	0.892	3 <sup>RD</sup>
High cost associated with stakeholder management	3.76	0.751	4 <sup>TH</sup>
Unreasonable stakeholders	3.76	1.109	5 <sup>TH</sup>
Lack of support from stakeholders	3.69	0.983	6 <sup>TH</sup>
Limited project time	3.55	1.119	7 <sup>TH</sup>

Source: Field survey, (2019)

The second ranked challenge was unidentified stakeholders. It had a mean value of 3.84 and standard deviation of 0.850. Unidentified stakeholders are also a very significant challenge in stakeholder management. Kastner (2010), described unidentified stakeholders as the category of stakeholders who were not identified at the early stages of the project when stakeholder identification was been done. Stakeholder identification is a very crucial aspect of stakeholder management. In the construction industry, the list of stakeholders is often long therefore they can influence an organization on different angles and in different ways. Therefore, if stakeholders are not effectively identified, the whole process of stakeholder management will be crippled. Stakeholder identification is the first stage in the stakeholder management process. Therefore, if stakeholders are not clearly identified at the early stages of a project, no strategic plan of management will be developed for such stakeholder.

The third ranked factor was negative community reactions to project implementation. It had a mean of 3.84 and a standard deviation of 0.892. Even though it had the same mean value with unidentified stakeholder, the difference in standard deviation values indicates that unidentified stakeholders are more severe. Communities can react negatively to the implementation of a project in their jurisdiction. If there are negative community reactions, it increases the complexity of decision making and can delay the whole progress of the project. Negative community reactions normally arise as a result of failure to consider their interest. Hence stakeholders must be engaged in the whole process. Stakeholder engagement requires additional time and resources especially where resources are limited, stakeholder engagement must be carefully planned to ensure the results are sufficient (Haddaway et al., 2017).

#### **4.3.2 Causes of the challenges associated with stakeholder management**

The challenges that hinders stakeholder management are caused by certain factors related to the construction industry. From the review a number of factors were identified and the respondents were asked to rate the significance of the causes of the challenges in the Ghanaian construction industry. Table 4.2 shows a summary of the responses.

From Table 4.2, it was realized that, the top three (3) variables had equal mean scores but different standard deviation. Hence, based on the standard deviations, poor stakeholder communication was ranked as the most significant cause of the challenge of stakeholder management followed by inexperienced project manager and lack of stakeholder assessment.

Lack of effective communication: Poor communication can cause a huge problem in the management of stakeholders. Various barriers to communication can impede the successful transfer of information and getting a feedback. A study conducted by Karlsen

(2008), aimed at exploring the CSFs for building stakeholder relationship. He identified effective communication and project manager competence as major CSFs.

According to Smyth et al. (2010), the unavailability of resources (human and capital) is a major case of the challenges associated with stakeholder management. If resources needed for managing stakeholders and not available or inadequate, it affects the effective management of stakeholders. Furthermore, the time allowance for the project also poses difficulty in effectively managing stakeholders in projects.

**Table 4.2: Ranking of the causes of the challenges**

<b>Causes of the challenges</b>	<b>Mean</b>	<b>Std.dev</b>	<b>Rank</b>
Poor stakeholder communication	4.06	0.775	1 <sup>ST</sup>
Inexperienced project manger	4.06	0.827	2 <sup>ND</sup>
Lack of stakeholder assessment	4.06	0.876	3 <sup>RD</sup>
Inadequate project planning and control	4.02	1.031	4 <sup>TH</sup>
Poor stakeholder perception	3.94	1.197	5 <sup>TH</sup>
Unsuitable procurement approach	3.84	0.965	6 <sup>TH</sup>
Excessive changes in project scope	3.82	0.882	7 <sup>TH</sup>
High political interference	3.71	0.979	8 <sup>TH</sup>

Source: Field survey, (2019)

### **4.3.3 Critical success factors for stakeholder management**

Critical success factors can be described as factors that have a strong relationship with success of an organization or a concept. Hence an increase or decrease in measure of the particular factor can lead to success depending on whether the it is a favorable or unfavorable factor. From the review of literature, nine (9) CSFs were identified. The

respondents were asked to rate the significance of the CSFs for stakeholder management in the Ghanaian construction industry. Table 4.3 shows a summary of the responses.

**Table 4.3: Ranking of CSFs for stakeholder management**

<b>Critical success factors</b>	<b>Mean</b>	<b>Std.dev</b>	<b>Rank</b>
Effective communication and engagement of stakeholders	4.37	0.782	1 <sup>ST</sup>
Identifying and analysing potential conflicts among stakeholders.	4.12	0.832	2 <sup>ND</sup>
Effective and efficient stakeholder identification	4.08	0.909	3 <sup>RD</sup>
Management of stakeholders with social responsibilities	4.00	0.764	4 <sup>TH</sup>
Evaluating and understanding of stakeholder interest	3.94	0.827	5 <sup>TH</sup>
Effective assessment of stakeholder behaviour	3.94	1.069	6 <sup>TH</sup>
Formulation of effective strategies to manage stakeholders	3.73	0.953	7 <sup>TH</sup>
Provide accurate cost information for sponsors	3.67	0.922	8 <sup>TH</sup>
Establishment of a clear project scope	3.57	1.041	9 <sup>TH</sup>

Source: Field survey, (2019)

The most significant CSF was effective communication and engagement. It had a mean of 4.37 and standard deviation 0.782. Briner et al. (1996), indicated that, communication is essential for maintaining the support of stakeholders. Cleland (1995), also indicated that, timely communication with stakeholder ensures that they are well informed with the progress of the project. Weaver (2007), had the opinion that, project managers must be good communicators so as to ensure that, they are capable of managing the expectations of stakeholders.

The second ranked factor was identifying and analysing potential conflicts among stakeholders. Conflicts exist between project teams and stakeholders. The existence of conflicts among stakeholders must be identified and dealt with at the initial stages to avoid

eruption (Freeman, 1984). A study conducted by Leung et al. (2005) concluded that, there is a positive relationship between conflict resolution and stakeholder satisfaction. Hence, project managers must endeavor to eradicate all conflicts that exist among project teams and stakeholders.

The third ranked factor was effective and efficient stakeholder identification. Identifying stakeholders is a crucial aspect of stakeholder management. This assertion has been accepted by numerous researchers (Olander, 2006; Walker et al., 2008; Jepsen and Eskerod 2008). Before, stakeholder needs can be met, it is crucial to effectively identify the stakeholders. Hence, stakeholder identification is regarded as a CSF to stakeholder management.

#### **4.4 SUMMARY OF FINDINGS**

This chapter focused on the analysis of the data collected from the respondents. A total of 49 questionnaires were used for the analysis. The data analysis was done using frequencies and mean score ranking. The frequencies were used in analyzing the background of the respondents and the mean scores was used in ranking the various variables identified through the literature review based on the perception of the respondents. From the objective one, it was realized that, the most severe challenge of stakeholder management was unclear stakeholder. The second ranked challenge was unidentified stakeholders. The third ranked factor was negative community reactions to project implementation. For the objective two (2) it was realized that, poor stakeholder communication was ranked as the most significant cause of the challenge of stakeholder management followed by inexperienced project manager and lack of stakeholder assessment. For the objective three, the most significant CSF was effective communication and engagement. The second

ranked factor was identifying and analysing potential conflicts among stakeholders. The third ranked factor was effective and efficient stakeholder identification.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 INTRODUCTION**

Stakeholder management is an effective tool used in enhancing the achievement of project success. Therefore, it is significant to explore the CSFs that can enhance stakeholder management. Hence, this study aimed at, exploring the critical success factors for stakeholder management in construction projects in Ghana. With this aim, three (3) objectives were set which were to identify the challenges associated with stakeholder management in the Ghanaian construction industry, to identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry and to identify the significant critical success factors for stakeholder management in the Ghanaian construction industry.

The study adopted a quantitative research method and a survey research technique. Hence an extensive literature review was conducted for each objective and based on it; a structured question was developed to aid in collecting data from the respondents to ascertain their perception on the aim of the study. The questionnaire was distributed to 61 respondents and 49 were retrieved for the analysis. The data collected was analyzed using mean score ranking and percentages. The summary of the findings is discussed in subsequent section.

## **5.2 SUMMARY OF FINDINGS**

This section discusses the summary of findings of the study. With the summary of findings, a brief description of how each objective was achieved will be discussed followed by the outcome for the specific objective

### **5.2.1 Objective one: To identify the challenges associated with stakeholder management in the Ghanaian construction industry**

With the objective one, an extensive literature review was conducted in which the challenges of stakeholder management were identified. A structured questionnaire was designed based on the findings of the literature where the respondents were asked to rate the severity of the challenges. The mean score ranking technique in conjunction with standard deviation was used to analyze the data. From the analysis, it was realized that, the most severe challenge of stakeholder management was unclear stakeholder. The second ranked challenge was unidentified stakeholders. The third ranked factor was negative community reactions to project implementation.

### **5.2.2 Objective two: To identify the causes of the challenges associated with stakeholder management in the Ghanaian construction industry**

With the objective two, an extensive literature review was conducted in which the causes of the challenges of stakeholder management were identified. A structured questionnaire was designed based on the findings of the literature where the respondents were asked to rate the significance of the causes of the challenges. The mean score ranking technique in conjunction with standard deviation was used to analyze the data. From the analysis, it was realized that, poor stakeholder communication was ranked as the most significant cause of

the challenge of stakeholder management followed by inexperienced project manager and lack of stakeholder assessment.

### **5.2.3 Objective three: To identify the significant critical success factors for stakeholder management in the Ghanaian construction industry.**

With the objective three, an extensive literature review was conducted in which the CSFs of stakeholder management were identified. A structured questionnaire was designed based on the findings of the literature where the respondents were asked to rate the significance of the CSFs identified. The mean score ranking technique in conjunction with standard deviation was used to analyze the data. For the objective three, the most significant CSF was effective communication and engagement. The second ranked factor was identifying and analysing potential conflicts among stakeholders. The third ranked factor was effective and efficient stakeholder identification.

## **5.3 CONCLUSION**

Stakeholder management is hindered by numerous challenges. From this study, it was realized that, the most severe challenge of stakeholder management was unclear stakeholders which describes stakeholders that has no clear expectations. With these challenges, the prospects of stakeholder management are not fully realized. The study indicated that, the challenges are caused by numerous factors of which the most significant one identified for this study was poor stakeholder communication. Poor communication can cause a huge problem in the management of stakeholders. It is therefore very significant to explore the CSFs to enhance the stakeholder management process. Hence the study aimed at exploring the critical success factors for stakeholder management in construction projects in Ghana.

With the achievement of the aim of the study, it was realized that, effective communication and stakeholder engagement is very crucial in enhancing the performance of stakeholder management. When an organization attach importance to a stakeholder group they are likely to achieve a higher level of interaction between the organization and the stakeholder groups through a variety of communications. Stakeholder engagement is essentially important as it assists in achieving the goal of delivering the project on time, within budget, within scope and to quality. Hence, communication and stakeholder engagement are critical CSFs in stakeholder management. Stakeholders are crucial components of a construction project hence it is crucial to expedite the stakeholder management process to realize the best out of them.

#### **5.4 LIMITATIONS OF THE STUDY**

Every study has some aspects of limitations that can be addressed in further studies. The limitations for this study are as follows;

1. The study was limited to only construction firms. However, other construction project stakeholders like consultant employs the stakeholder management concept in the execution of their activities. Hence further studies can explore other stakeholder groups like consultants; and
2. The study was limited to only construction firms in the Ashanti region.

#### **5.5 RECOMMENDATIONS**

Based on the findings of the study, the following recommendations were made;

1. Construction firms should efficiently identify all stakeholders involved in a project in other to effectively prescribe strategic management plans

2. Construction firms should develop clear and effective communication structures among stakeholders to ensure that, the stakeholders are properly engaged during project execution
3. Construction firms should adequately analyze potential source of conflicts among stakeholders and deal with them effectively.

## REFERENCES

- Aaltonen, K., Jaakko, K. and Tuomas, O. (2008), Stakeholder salience in global project, International, "*Journal of Project Management*", Vol. 26, pp. 509-516.
- Agyakwa-Baah A., (2007), Stakeholders' perceptions of the causes of delay on construction projects, Vol. 1, pp.1-27.
- Atkin, B. and Skitmore, M., (2008). Stakeholder management in construction. *Construction Management and Economics*, 26(6), pp.549-552.
- Baccarini, D. (1999), The logical framework method for defining project success. "*Project Management Journal*", Vol. 4, pp. 25–32.
- Bagozzi R.P. and Yi Y., (1988). On the evaluation of structural equation models, "*Journal of the academy of marketing science*", Vol.1, pp.74-94.
- Baxter, P. and Jack, S. (2008), Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report* Vol. 13 No. 4, pp.544-559.
- Boesso, G., and Kumar, K. (2009), Stakeholder prioritization and reporting: Evidence from Italy and the US. *Accounting Forum*, Vol. 33, No. 2, pp 162–175.
- Bourne, L. (2008), SRMM: Stakeholder relationship management maturity, "*Proceedings of PMI Global Congress*" – EMEA, St Julian's Malta, PMI.
- Bradbury-Huang, H., (2010), What is good action research? Why the resurgent interest? *Action Research*, 8(1), pp.93-109.

- Briner, W., Hastings, C. and Geddes, M. (1996). "Project Leadership Revisited", Royal Institute of Technology.
- Bryde, D.J., (2003). Modelling project management performance. *International Journal of Quality & Reliability Management*, 20(2), pp.229-254.
- Bryman, A. (2009), *Social Research Methods 4*, Oxford: Oxford University Press.
- Chinyio, E. and Olomolaiye, P.(2009). *Construction stakeholder management*. John Wiley & Sons. Fewings, P., 2005. Design management. In *Construction Project Management* (pp. 248-262). Routledge.
- Clarkson, M.B.E. (1995), A stakeholder Framework for Analyzing and Evaluating Corporate Social Performance, "*Academy of Management Review*", Vol. 20, pp. 65-91.
- Cleland, D. I.; Ireland, R. L. (2002). *Project Management: Strategic Design and Implementation*. New York: McGraw-Hill
- Cleland, D.I. (1999), *Project Management Strategic Design and Implementation*,
- Cova, B. and Salle, R., (2005). Six key points to merge project marketing into project management. *International Journal of project management*, 23(5), pp.354-359
- Creswell, J. (2009), *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 3rd edn., California: SAGE Publications, Inc.
- Creswell, J. W. (2003), *Research design: Qualitative, quantitative, and mixed method approaches*. London: Sage Publications, Inc.

- Crook R.C., (1994). Four years of the Ghana District Assemblies in operation: decentralization, democratization and administrative performance, “*Public Administration and Development*”, Vol. 4, pp.339-364.
- Dadzie, S.K.N. and Acquah, H.D., (2012). Attitudes toward risk and coping responses: The case of food crop farmers at Agona Duakwa in Agona East District of Ghana. *International Journal of agriculture and Forestry*, 2(2), pp.29-37.
- Dvir, D., Raz, T. and Shenhar, A. (2003). An empirical analysis of the relationship between project planning and project success. “*International Journal of Project Management*”, Vol. 21, pp. 89–95.
- El-Gohary, N. M.; Osman, H.; Ei-Diraby, T. E. (2006). Stakeholder management for public private partnerships, *International Journal of Project Management* 24(7): 595–604. doi:10.1016/j.ijproman.2006.07.009
- El-Sawah, H. M. (2006). Strategies for assessing and managing stakeholders in the Egyptian construction industry, *Journal of Engineering and Applied Science* 53(2): 195–213.
- Eskerod, P. and Jepsen, A.L., (2013). *Project stakeholder management (fundamentals of project management)*. Farnham, Surrey, England: Gower.
- Fewings, P. and Henjewe, C., (2005). *Construction project management: an integrated approach*. Routledge.
- Fornell C. and Larcker D.F., (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. “*Journal of marketing research*”, Vol.1, pp.382-388.

- Freeman, R. E. (1984), *Strategic Management: A Stakeholder Approach*. Cambridge: Cambridge University Press.
- Freeman, R. E.; Harrison, J. S.; Wicks, A. C. (2007). *Managing for Stakeholders – Survival, Reputation, and Success*. Louis Stern Memorial Fund, US.
- Frese, R., & Sauter, V. (2003). Project Success and Failure: What Is Success, What Is Failure, And How Can You Improve Your Odds For Success? Retrieved from [http://www.umsl.edu/~sauterv/analysis/6840\\_f03\\_papers/frese/](http://www.umsl.edu/~sauterv/analysis/6840_f03_papers/frese/)
- Gable, C. and Shireman, B. (2005), Stakeholder Engagement: A Three-Phase Methodology, “*Environmental Quality Management*”, Vol. 14, No. 3, pp. 9-24.
- Ghana. Statistical Service, (2015). *Pattern and trends of poverty in Ghana, 1991-2014*. Ghana Statistical Service.
- Gibson, K., (2000). The moral basis of stakeholder theory. *Journal of business ethics*, 26(3), pp.245-257.
- Gowan Jr, J.A. and Mathieu, R.G., (2005). IS project management: Project characteristics and management practices. *Journal of Enterprise Information Management*, 18(1/2), pp.235-255.
- Green wood, M. (2007), Stakeholder Engagement: Beyond the Myth of Corporate Responsibility, “*Journal of Business Ethics*”, Vol. 74, no. 4, pp. 315-327.
- Haddaway, N.R., Kohl, C., da Silva, N.R., Schiemann, J., Spök, A., Stewart, R., Sweet, J.B. and Wilhelm, R., (2017). A framework for stakeholder engagement during systematic reviews and maps in environmental management. *Environmental evidence*, 6(1), p.11.

- Hazebroucq, J. M. and Badot, O. (1996). Le management de project, Vol.1 pp.22-57.
- Hox J.J and Boeije H. R., (2005), Data collection, primary vs. secondary, “*Encyclopedia of social management*”, Vol. 1, pp. 593-599.
- Isaac, S. and Micheal, W.B. (1995). *Handbook in Research and Evaluation*. In Hill, R. (1998). “What Sample Size is ‘Enough’ in Internet Survey Research”? *Interpersonal Computing and Technology: An electronic Journal for the 21<sup>st</sup> Century*. Available at: <http://www.emoderators.com/ipct-j/1998/n3-4/hill.html>
- Isaac, S., and Michael, W. B. (1997), *Handbook in research and evaluation: A collection of principles, methods, and strategies useful in the planning, design, and evaluation of studies in education and the behavioral sciences*. (3rd Ed.). San Diego: Educational and Industrial Testing Services.
- Jepsen, A. L.; Eskerod, P. (2008). Stakeholder analysis in projects: Challenges in using current guidelines in the real world, *International Journal of Project Management* 4(2): 1–9.
- Jergeas, G. F.; Williamson, E.; Skulmoski, G. J.; Thomas, J. L. (2000). Stakeholder management on construction projects, *AACE International Transactions* 12: 1–5.
- Karlsen, J. T. (2002), Project Stakeholder Management, “*Engineering Management Journal*”, Vol. 14, No. 4, pp. 19–24.
- Kastner, R. (2010), Why Projects Succeed: Stakeholder Management Challenges Justification for Planning'. *Planning Theory*, 1:2 pp. 168 -187.

- Kerzner, H. (1987). In search of excellence in project management '. *Journal of Systems Management*, v.38 (2), pp.30-40.
- Kothari, R., (1990). Environment, technology and ethics. *Technology and Values: Essential Readings*, pp.431-453.
- Kraemer, K. L. (1991), Introduction. Paper presented at The Information Systems Research Challenge: Survey Research Methods.
- Laplume J.W., (2000). *Securitizing Insurance Risks*, Vol. 19, pp.203.
- Legris P. and Collette P. (2006). Roadmap for it project implementation: integrating stakeholders and change. *Project Management Journal*; vol. 5 pp. 64-76.
- Leung, M. Y.; Liu, A. M. M.; Thomas, N. S. (2005). Is there a relationship between construction conflicts and participants' satisfaction? *Engineering, Construction and Architectural Management* 12(2): 149–167. doi:10.1108/09699980510584494.
- Lim, C.S. and Mohamed, M.Z. (1999). Criteria of project success: an exploratory re-examination '. *International Journal of Project Management*, 17(4), 243-248.
- Lock, D. (2007). *Project management (9th ed.)*. Burlington, VT: Gower.
- Loosemore, M. (2006). Managing project risks, in *The Management of Complex Projects: A Relationship Approach*, Pryke, S. and Smyth, H. Blackwell, UK.
- Marczyk, G., DeMatteo, D., and Festinger, D. (2005), *Essentials of Research Design and Methodology*. John-Wiley and Sons, New Jersey, 305-310.

- Mintzberg, H., (1995). Die strategische Planung: Aufstieg, Niedergang und Neubestimmung. Hanser.
- Moloney, K. (2006), Rethinking Public Relations: PR Propaganda and Democracy (2nd edn). London: Routledge.
- Naoum, S. G. (2002), Dissertation research and writing for construction students, Oxford: Butterworth-Heinemann.
- Newcombe, R. (2003). From client to project stakeholders: A stakeholder mapping approach. "*Construction Management and Economics*", Vol. 21, No. 8, pp.841–848.
- Nhabinde, V., Marrengula, C.P. and Ubisse, A., (2012). The Challenges and the Way Forward for the Construction Industry in Mozambique. Report to the International Growth Centre in Mozambique.
- Ofori G. (2012). Developing the Construction Industry in Ghana: the case for a central agency, Vol.1, pp.45-64.
- Olander S., and Landin A. (2005). Evaluation of stakeholder influence in the implementation of construction projects, "*International Journal of Project Management*", Vol. 4, pp.321-328.
- Olander, S. (2006). External Stakeholder Management. PhD thesis, Lund University, UK.
- Project Management Institute (2004), A Guide to the Project Management Body of Knowledge – PMBOK Guide, PMI, Upper Darby, PA.

- Project Management Institute, (2013), A Guide to the Project Management Body of Knowledge, PMBOK Guide 2000 edition, Project Management Institute, Pennsylvania.
- Rockart, J. F. (1979). Chief executives define their own data needs, *Harvard Business Review* 57(2): 81–93.
- Rockart, J. F. (1981). A Primer on Critical Success Factors ‘, In Bullen C. V., & Rockart, J. F. (Eds.). *The Rise of Managerial Computing: The Best of the Center for Information Systems Research*. Homewood, IL: Dow Jones-Irwin.
- Romenti, S. Reputation and stakeholder engagement: An Italian case study (2010), “*Journal of Communication. Management*”, Vol. 14, pp. 306–318.
- Salter, A. and Torbett, R., (2003). Innovation and performance in engineering design. “*Construction Management and Economics*”, 21(6), pp.573-580.
- Saraph, J. V. Benson, P. G.; Schroeder, R. G. (1989). An instrument for measuring the critical factors of quality management, *Decision Sciences* 20(4): 810–29.  
doi:10.1111/j.1540-5915.1989.tb01421.x
- Saunders, M., Lewis, P. and Thornhill, A., (2007). *Research methods. Business Students*.
- Saunders, M., Lewis, P., and Thornhill, A. (2009), *Research methods for business students*. 5th edn. Harlow: Prentice Hall.
- Savage, G. T.; Nix, T. W.; Whitehead, C. J.; Blair, J. D. (1991), Strategies for assessing and managing organizational stakeholders, *Academy of Management Executive* 5(2): 61–75.

- Schwager, H. P. (2004). Organizational strategies to address stakeholder relationships: A customer portal perspective PhD thesis. Auburn University.
- Smith, J. and Love, P.E.D. (2004), Stakeholder management during project inception: strategic needs analysis, “*Journal of Architectural Engineering*”, Vol. 10, No. 1, pp. 22–33.
- Smith, L. M. (1979), An evolving logic of participant observation, educational ethnography, and other case studies. *Review of Research in Education* 6: pp. 316-377.
- Smyth, H. (2008). The credibility gap in stakeholder management: ethics and evidence of relationship management. *Construction Management and Economics*, 26(6), 633-643.
- Smyth, S., Casey, D., Cooney, A., Higgins, A., McGuinness, D., Bainbridge, E., Keys, M., Georgieva, I., Brosnan, L., Beecher, C. and Hallahan, B., (2010). Qualitative exploration of stakeholders’ perspectives of involuntary admission under the Mental Health Act 2001 in Ireland. *International journal of mental health nursing*, 26(6), pp.554-569.
- Songwe V., (2014), Africa’s Capital Market Appetite; Challenges and Opportunities for Financing Rapid and Sustained Growth. *Foresight Africa Report*; pp.1-44.
- Vogwell, D. (2002), Stakeholder Management. *Davis Langdon Everest*, [http://www.davislangdon.com/pdf/EME/Publications/RM\\_VM/Stakeholder%20Management.pdf#search=%22stakeholder%20management%20vogwell%22](http://www.davislangdon.com/pdf/EME/Publications/RM_VM/Stakeholder%20Management.pdf#search=%22stakeholder%20management%20vogwell%22) (Accessed on 20 June 2006).

Weaver, P. (2007). Getting the “soft stuff” right – effective communication is the key to successful project outcomes! PMIGlobal Congress (North America). October 6–9,.

Winch, G. M., (2004). *Managing Construction projects: an information processing approach*, 2nd Edition, Wiley-Blackwell, West Sussex, UK.

Yang, J., Shen, G. Q., Ho, M., Drew, D. S., & Chan, A. P. C. (2009). Exploring critical success factors for stakeholder management in construction projects. *Journal of Civil Engineering and Management*, 15(4), pp.337–348.

Yin, R. (2009), *Case study research: Design and methods*. Thousand Oaks, CA: Sage Publications.

## **APPENDIX**

### **RESEARCH QUESTIONNAIRE**

#### **SECTION A**

#### **RESPONDENT'S PROFILE**

Q1. Please indicate your category in the Construction industry.

- a) D1K1
- b) D2K2
- c) D3K3
- d) D4K4

Q2. Please indicate your academic qualifications.

- a) HND
- b) BSc
- c) MSc/Mphil
- d) PhD

Other, please specify .....

Q3. Please indicate your years of practical experience in the construction industry.

- a) 1-5yrs
- b) 6-10yrs
- c) 11-15yrs
- d) 16-20yrs
- e) Over 20yrs

**SECTION B**

**OBJECTIVE ONE: CHALLENGES ASSOCIATED WITH STAKEHOLDER  
MANAGEMENT**

4. Please rate the **severity** of the challenges associated with stakeholder management in the Ghanaian construction industry. Please use the response scale below:

**1 = Not severe; 2 = Slightly severe; 3 = Moderately severe; 4 = severe and 5 = Very severe.**

No.	Challenges	1	2	3	4	5
1	Unclear stakeholders					
2	Unidentified stakeholders					
3	Unreasonable stakeholders					
4	Negative community reactions to the project					
5	Lack of support from stakeholders					
6	High cost associated with stakeholder management					
7	Limited project time					
	<i>If other, please specify</i>					

**SECTION C**

**OBJECTIVE TWO: CAUSES OF THE CHALLENGES ASSOCIATED WITH  
STAKEHOLDER MANAGEMENT**

5. Please indicate the **significance** of the causes of the challenges associated with stakeholder management. Please use the response scale below:

**1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant.**

<b>No.</b>	<b>Causes of the challenges</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Inexperienced project manger					
<b>2</b>	High political interference					
<b>3</b>	Lack of stakeholder assessment					
<b>4</b>	Poor stakeholder communication					
<b>5</b>	Excessive changes in project scope					
<b>6</b>	Unsuitable procurement approach					
<b>7</b>	Poor stakeholder perception					
<b>8</b>	Inadequate project planning and control					
	<i>If other, please specify</i>					

## SECTION D

### OBJECTIVE THREE: CRITICAL SUCCESS FACTORS FOR STAKEHOLDER MANAGEMENT

6. Please indicated the **significance** of the following success factors of stakeholder management in the Ghanaian construction industry. Please use the response scale below:

**1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = significant; 5 = Very significant.**

No.	Critical success factors	1	2	3	4	5
1	Effective communication and engagement of stakeholders					
2	Identifying and analysing potential conflicts among stakeholders.					
3	Management of stakeholders with social responsibilities					
4	Effective and efficient stakeholder identification					
5	Effective assessment of stakeholder behaviour					
6	Establishment of a clear project scope					
7	Evaluating and understanding of stakeholder interest					
8	Formulation of effective strategies to manage stakeholders					
9	Provide accurate cost information for sponsors					
	<i>If other, please specify</i>					