

A STUDY OF THE CHALLENGES ASSOCIATED WITH PROJECT STAKEHOLDER
MANAGEMENT IN THE AYENSUANO DISTRICT ASSEMBLY

By

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DECLARATION

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

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ABSTRACT

Stakeholder management encompasses coming out with the various types of stakeholders, collecting their details, defining their purposes in a project, assessing their strength and weaknesses, identifying strategies, forecasting their behavior and developing and implementing a strategy for managing these stakeholders. Stakeholder management has an effect on the reputation of a project. However, there are numerous challenges that affect the effective management of stakeholders in the construction industry. Therefore, the aim of the study was to explore the challenges associated with the management of stakeholders in the Ayensuano District Assembly. With this aim, three objectives were established which were to identify the challenges associated with effective stakeholder management in in the Ayensuano District Assembly, to identify the causes of the challenges related with effective stakeholder management in the Ayensuano District Assembly and to identify the strategies for improving effective stakeholder management in the Ayensuano District Assembly. In order the achieve the aim and objectives of the study, the quantitative research method was adopted. Structured questionnaire was developed based on the findings of the extensive literature review. The questionnaire was distributed to thirty-two (32) construction firms who have worked with the Ayensuano district assembly since 2012. Therefore, using the census sampling technique, thirty-two (32) questionnaires were distributed and twenty-seven (27) were retrieved for analysis forming a response rate of 84.37%. The respondent rated their responses using the five-point Likert scale and their ratings were ranked using the Relative Importance Index (RII) formula. The analyzed data revealed that, unidentified stakeholders were the most severe challenge of stakeholder management. Also, the most significant cause of the challenges associated with stakeholder management was unsupportive top management Lastly, the most significant strategy to improve stakeholder management was acknowledging the relevant concerns of stakeholders. From the findings of the study it was recommended that, construction firms should acknowledge the relevant concerns of stakeholders in order to bring them on board with regards to the objectives of the construction project. Some of the limitations to the research were that, the study was limited to the Ayensuano district only. Therefore, the outcome of the study is practical only to district assemblies of similar characteristics. Also, this study was limited to only internal stakeholders and lastly, this study was limited to construction firms.

Keywords: Stakeholder management, project performance

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DEDICATION

This Dissertation is dedicated to Almighty God and my family

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The Ghanaian construction industry is directly associated with the development of the country's economy (Ofori, 2012). The construction industry is very complex as it involves numerous stakeholders that influence the construction process at some stage. Moloney (2006), described Stakeholders are defined as individuals or groups that enjoy certain profits from an organization (Moloney 2006). Ezekiel and Paul (2010), asserted that, stakeholders do not only benefit however they can be affected or have their rights infringed on by an organization. Thus, stakeholders can generally affect or are affected by an organization and its activities. Stakeholders are beneficial when they aid an organization in achieving its goals and vice-versa (Gibson, 2000).

There are numerous stakeholders in the construction industry. They can be categorized into internal and external stakeholders (Calvert 1995; Winch and Bonke, 2002). The internal stakeholders are those who are members of project coalition or who provide finance while external stakeholders are those affected by the project significantly. Also, stakeholders can be categorized into contracted and uncontracted stakeholders (Ezekiel and Paul, 2010). The contracted stakeholders are those engaged by an organization to provide services while the uncontracted have no contracted responsibility but have indirect relationship with the organization (Smith and Love, 2004). The composition of internal and external stakeholders may change depending on the type and location of the project. Generally, a checklist of stakeholders may include; the client, project managers, designers, suppliers, sub-contractors, facility managers, insurance companies, the media and so on (Newcombe, 2003; Smith and Love, 2004).

Therefore, it is very imperative for these diverse stakeholders present in a construction project to be managed to aid in maximizing their positive impacts and subduing their negative impact.

Stakeholder management involves identifying and categorizing stakeholders (Ezekiel and Paul, 2010). Thus, stakeholder management includes the identification of the different types of stakeholders, collection of information about them, determine of their missions in a project, assessing their strength and weaknesses, identifying their strategies, forecasting their behavior and developing and implementing a strategy for managing these stakeholders (Cleland, 2002). This aid in facilitating both initial and subsequent encounter with them in a timely, organized and coordinated manner. The needs and requirements of stakeholders in projects are not static but dynamic, therefore, it is significant to constantly manage the shifting balance between the interest of stakeholders (Goodijk, 2003).

Caroll and Buchholtz (2006), asserted that, the major considerations in practical stakeholder management should involve the answers to the following questions;

1. Who are our stakeholders?
2. What are their stakes?
3. What opportunities do they present?
4. What challenges or threats do they present?
5. What responsibilities do we have towards our stakeholders?
6. What strategies should we use to engage our stakeholders?

These decisions will ideally aid in creating an organizational approach to stakeholder management. Therefore, this study will explore the challenges associated with stakeholder management in the Ayensuano District Assembly.

1.2 PROBLEM STATEMENT

Stakeholder management in every organization is a significant activity and has caught the attention of researchers over the past years. Basically, stakeholders affect and are affected by an organization and its activities (Ezekiel and Paul, 2010). Stakeholders can affect an organization's functioning, goals and development. According to Gibson (2000), stakeholders have the power to be either a threat or a benefit to an organization. Thus, stakeholders are beneficial when they aid an organization their goals. On the other hand, they can oppose the missions and objectives of the organization. Managing stakeholders is the responsibility of the organization as they have claims, rights and expectations that have to be met (Carrol and Buchholtz, 2006). Furthermore, stakeholders must be managed to eliminate or reduce their negative influences.

The success of any construction project relies on the perception of the stakeholders involved therefore stakeholder management is crucial in achieving a high project performance. Unfortunately, effectively managing stakeholders is a challenging endeavor as different stakeholders have different perception and thus they react differently to circumstances (Ivan and Frankie, 2009). This pose a huge threat to the organization as the stakeholders can negatively affect the outcome of projects. The Ayensuano District Assembly District is one of the newly created Districts in the Eastern Region by the Legislative Instrument Number 2052 which was inaugurated on 28th June, 2012. Numerous projects executed in the area faces issues of delays due to poor stakeholder management. Also, there are numerous upcoming projects involving numerous stakeholders. Therefore, it is very imperative to study the challenges associated with the management of these stakeholders and devise strategies to manage them effectively.

1.3 AIM OF THE STUDY

The aim of the study is to explore the challenges associated with the management of stakeholders in the Ayensuano District Assembly.

1.4 OBJECTIVES OF STUDY

To achieve the aim, the following objectives were established;

1. To examine the challenges associated with effective stakeholder management in in the Ayensuano District Assembly;
2. To assess the causes of the challenges associated with of effective stakeholder management in the Ayensuano District Assembly; and
3. To assess the strategies for improving effective stakeholder management in the Ayensuano District Assembly.

1.5 RESEARCH QUESTIONS

This study seeks to answer the following questions;

1. What are the effects of effective stakeholder management in the Ayensuano District Assembly?
2. What are the challenges associated with effective stakeholder management in in the Ayensuano District Assembly?
3. What are the strategies for improving effective stakeholder management in the Ayensuano District Assembly?

1.6 SCOPE OF THE STUDY

There is a substantial number of stakeholders in the Ayensuano District Assembly. Therefore, this research will focus on internal stakeholders in the district on projects executed within 2012 to 2018. The internal stakeholders on these projects included the contractors, designers, suppliers and sub-contractors. This study was limited to internal stakeholders due to the huge direct impact they have on the successful execution of a project. With regards to the internal stakeholders, this study will limit itself to contractors who have worked with the district assembly since 2012.

1.7 SIGNIFICANCE OF THE STUDY

Stakeholder management is a significant and accepted theory, especially in the field of academics (Ezekiel and Paul, 2010). Modern construction is characterized with multifaceted clients, large project teams and many other stakeholders therefore, there is the pressing need for effective coordination and general management of their varying needs. Therefore, this study will aid the district assembly in effectively managing the stakeholders in order to increase the probability of achieving high project performance. According to Sutterfield et al. (2006), in order to realize a successful project outcome, the project manager must be equipped with managing the interests of stakeholders throughout the phases of the project. This study will also equip project managers with the requisite skills in managing stakeholders. Furthermore, this study will add up to the already existing literature on stakeholder management.

1.8 RESEARCH METHODOLOGY

This research adopted the survey research strategy. The approach involved the critical review of literature pertaining to stakeholder management and subsequently gathering information from the project participants. Also, the quantitative research method was employed as it utilizes the deductive approach of conducting studies which involves theories, measurement and sampling.

Furthermore, a survey questionnaire was utilized in collecting data from the respondents. The respondents for this research included the internal stakeholders in the Ayensuano District Assembly. Questionnaire survey was used to elicit information which were then organized, analyzed and presented in texts and tables. The detailed of the methodology of is stipulated in chapter three (3).

1.9 STRUCTURE OF THE STUDY

This report consists of five independent but interrelated chapters. They consist of sub-sections like the background of study, the problem statement, aim, objectives and the significance of the study. The chapter two review the literature pertaining to the area of study. The chapter three talks about the methodological approach adopted for the research. This included the research design, research strategy, the population and the sample size of the study. The chapter four looks at the data analysis and discusses the findings from the analysis. The final chapter deals with a discussion of the findings from the chapter four. From there, recommendations were made based on the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The chapter reviews literature pertaining to the stakeholders and stakeholder management in the construction industry. Weiss (2006) defines a stake as an interest or a share in an activity while a stakeholder is an individual with a stake. Therefore, stakeholders in one way or the other influence or are affected by the operations of an organization. The generic origins and nature of stakeholders' interest are identified. Furthermore, the need to manage stakeholders and the potential challenges in managing stakeholders are identified in this chapter. Finally, this chapter review literature on the strategies that can be adopted to improve on the effective management of stakeholders.

2.2 OVERVIEW OF THE GHANAIAN CONSTRUCTION INDUSTRY

The Ghanaian construction industry has grown significantly and has become more sophisticated with the introduction of wide range of stakeholders involved in the construction process (Dadzie et al., 2012). Contractors are one the most significant stakeholder in the construction industry. In Ghana, contractors are categorized with their financial capability. Their classification are D1K1 being the highest financial class, D2K2, D3K3 and D4K4 being the lowest financial class (Frimpong and Kwasi, 2013).

An estimated value of over 1,600 building contractors are working in Ghana since October 2012 (Oxford Business Group, 2014). The construction industry is regarded as the backbone of every economy (Rameezdeen, 2005). In Ghana, the industry creates revenue for the Government and

also creates employment. Statistically, the construction industry provides an average of 10.5% of the Gross Domestic Product (GDP) and provides employment for about 6% of the Ghanaian population who are economically active (Ghana Statistical Service, 2007). According to Agyakwa-Baah, (2007), the main client of the Ghanaian construction industry is Government of Ghana and thus has a direct bearing on the Ghanaian economy. Also, the construction industry has been described to influence other existing sectors of the economy such as the manufacturing, mining, electricity and water sectors. The construction industry in Ghana has realized steady growth over recent years. According Agyakwa-Baah, (2007), the Ghanaian construction industry is regarded as one of the quickest developing sectors with 7-8% average per year.

Kumar and Kumar (2012) identified a number of challenges in the construction and most of them were linked to the unorganized nature of the industry. As already indicated, the construction industry in any country is responsible for sustaining the country's economy and also generates a means for social development but the Ghanaian construction industry is full of substandard and unprofessional practices. Challenges like scattered stakeholders practice, lack of planning and failure to meet client's and other stakeholders' needs are currently been faced in the industry. According to Dansoh (2005), the frequent change in power and economy fluctuation in Ghana does not encourage stability in the operation of the industry. With the Government of Ghana as the main client in the industry which is characterized with frequent changes in government serves as a major threat to the industry. Also, the success of any construction project is defined in context and viewpoint of the stakeholder in question. Thus, every stakeholder to construction project holds a different perception as to the success of a construction project (Lim and Mohamed 1999). This poses a huge challenge in achieving project success with regards to all the stakeholders involved in the process.

All these challenges and problems lead to poor performance of our industry and hence there ought to be various implementations and strategies to boost the performance of the industry.

2.3 SKATEHOLDERS IN THE CONSTRUCTION INDSTRY

Moloney (2006) described stakeholder as an individuals or a group that benefit from an organization. However, stakeholders can be harmed or affected by an organization. Gibson (2000) postulated that stakeholders are only beneficial to an organization if they aid in the achievement of their goals. This implies that, stakeholders have the capability to negatively affect the functioning and goals of the organization. In some cases, stakeholders initiate project schemes in an organization (Orndoff, 2005). Also, Vogwell (2002) stated that they may support or hinder the progress of a current project. Stakeholders may have a massive or little influence that may be intentionally or incidentally exerted.

There are many types of stakeholders that exist on a project which include the owners and users of facilities, employees, subcontractors, suppliers, process and service providers, competitors, banks, insurance companies, media, community representatives, neighbors, general public, government agencies, visitors, customers, the press, pressure groups, civic institutions, etc. (Newcombe, 2003; Smith ad Love, 2004). Due to the huge diversity of stakeholders in the construction industry, they have been categorized into internal and external stakeholders. The categorization of stakeholders aids in the effective management of the stakeholders. Internal stakeholders are those who are part of the project coalition or who provide finance while external stakeholders are the members outside the project but are significantly affected in some way. As already described, stakeholders can have a positive or negative impact to an organization and thus is very necessary to manage stakeholders to reduce their negative impacts so as prevent their obstruction to the realization of goals of the firm. Also, due to fact that, stakeholders in a

construction project could be a long list of individuals or groups with differing stakes, it becomes necessary to manage them effectively. In view of this, the concept of stakeholder management has caught the eye of many researchers. Stakeholder management refers to the situation whereby an organization works with essential groups to facilitate the support of those groups by considering and balancing their relevant interest (Logsdon and Wood 2000).

According to Carroll and Buchholtz (2006), stakeholders and their associated stakes portrays the attributes of legitimacy and power. Legitimacy is the perceived validity of a claim to a stake. Power is the capacity to induce, persuade or coerce the actions of others and is displayed when one part in a relationship is able to impose its will on the other part (Johnson et al., 2005). As stakeholders may have claims, rights and expectations, they must be managed in each project to prevent their conflict with the objectives with the organization. On the other hand, business endeavors and indeed construction projects has an influence on stakeholders. Businesses must take notice of their stakeholders and manage them. The whole concept is for the optimization of all benefits that are derived from stakeholders while mitigating their negative aspects.

2.4 THE NATURE OF DISTRICT ASSEMBLIES

There are different departments at the Local Government assembly that work together to achieve the aims of the assembly. The District assembly empowers the various members and unit committee members to contribute to the organization and planning of project implementation in the district. The departments of the district assembly are shown in table 2.1.

Section 15, sub-section (1) of Act 1993 (Act 462) allows the empowerment of other bodies or persons by the Assembly to undertake certain functions including the management of project implementation. The arrangement allows for School Management Committees (SMCs), sector

Agencies, Opinion Leaders, Traditional authorities to provide their quota in organizing and planning project implementation in the District.

Table 2.1: Departments of the District Assemblies

Item	Departments
1	Central Administration
2	Finance
3	Education Youth and Sports
4	Agriculture
5	Health
6	Physical planning
7	Works
8	Community Development and Social Welfare
9	Trade and Industry
10	Natural Resources, Conservation, forestry, game & wild life

Source: Local Government (Departments of District Assemblies) (Commencement) Instrument, 20009 (L.I. 1961)

One vital component of the administrative structure of project management are the Beneficiaries. Project Beneficiaries must be given the necessary opportunity during the sporadic site meetings to make suggestions and to voice out their opinion on project. Contractors use the opinions of this group to assess their work and to make changes if any. Eventually, Project beneficiaries are the end users of the final product. In cases where there is the construction of public facilities such as clinic and Community Health-Based Planning Services (CHPS) Compounds, the nurses, all

the health workers and the government agency or department like the Department of Health are project beneficiaries. Department of Education and Teachers becomes the project beneficiaries to educational projects such as cleanrooms and teacher's quarters.

The District Assembly as demanded by section 4 (e) of Act, 1993 (Act 462) monitors the execution of projects under approved development plans, assess and evaluate the impact of projects on peoples' life, development of the local, district and national economy. The integration and harmonization of executing projects by the District assembly as stipulated by section 5 of Act 462, within a framework of approved development plans to facilitate compliance with laid down norms.

The District Assembly as a corporate entity is made of different departments, sub-committees and agencies who serve as major actors in implementing and executing projects. The most noticeable sectors are the District Works Department, the District Planning Coordinating Unit (DPCU) and sub-committees. Other units and sections of the District Assembly which include the Audit Unit, Budget Unit and the administration also play major roles in projects.

Apart from the District assembly staff, there are external bodies whose roles and influence cannot be overlooked in the area of development and projects in the districts. As stipulated in section 15, sub-section (1) of Act 1993 (Act 462), these people have been empowered to have oversight responsibilities in every construction project that goes on in the District to perform certain functions including the management of project implementation. This responsibility is a collaborative act between sub-committees, specific monitoring teams and the District Planning Coordinating unit (DPCU). Therefore, the District assembly can be considered as a stakeholder in construction activities in the Districts.

2.5 STAKEHOLDER MANAGEMENT

Stakeholder management basically deals with the relationships that exist within an organization and its stakeholders (Ezekiel and Paul, 2010). These relationships can have either positive or negative impact on individuals and organizations. Hence, the need to mitigate the negative impact so as not to obstruct the achievement of an organization's objective calls for management of stakeholders. In the construction industry, the list of stakeholders is often long therefore they can influence an organization on different angles and in different ways. According to Goodijk (2003), a stake is not static but dynamic, thus, the essence rises for constant managing the shift balance between the interests of stakeholders.

The management of Stakeholders dictate how an organization should relate to the various groups, create and sustain the assistance of the constituent groups through the consideration and balancing of their relevant interests (Goopaster, 1991; Freeman 1994; Logsdon and Wood, 2000). According to Lynch (2006), there are different levels for stakeholders' influences which demands for different responds to the various stakeholders in diverse ways. It is therefore very necessary to have proactive means in handling stakeholders as oppose to being reactive. Cater (2006), indicated that managing stakeholders demands a greater efforts with high levels of interest compared to stakeholders with low level interest.

According to Newcombe (2003), multifaceted market is the new trend in which modern construction clients who portrays a vibrant configuration operates. Projects which involves multifaceted clients, large project teams and many other stakeholders demand for effective coordination and general management of the different stakes, and this warrants effective client leadership. The course managing stakeholders ensures a higher effectiveness relating to relational issues and diminishes the risk factor. To obtain a successful outcome in projects, the

project manager should be on top of managing the interests of the several stakeholders throughout the duration of the project (Sutterfield *et al.*, 2006). Although principles can be adopted across boundaries, construction has its peculiarity, hence the need to evolve principles of construction stakeholder management based on empirical research.

2.5.1 Approaches to stakeholder management

The evolution of stakeholder management began from business management which aimed to describe, understand, analyze 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).

By Weiss (2006), there are a lot of factors that needs to be considered in the management of stakeholders such as moral, political, technological and economic interests. According to Goodpaster (1991), the handling of stakeholders calls for three useful approaches. The first one is the strategic approach where much priority is assigned to the shareholders' profit as compared to interests of other stakeholders. The second one is the multifiduciary approach where

stakeholders are assigned equal fiduciary responsibility with others. The last one is the stakeholder synthesis approach which assumes a moral but non-obligatory responsibility to stakeholders. For instance, handling of stakeholders based on ethics.

2.5.2 Principles of stakeholder management

The principles of stakeholder management is shown in table 2.2. Although, one can adopt the principles notwithstanding the boundaries, the construction industry holds some peculiarities which calls for adoption, developing or refining the principles to suit construction stakeholder management based on empirical research.

Table 2.2: Principles of stakeholder management

Principle	Pre-requisite that managers should adopt
1	Acknowledge and actively monitor the concerns of all legitimate stakeholders and should take their interests appropriately into account in decision-making and operations.
2	Listen and openly communicate with stakeholders about their respective concerns and contributions and about the risks that they assume because of their involvement with the corporation.
3	Adopt processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency.
4	Recognize the interdependence of efforts and rewards among stakeholders and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.

5	Work cooperatively with other entities, both public and private to ensure that risks and harms arising from corporate activities are minimized and where they cannot be avoided appropriately compensated.
6	Avoid altogether activities that might jeopardize inalienable human rights (e.g. the right to life) or give rise to risks that, if clearly understood, would be patently unacceptable to relevant stakeholders.
7	Acknowledge the potential conflicts between (a) their known roles as corporate stakeholders and (b) their legal and moral responsibilities for the interests of stakeholders, and should address such conflicts through open communication, appropriate reporting, incentive systems and, where necessary, third-party review.

Source: <http://www.mgmt.utoronto.ca/~stake/Principles.htm>

2.6 CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT

Poor project stakeholder management can significantly affect the outcome of the project as numerous risks evolving from the stakeholders will have a huge impact on the project success (Gilbert 1983). According to Meredith and Mantel, (2000) if stakeholder goals and objectives are not identified and the project manager strive to reach objectives and goals that is not from the stakeholders, the project might be considered a failure. Project stakeholder management involves the identification and the understanding of the social and political surroundings of your project.

This section talks about the various challenges associated with stakeholder management practices; Various researchers have identified challenges associated with the stakeholder management in their work. For instance, Pinto and Slevin, (2001), stated that, ignoring the

scrutiny of the information processed by the stakeholders is a major challenge to stakeholder management. Also, Nutt and Backoff (1992), indicated that, project managers fail to implement or partially implement the views and concerns of stakeholders and therefore achieve poor or partial results. Another challenge identified was the problem of unreliable stakeholders. He stated that, this can lead to project failure. Other challenges included poor communication, inadequate resources, and negative community reactions (Kalsern, 2002). Ensuring adequate communication with all benefactor of a construction project including all members of the project team is a very significant key in the success of project (Pinto and Slevin, 2001). Communication as applied in construction projects can be defined as the exchange of project-specific comprehension between the sender and the receiver thus providing accurate information to all stakeholders (Project Management Process Improvement 2007). According to Higgin and Jessop (2001), difficulties in communication on construction projects can lead to a significant increase in the quantity of unnecessary expenditure which also affects the progress of the work and cause unnecessary delays. Hartman and Ashrafi (2002), in his study came out with four vital factors essential to meeting construction project targets.

According to Karlsen, (1998) other challenges of stakeholder management are the lack of planning and method to stakeholder management. Also, according to Kastner (2010), there are three (3) main sources of challenges pertaining to stakeholder management and these are;

- Unclear stakeholders
- Unidentified stakeholders
- Unreasonable stakeholders.

Unclear stakeholders are the stakeholders who do not have sincere and honest interest and expectations while unidentified stakeholders are the stakeholders who were not identified at the beginning of the project. Unreasonable stakeholders are those who do not accept any form of logical reasoning.

Base on this study, the following stakeholder management challenges were adopted;

- Lack of stakeholder support;
- Poor relationship among stakeholders;
- Unfavorable news about the project in the press;
- Unclear stakeholders;
- Unidentified stakeholders;
- Unreasonable stakeholders;
- Insufficient resources allocated to the project;
- Change in scope of work; and
- Negative reactions from community towards the project.

2.7 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 availability 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. 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. 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.

2.8 STRATEGIES TO IMPROVE ON STAKEHOLDER MANAGEMENT

Project management demands strategies in handling and managing the several stakeholders. Knowledge about stakeholder's interest is vital in the establishment of stakeholder management strategies. According to Jawahar and McLaughlin (2001) the construction industry demands different strategies so as to manage the several types stakeholder. This requires a project manager to analyze and focus on only one stakeholder at each stage of the project's lifecycle. A construction project should in actual sense engage and inform stakeholders who are in active support of the project's objectives and outcomes. There are some recommendations Tasmanian Government (2005) that need to be tactically followed to achieve and sustain stakeholder commitment.

The early stage of the project calls definition calls for the active participation of all stakeholders who can be influenced and influence the project. Also, legitimize the project manager's action in the realization of the project's benefits and outcomes. Creditability and trust should be stimulated by establishing good personal relationships, illustrating that project actions are being seriously driven by the stakeholders' needs, using consultant's recommendations or the established formal methodologies to support the project and involving senior executives as project champions in lending the project authority. Furthermore, implement early communication and persuasion. The communication strategy should appreciate stakeholders' differences and cater for their requirements.

According to Manowong and Ogunlana (2006), adequate communication about the project to external stakeholders creates a level of satisfaction for them. There should be effort by project managers to acknowledge the essence of the project to all related stakeholders through every means so as to ensure satisfaction of all parties. Early acknowledgement of Stakeholders'

expectations helps in fulfillment and satisfaction. Keeping key stakeholders updated on project information and in decision-making is useful approach in satisfying project stakeholders especially project that has an influence on the public. Olander and Landin (2005) stated that the use of open and effective communication with the use of media with the affected stakeholders is also a vital strategic in satisfying the people with necessary information. The right management techniques helps in managing and preventing conflict so as to help encourage the commitment and to ensure the satisfaction of stakeholders.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The chapter deals with the methodology adopted for this research. The outline of this chapter includes summary of the study area, the research strategy, the research design, the research method, the population, sample size and sample technique, questionnaire development, questionnaire distribution, tool for the analysis and finally, a summary of the methodology

3.2 THE STUDY AREA

The Ayensuano district forms part of the new districts established in the Eastern region. It emanated from the Suhum Kraboa Coaltar District assembly by Legislative Instrument Number 2052 and was inducted on the 28th June, 2012. The visions statement of the Ayensuano district assembly is “To become the most effective and efficient local governance unit and promote total development for the people. Economically, majority of its labor are into agriculture then

commerce, industry, transport and clerical respectively. Tourism in the district is not well developed although there are certain tourist sites like waterfalls.

3.3 RESEARCH STRATEGY

Bryman (2009), indicated that, there are six (6) main research strategies. However, Blismas (2001), indicated that, the most suitable research strategies for social science and project management studies are case study research, survey research and experiment. These strategies are discussed below;

The case study research strategy is a system that explores a particular research entity (Yin, 2009). This type of study is very suitable for exploratory research. Neuman (2003), indicated that, the case study research involves an intensive analysis of the research entity on a particular problem or concept. Yin (2009), indicated that, the case study research is very suitable for inductive research approaches.

For the case of survey research strategy, the study normally involves the use of sample to represent a population and is also normally utilized for exploring the relationships between variables (Oppenheim, 2003). The survey research strategy is very suitable and effective for construction management researches.

For experiments, Bryman (2009), described it as a type of research strategy that involves describing the causal relationships between variables by tempering with one variable on the other variable. It is very suitable for phenomenon with known variables or initial hypothesis that aimed at testing or manipulating a theory (Cresswell, 2009).

This study adopted the case study research method as this study involves a vivid exploration of a particular entity (Ayensuano district) on stakeholder problems.

3.4 RESEARCH DESIGN

Research design can be described as the stipulated plan on how the data required for answering the research questions will be collected so as to realize the objectives of the study. The selection of a research design has a huge impact on the selection of an appropriate and suitable data collection and analysis tool (Yin, 2009). There are four (4) major research designs as identified by Fellows and Liu (2008). These are explanatory, exploratory, descriptive and predictive. However, the two (2) prominent research designs in construction management studies are explanatory and descriptive research design.

The explanatory research design involves the development of causal explanations and shows that one concept is affected by the other. However, the descriptive research design gives a clear and accurate description of a phenomenon. The aim of this study is to explore the challenges associated with the management of stakeholders in the Ayensuano District Assembly. Therefore, the descriptive research design was adopted as a clear description of the challenges of stakeholder management was provided in the study.

3.5 RESEARCH METHOD

Research method indicates how the data was collected. In social research, there are three (3) basic research methods. These are quantitative, qualitative and the mixed method. The type of research method adopted depends on the type of data utilized for the study (Carrie, 2007). There are basically, two (2) types of data. These are the numerical data and textual data. The numerical data was utilized for this study.

The quantitative research method utilizes numerical data whiles the qualitative research method utilizes the textual data. The mixed method combines the strengths of both the quantitative and qualitative research method. Therefore, the quantitative research method was the most suitable

for this study. The quantitative research method collects information to describe a concept involving a larger number of participants (Fellows and Liu, 2008). This data is normally used to study relationships between facts and how they align to theories and findings of past researches. Also, the quantitative research method aids researchers to translate data to numbers and analyze using mathematical tools.

3.6 POPULATION, SAMPLE SIZE AND SAMPLING TECHNIQUE

The population for this study is construction firms who have worked with the Ayensuano district assembly from 2012 to 2018. From the data collected from the district assembly, there are thirty-two (32) different construction firms that the Ayensuano district assembly has worked with since 2012-2018. Due to the manageable number of the contractors and relatively ease in reaching them, the census survey technique was used. A census sampling technique involves the use of every unit in the population. Therefore, thirty-two (32) questionnaires were distributed in all.

3.7 QUESTIONNAIRE DEVELOPMENT AND ADMINISTRATION

A structured questionnaire was developed and distributed to the respondents in order to gather information towards the achievement of the aim of the study. The questionnaire was categorized under four sections (section A; B; C; D). The section A concentrated on the respondent's profile. It was enquired from the respondents to specify the type of construction they are involved in, their category, their number of years of experience and their highest level of education.

The section B was concentrated on the challenges associated with stakeholder management. It was enquired from the respondents to specify the severity of the challenges by rating using the five-point Likert scale of 1 = Not severe 2 = Slightly severe 3 = Moderate 4 = Severe 5 = Very severe.

The section C was concentrated on the causes of the challenges associated with stakeholder management. It was enquired from the respondents to specify the significance of the challenges by rating using the five-point Likert scale of 1 = Not significant 2 = Slightly significant 3 = Moderate 4 = Significant 5 = Very significant.

The section D was concentrated on the strategies for improving stakeholder management. It was enquired from the respondents to specify the significance of the strategies by rating using the five-point Likert scale of 1 = Not significant 2 = Slightly significant 3 = Moderate 4 = Significant 5 = Very significant.

After the development of the questionnaire, it was distributed to thirty-two (32) respondents. The respondents were given ample time to respond to the questions. They are retrieved after two-weeks of distribution. However, not all the questionnaires were retrieved while others were not complete hence deemed invalid. Thus, out of the thirty-two (32) questionnaires distributed, twenty-seven (27) were retrieved. Two (2) questionnaires were not complete hence deemed invalid while the other three (3) could not be retrieved due to various reasons. However, the rate of response of 83.44% is regarded as substantial.

3.8 TOOLS FOR THE ANALYSIS

The data was coded into SPSS version 20 to enable the analysis to be undertaken. The section A of the questionnaire was analyzed using percentages and text. The other three sections were analyzed by ranking using the Relative Importance Index (RII). The formula for RII is given below. The Microsoft Excel version 2016 was also used in the analysis of the data.

$$RII = \frac{\sum W}{A \times N}$$

Where; **W** = **weightings**

A = **highest rating**

N = **sample size**

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

The aim of this study is to explore the challenges associated with the management of stakeholders in the Ayensuano District Assembly. In achieving this aim, an extensive literature review was conducted which was followed by distribution of structured questionnaire to collect data from the respondents. This chapter analyze and discuss the data collected. The analysis and discussion begin with the background of the respondents followed by the various objectives of the study. The analysis and discussion are being executed on twenty-seven (27) collected questionnaire. Their responses were analyzed with percentages, text and the Relative Importance Index (RII).

4.2 BACKGROUND OF THE RESPONDENTS

The background of the respondents gives an indication of the reliability of the responses given by the respondents. It was enquired from the respondents to specify their role in the construction

industry, their category in the construction industry, number of years of professional experience and their highest level of education. Their responses are discussed and shown in table 4.1

4.2.1 Type of construction

With this query, 74.10% of the respondents were into building construction while 25.90% were into civil construction. In the district assembly, most construction works executed are of the building nature therefore, it is not surprising that the majority of the respondents are building contractors.

Table 4.1: Background of the respondents

S/N	DESCRIPTION	PERCENTAGE
Type of construction		
1	<i>Building construction</i>	<i>74.10</i>
2	<i>Civil construction</i>	<i>25.90</i>
Category in the construction industry		
1	<i>D1K1/A1B1</i>	<i>7.40</i>
2	<i>D2K2/A2B2</i>	<i>51.90</i>
3	<i>D3K3/A3B3</i>	<i>33.30</i>
4	<i>D4K4/A4B4</i>	<i>7.40</i>
Number of years of experience		
1	<i>Below 4 years</i>	<i>11.10</i>

2	<i>5-9 years</i>	<i>55.60</i>
3	<i>10-14 years</i>	<i>25.90</i>
4	<i>Above 15 years</i>	<i>7.40</i>
Highest level of education		
1	<i>HND</i>	<i>7.40</i>
2	<i>BSc</i>	<i>55.60</i>
3	<i>Post Graduate</i>	<i>37.00</i>

Source: Authors construct, (2018).

4.2.2 Category in the construction industry

The respondents were asked to indicate whether they are D1K1/A1B1, D2K2/A2B2, D3K3/A3B3, D4K4/A4B4. Their categorization gives an indication of the magnitude of projects they can handle. It also gives an indication of their financial class with the highest been D1K1/A1B1 and the lowest been D4K4/A4B4. From table 4.1, it can be deduced that, 7.40% were D1K1/A1B1, 51.90% were D2K2/A2B2, 33.30% were D3K3/A3B3 and 7.40% were D4K/A4B4. Thus, majority of the respondents had at least D2K2/A2B2 classification which was satisfactory for the study.

4.2.3 Years of professional experience

With experience comes knowledge. The higher the number of years of experience, the more knowledgeable the respondent is in his/her field of work. Therefore, the respondents were asked to indicate the number of years of professional experience. From the responses, 11.10% of the respondents had below 4 years of experience, 55.60% of the respondents had 5-9 years of experience, 25.90% of the respondents had 10-14 years of professional experience and 7.40%

had above 15 years of experience. Inferring from the data, over 70% of the respondents had more than 5 years of experience which is good for the study.

4.2.4 Highest level of education

Similar to that of professional experience, higher education level increases the quantum of knowledge of the respondents. They were therefore asked to indicate their highest level of education. 7.40% had HND, 55.60% had Bsc while 37.00% had postgraduate degree. The level of education of the respondents indicates that, all of the respondents have theoretical knowledge of stakeholders and their influences on construction projects

4.3 OBJECTIVE ONE: CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT

Ineffective management of project stakeholders can significantly affect the outcome of the project as numerous risks evolving from the stakeholders will have a huge impact on the project success (Gilbert 1983). According to Meredith and Mantel, (2000) if stakeholder goals and objectives are not identified and the project manager strive to reach objectives and goals that is not from the stakeholders, the project might be considered a failure. Therefore, the objective one (1) of the study was to identify the challenges associated with effective stakeholder management in in the Ayensuano District Assembly. As part of achieving objective one of the studies, the respondents were asked to rate the challenges associated with stakeholder management using the five-point Likert scale of 1 = Not severe; 2 = Slightly severe; 3 = Moderate; 4 = Severe; 5 = Very severe. The variables that they were to rate were eight (8) identified from literature.

From their ratings, their responses were ranked using the Relative Importance Index (RII) mathematical formula. The first ranked challenge was *unidentified stakeholders*. Unidentified stakeholders were described by Kastner (2010), as the stakeholders who were not identified at

the early stages of the project. Thus, if a stakeholder is not identified at the early stages of the project, it becomes a huge challenge in managing them. Therefore, the respondents deemed it as the most severe challenge as an unseen stakeholder cannot be managed.

The respondents ranked *inadequate resources assigned to the project* as the second most severe challenge. Kalsern (2002), postulated that, inadequate resources assigned to the project can hinder the ability to effectively manage stakeholders. The resources needed for effective stakeholder management includes human and capital resources. If these required resources are inadequate, especially human personnel, it blocks the ability of the firm to adequately and effectively manage the stakeholders identified. Therefore, the respondents deemed it as a very severe challenge and ranked it second with an RII value of 74.20%.

The third most severe challenge was *unclear stakeholders and lack of stakeholder support*. These two factors were ranked with the same RII value of 0.720 and thus they shared the third position. Unclear stakeholders are described as stakeholders who are not sincere about their interest and expectations. These kinds of stakeholders mostly create issues for the construction firm at the latter stages of a construction project. They mostly do not reveal their intentions to the contractor or are not honest about it at the early stages of the project. This poses a severe challenge in effectively managing their interest. Also, some stakeholders may not support the motives of the project right at the beginning of the project. They mostly show their disagreement through demonstration and riot. This can disturb the progress of the construction project and in such situations, managing becomes very difficult if not impossible.

Table 4.2: Challenges associated with stakeholder management

DESCRIPTION	RII	RANK
-------------	-----	------

<i>Unidentified stakeholders</i>	0.796	1 ST
<i>Inadequate resources assigned to the project</i>	0.742	2 ND
<i>Unclear stakeholders</i>	0.720	3 RD
<i>Lack of stakeholder support</i>	0.720	3 RD
<i>Negative community reactions to the project</i>	0.700	5 TH
<i>Poor relationship among stakeholders</i>	0.684	6 TH
<i>Unreasonable stakeholders</i>	0.640	7 TH
<i>Changes in the scope of work</i>	0.586	8 TH

Source: Authors construct, (2018).

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

There are a number of factors that cause the challenges associated with stakeholder management. Therefore, the objective two (2) of the study was to identify the causes of the challenges associated with of effective stakeholder management in the Ayensuano District Assembly. In achieving objective two of the study, the respondents were asked to rate the causes of the challenges associated with stakeholder management using the five-point Likert scale of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = Significant; 5 = Very significant. The variables that they were to rate were seven (7) identified from literature.

From their ratings, their responses were ranked using the Relative Importance Index (RII) mathematical formula. *Unsupportive top management* was ranked as the most significant cause of the challenges with RII value of 0.786. If the management of the firm are not geared towards the management of stakeholders, it poses a big challenge in managing the needs of stakeholder. Thus, it was ranked as the most significant cause of the challenges to stakeholder management.

The second most significant cause was *lack of knowledge on stakeholder management and poor planning*. They had the same RII value of 0.720. In the construction firm do not have personnel who has adequate knowledge in stakeholder management, it inevitably leads the inability to effectively manage the stakeholders. This is a very significant cause of the challenges associated with stakeholder management. Not adequately planning for the project also cause challenges in stakeholder management. Planning for a project includes detailing out strategies to identify and manage stakeholders. If this is not satisfactorily done, it generates a ripple effect the creates significant challenges in managing the stakeholders. Therefore, the respondents deemed it as a very significant cause of stakeholder management challenges.

The fourth ranked factor was *lack of effective communication* with RII value of 0.7226. Lack of effective communication can cause a major problem in the management of stakeholders. Various barriers that impede the successful transfer of information hinders the effective management of stakeholders.

Other significant causes of the challenges of stakeholder management were unexpected specification changes, lack of human personnel and cultural differences. The problem of cultural differences among stakeholders may lead to various misunderstandings among the stakeholders and project managers. This will consequently affects the successful management of stakeholders in a project and inevitably leads to project failure in terms of stakeholder satisfaction. Furthermore, the sudden change of specifications can ignite resistance from stakeholders hindering the successful management of stakeholders.

Table 4.3: Causes of the challenges associated with stakeholder management

DESCRIPTION	RII	RANK
-------------	-----	------

<i>Unsupportive top management</i>	0.786	1 ST
<i>Lack of knowledge on stakeholder management</i>	0.750	2 ND
<i>Poor planning</i>	0.750	2 ND
<i>Lack of effective communication</i>	0.726	4 TH
<i>Unexpected specification changes</i>	0.702	5 TH
<i>Lack of human personnel to manage stakeholders</i>	0.624	6 TH
<i>Cultural differences</i>	0.540	7 TH

Source: Authors construct, (2018).

4.5 OBJECTIVE THREE: STRATEGIES FOR IMPROVING STAKEHOLDER MANAGEMENT

The objective three (3) of the study was to identify the strategies for improving effective stakeholder management in the Ayensuano District Assembly. As part of realizing the objective two of the study, the respondents were asked to rate the strategies to improve stakeholder management using the five-point Likert scale of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = Significant; 5 = Very significant. The variables that they were to rate were five (5) identified from literature.

From their ratings, their responses were ranked using the Relative Importance Index (RII) mathematical formula. The first ranked strategy was *acknowledging the relevant concerns of stakeholders* with RII value of 0.862. Manowong and Ogunlana (2006), indicated that, project managers should take into consideration the concerns of all the stakeholders as much as possible so as to satisfy every party or at least cater for their minimum requirements. There mere fact of considering the concerns of the stakeholder can lead to a satisfactory amount of stakeholder satisfaction.

The second ranked factor was *providing adequate information on the project to stakeholders* with RII value of 0.854. It is very significant to keep the key stakeholders informed of the project any point in time of the project life cycle. This is a very significant strategy in stakeholder management especially in public problems. The stakeholders must be informed of project information and decisions made during the execution of the project. Using open and trustworthy communication with the media and the affected stakeholders is also an essential tactic to make these groups satisfied with information given (Olander and Landin, 2005). *Establishment of trust and good relationship* was also ranked second. The project manager must establish good relationship with all the stakeholders in order to bring them on board in terms of the objectives of the construction project. Good relationships eliminate the possibility of conflicts that can hinder the progress of the construction project.

The fourth ranked factor was the *active involvement of stakeholders* and the fifth ranked factor was *improved communication*. The construction manager must endeavor to involve stakeholders at the early planning stages of the project. When stakeholders have a sense of involving in the project, it eliminates possibilities of riots and misunderstandings. Project management needs strategies for dealing and managing all types of stakeholders. Realizing the interest and motives of the stakeholder is very useful for establishing stakeholder management strategies. The project manager needs to analyze and focus on particular stakeholders at each stage of the project's lifecycle. A construction project should ideally have engaged and informed stakeholders who actively support the project's objectives and outcomes.

Table 4.4: Strategies to improve stakeholder management

DESCRIPTION	RII	RANK
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Acknowledge the relevant concerns of stakeholders	<i>0.862</i>	1 ST
Provide adequate information on the project to stakeholders	<i>0.854</i>	2 ND
Establishment of trust and good relationship	<i>0.802</i>	2 ND
Active involvement of stakeholders	<i>0.764</i>	4 TH
Improved communication	<i>0.720</i>	5 TH

Source: Authors construct, (2018).

4.6 SUMMARY OF CHAPTER

This chapter analyzed the data collected from twenty-seven (27) respondents at Ayensuano district assembly. The background of the respondents was analyzed using percentages. They were asked to indicate the type of construction they execute, their category in the construction industry, number of years of professional experience and highest level of education. From there, data collected from the respondents on their opinion on the challenges, causes of the challenges and strategies to improve stakeholder management were analyzed. Their responses were analyzed using RII. Their responses indicated that, unidentified stakeholders were the most severe challenge of stakeholder management. This was followed by inadequate resources assigned to the project. Also, the most significant cause of the challenges associated with stakeholder management was unsupportive top management which was followed by lack of knowledge on stakeholder management. Lastly, the most significant strategy to improve stakeholder management was acknowledging the relevant concerns of stakeholders. This was followed by provision of adequate information on the project stakeholders. The details of their responses were displayed in the form of tables and text.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter climax the execution of this research. The aim of this study was to explore the challenges associated with the management of stakeholders in the Ayensuano District Assembly. Three (3) objectives were subsequently set in order to achieve the aim of the study. An extensive literature review was conducted which aided in the development of a structured questionnaire to be distributed to the respondents. The targeted respondents were construction firms who have worked with the Ayensuano district assembly since 2012. The Ayensuano District is part of the

newly established districts in the Eastern region. The census survey sampling technique was utilized and twenty-seven (27) questionnaires were collected and subsequently analyzed using descriptive statistics and the Relative Importance Index (RII). This chapter discusses the summary of findings, limitations to the study, recommendations for further studies, conclusion and recommendations made from the findings of the study.

5.2 SUMMARY OF FINDINGS

This section provides a concise summary of the findings made in this study.

With regards to the objective one (1), the respondents were asked to rate the challenges associated with stakeholder management using the five-point Likert scale of 1 = Not severe; 2 = Slightly severe; 3 = Moderate; 4 = Severe; 5 = Very severe. Ineffective management of project stakeholders can significantly affect the outcome of the project as numerous risks evolving from the stakeholders will have a huge impact on the project success (Gilbert 1983). Therefore, it was very significant to ascertain the challenges faced by contractors who have worked in the Ayensuano district in managing stakeholders. Their responses were analyzed using RII. From their responses, the first ranked challenge was *unidentified stakeholders*. The respondents ranked *inadequate resources assigned to the project* as the second most severe challenge. with an RII value of 74.20%. The third most severe challenge was *unclear stakeholders and lack of stakeholder support*. These two factors were ranked with the same RII value of 0.720 and thus they shared the third position.

With regards to the objective two (2), the respondents were asked to rate the causes of challenges associated with stakeholder management using the five-point Likert scale of 0 of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = Significant; 5 = Very significant. Poor stakeholder management can affect the performance of a construction project as numerous risks

evolving from the stakeholders will have a huge impact on the project success. Therefore, it was very significant to ascertain the causes of the challenges faced by contractors who have worked in the Ayensuano district in managing stakeholders. Their responses were analyzed using RII. From their responses, *unsupportive top management* was ranked as the most significant cause of the challenges with RII value of 0.786. The second most significant cause was *lack of knowledge on stakeholder management* and *poor planning*. They had the same RII value of 0.720. The fourth ranked factor was *lack of effective communication* with RII value of 0.7226. Other significant causes of the challenges of stakeholder management were unexpected specification changes, lack of human personnel and cultural differences.

With regards to the objective three (3), the respondents were asked to rate the strategies to improve stakeholder management using the five-point Likert scale of 0 of 1 = Not significant; 2 = Slightly significant; 3 = Moderate; 4 = Significant; 5 = Very significant. Effective stakeholder management has a very huge correlation with project success. Therefore, it was very significant to identify the significant strategies to improve contractors who have worked in the Ayensuano district in managing stakeholders. Their responses were analyzed using RII. From their responses, the first ranked strategy was *acknowledging the relevant concerns of stakeholders* with RII value of 0.862. The second ranked factor was *providing adequate information on the project to stakeholders* with RII value of 0.854. *Establishment of trust and good relationship* was also ranked second. The fourth ranked factor was the *active involvement of stakeholders* and the fifth ranked factor was *improved communication*.

5.3 CONCLUSION

The study demonstrated that, effective stakeholder management has a huge impact of project performance. Therefore, it is very necessary to properly manage stakeholders to improve on the

probability of achieving project success. However, this focus can only be achieved if the challenges faced by construction firms in managing stakeholders and its causes are identified. Through this, strategic measures can be developed to eliminate the causes of the challenges. The study also demonstrated that, the inability of contractors to completely identify stakeholders in the Ayensuano district assembly is a major challenge facing the construction firms who have worked in the assembly. The study also shown that, unsupportive top management is a major cause of the challenges faced by construction firms who worked in the assembly. From this, adequate recommendations are made in subsequent section to improve on stakeholder management in the district.

5.4 RECOMMENDATIONS

Based on the findings, the following recommendations were made;

1. Construction firms should acknowledge the relevant concerns of stakeholders in order to bring them on board with regards to the objectives of the construction project.
2. Contactors should endeavor ro adequately identify stakeholders during the planning stage of a construction project so as to effectively begin the stakeholder management process.
3. Stakeholders should be actively involved in the all the phases of the project cycle to eliminate any possibility of misunderstandings and conflicts.

5.5 LIMITATIONS OF THE STUDY

The limitations to the study are listed below;

1. The study was limited to the Ayensuano district only. Therefore, the findings of the study can only be applied to district assemblies of similar characteristics.
2. This study was limited to only internal stakeholders.

3. This study was also limited to construction firms. Construction firms are regarded as internal stakeholders in the construction industry.
4. The respondents to this study was limited to construction firms who have worked with the Ayensuano district assembly before thus limiting the population of the study.

5.6 FURTHER STUDIES

There are further avenues available for studies based on the limitations of the study.

1. Similar studies can be conducted in different District Assemblies to validate the findings of this study.
2. A similar study can also be conducted using external stakeholders.

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APPENDIX

QUESTIONNAIRE

**TOPIC: A STUDY OF THE CHALLENGES ASSOCIATED WITH STAKEHOLDER
MANAGEMENT IN THE AYENSUANO DISTRICT ASSEMBLY**

SECTION A

RESPONDENT'S PROFILE

1. Please indicate your role in the construction industry.

Building construction [☐]

Civil construction [☐]

2. Please indicate your category in the Construction industry?

D1K1/A1B1 [☐]

D2K2/A2B2 [☐]

D3K3/A3B3 [☐]

D4K4/A4B4 [☐]

Other; Please specify

3. Please indicate your years of experience in your profession?

Below 4 years [☐]

5-9 years [☐]

10-14 years [☐]

Above 15 years [☐]

Others (specify).....

4. What is your highest level of education?

HND [☐]

BSc [☐]

Post Graduate [☐]

Others (specify).....

SECTION B

6. Please indicate the **SEVERITY** the following challenges associated with stakeholder management in the Ayensuano District.

Please use the response scale below:

1 = Not severe 2 = Slightly severe 3 = Moderate 4 = Severe 5 = Very severe

No.	Challenges	1	2	3	4	5
1	Lack of stakeholder support					
2	Poor relationship among stakeholders					
3	Unclear stakeholders;					
4	Unidentified stakeholders;					
5	Unreasonable stakeholders;					
6	Inadequate resources assigned to the project					
7	Changes in the scope of work					
8	Negative community reactions to the project					
	<i>If other, please specify</i>					

SECTION C

7. Please indicate the **SIGNIFICANCE** of the causes of the challenges associated with stakeholder management in the Ayensuano District

Please use the response scale below:

1 = Not significant 2 = Slightly significant 3 = Moderate 4 = Significant 5 = Very significant

No.	Causes	1	2	3	4	5
1	Lack of effective communication					
2	Cultural differences					
3	Unexpected specification changes					
4	Lack of human personnel to manage stakeholders					
5	Lack of knowledge on stakeholder management					
6	Poor planning					
7	Unsupportive top management					
	<i>If other, please specify</i>					

SECTION D

9. Please indicate the **SIGNIFICANCE** of the strategies for improving stakeholder management in the Ayensuano District.

Please use the response scale below:

1 = Not significant 2 = Slightly significant 3 = Moderate 4 = Significant 5 = Very significant

No.	Strategies	1	2	3	4	5
1	Active involvement of stakeholders					
2	Improved communication					
3	Establishment of trust and good relationship					
4	Provide adequate information on the project to stakeholders					
5	Acknowledge the relevant concerns of stakeholders					
	<i>If other, please specify</i>					