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The Impact of Stakeholder Management on the execution of a Selected Construction Project in Kayamandi at Stellenbosch.

By

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DECLARATION

I, Monwabisi Xegwana, declare that the contents of this thesis/dissertation represent my own unaided work, and that the thesis/dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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ABSTRACT

Community members have an unimaginable influence on the implementation of a construction project in Stellenbosch Municipality, Western Cape. The significance of effective stakeholder management in municipal projects (construction) needs to be understood. Thus, the study focuses on the impact of effective stakeholder management, which will mitigate the risk associated with community unrest in the construction project in Stellenbosch Municipality, Western Cape. The research objective includes examining the impact of effective stakeholder management in a construction project in Kayamandi at Stellenbosch, Explore the interests and power of stakeholders in a construction project in Kayamandi at Stellenbosch, make recommendations to promote effective stakeholder management in a construction project in Kayamandi at Stellenbosch. The study will contribute to the method and the importance of understanding the effectiveness of project stakeholder management in construction projects (understand the difference between power and interest of different stakeholders, also the significance of focusing on interest rather than the power of the stakeholder in the project management process). The study used mixed research methodology because of the ability of the methodology to provide both depth and breadth on the phenomenon under study, Case study was used as a research design. The target population includes community members from Kayamandi in Ward 12 in selected zones (Thubelitsha, Zone O and Watergang). A probability sampling method in the form of a random sampling technique was used to select 200 respondents from the aforementioned areas. Respondents who were approached were issued with structured questionnaires with open-ended questions. Respondents were made aware that it is not compulsory to participate, and respondents can pull out whenever they feel uncomfortable or may omit any questions, they are not comfortable with. Data Analysis was conducted using SPSS and Excel and thematic analysis to construct illustrations for the comparison of the variables and to give a meaningful answer to the research question.

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DEDICATION

I dedicate my dissertation work to my mother (Mrs Nozukile Xegwana) and my late father, the former Deputy Mayor of Stellenbosch Municipality, Mr Mbulelo Patrick Xegwana. A special feeling of gratitude also goes out to my friends and family, whose words of encouragement and push for obstinacy ring in my ears. My brothers Zukisa, Sibusiso, Phila and Siseko Xegwana, have never left my side and are very special. I also dedicate this dissertation to my many friends and church family who have supported me throughout the process with prayers. I will always appreciate all they have done.

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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY.

1.1 INTRODUCTION

The phrase "service delivery" is commonly used to signify the distribution of basic needs and services, remarkably housing, employment, water and sanitation infrastructure, land and electricity, which local municipalities have become dependent on as their lifeline. However, in South Africa, service delivery and continuing maintenance of these basic services have proven to be undependable from time to time and disrupting and threatening to local communities (Reddy, 2016:1). The municipality is key to basic service delivery and can be perceived as the engine of local development. However, Reddy (2010:81) argues that a huge percentage of the local communities are yet to receive basic services and 'for most township dwellers the utmost basic of service delivery, includes renovation of pavement, employment or the clearing of rubbish that is piled up on the streets. This has led to doubts about the functionality of the municipality in the past ten years.

However, this study will be grounded on relevant stakeholder literature to examine the stakeholder management approach used by Stellenbosch Municipality in managing a selected construction project in Kayamandi at Stellenbosch. This study is realistic. Significantly, the study will unpack the importance of effective stakeholder management as a deterrent against the disruption of construction projects. Within a construction project, there is a guaranteed degree of discrepancy among participants. Such discrepancy most is likely to affect the project negatively. Hammad (2013:39) says these disagreements among stakeholders are often because of poorly identified project stakeholders, which then leads to mismanagement of project stakeholders.

1.2 PROBLEM STATEMENT

Since 2004, community unrest against service delivery has been quite common. Approximately 40% of all community unrest usually takes place in informal settlements. However, there has been a significant degree of control of popular community unrest. These community unrests are evidence of growing unhappiness from the people that the service delivery is intended to help (Nleya, 2011:11). Community unrest against the implementation of a construction project often occurs as a result of dissatisfaction and frustration caused by poor service delivery (job

creation, housing, land, sanitation infrastructure, electricity and water) and exclusion from local decision making (Shaidi 2013:273).

According to the Stellenbosch Municipality Annual Report (2019:212), the construction of 332 temporary housing units in Watergang, Kayamandi, were destroyed due to community unrest. However, the estimated project damage value due to community unrest is estimated at ±R5.8 million and would take approximately 6 months to reconstruct. Community members have an unimaginable influence on the implementation of the construction project in Stellenbosch Municipality, Western Cape. The significance of effective stakeholder management in a municipal project (construction) needs to be understood.

Thus, the study will focus on the Stellenbosch Municipality, Western Cape stakeholder management approach. The study intends to examine the impact that stakeholder management has on mitigating the risk associated with community unrest in a construction project in Stellenbosch Municipality, Western Cape.

1.2.1 RATIONALE AND THE SIGNIFICANCE OF THE STUDY

The rationale for doing the research is to become acquainted with what information was and is available pertaining to the subject of the study. The study will not only extend the knowledge of the researcher and promote an in-depth understanding of stakeholder management in municipal construction projects but will also contribute to the method and the importance of understanding the effectiveness of project stakeholder management in construction projects (understand the difference between power and interest of different stakeholders, also the significance of focusing on interest rather than the power of the stakeholder in the project management process). However, the expected results of the study relate to the advancement of the theoretical understanding of stakeholder management in construction projects in Kayamandi, which represents a phenomenon that is relevant to almost all fields of business and public organizations that have the same organizational culture as Stellenbosch Municipality, Western Cape. The outcome of this research will help Stellenbosch Municipality, particularly informal settlement staff members, rethink their approach in identifying the interests and power of different stakeholders and managing them throughout the life cycle of a construction project.

1.3 OBJECTIVES OF THE STUDY

•   Examining the impact of effective stakeholder management in a construction project in Kayamandi at Stellenbosch.

•   Explore the interests and power of stakeholders in a construction project in Kayamandi at Stellenbosch.

•   Make recommendations to promote effective stakeholder management in a construction project in Kayamandi at Stellenbosch.

1.4 RESEARCH QUESTIONS

•   What is the impact of effective stakeholder management in a construction project in Kayamandi at Stellenbosch?

•   What are the interests and power of stakeholders in a construction project in Kayamandi at Stellenbosch?

•   What are recommendations that can be considered to promote effective stakeholder management in a construction project in Kayamandi at Stellenbosch?

1.5 BACKGROUND

1.5.1 WHAT IS A STAKEHOLDER?

Project Stakeholder is defined in several ways. Some scholars discussed that some of these definitions are limited, while some argue that the definition is too inclusive (Molwus, 2013:15). Project Stakeholders are individuals who have a vested interest in the project deliverables. Project Stakeholders include, but are not limited to, project managers, the project team, executive management, sponsors, customers, and end-users of the project outcomes (Eskerod and Jepsen, 2016:07; Colvin, Witt and Lacey, 2016:274; Portny, 2017:37). On the other hand, stakeholders are defined as individuals who have invested in the project to gain profit and could be affected by the project at any point along the way. Their investment can be directly or indirectly affected by the project process and its outcome. However, effective stakeholder management is an integral part of the project management process and involves practising good stakeholder management and constantly communicate with them in

order to collaborate on the project. Subsequently, they have a stake in how it all turns out (Portny, 2017:37; Franzén, Hammer and Balfors, 2015:226; Mok, Shen and Yang, 2015:456). Larson and Grey (2013:341) argue that stakeholders refer to individuals and organizations that form part of project processes and whose interests are likely to be positively or negatively affected.

1.5.2 CHARACTERISTICS OF A PROJECT STAKEHOLDER

Halbert and Ingulli (2012:373) posit that there are three types of stakeholders, namely "primary stakeholder, secondary stakeholder and key stakeholder". Key stakeholders are individuals who can contribute positively or negatively to the company. Key stakeholders can provide information about different industries that will be significant in understanding project limitations and the risks linked with the project. When key stakeholders are actively engaged and involved, the chances are higher that you will mitigate and uncover risks on your project. Secondary stakeholders are individuals who are indirectly impacted, whether positively or negatively, by the project or operations of the organizations. Primary stakeholders are individuals that can be directly impacted in a positive or negative way by the project or operations of the organization.

Andriof, Waddock, Husted and Rahman (2017:95), in a recent study, postulate a similar view on the three types of stakeholders, which implies that primary stakeholders are individuals that are involved in economic dealings with the business (consumers, service providers, creditors and workforce). Secondary stakeholders are external stakeholders who have been excluded from direct economic dealings with the business but can be affected or affect the process. Excluded stakeholders are the unconcerned public (children, for example), as they have no impact on the economy of the business. However, this concept supports the view that humans are the most significant and valuable element. Although the general public could be described as stakeholders, others remain disqualified. Such a viewpoint does not qualify plants, animals or even geology as stakeholders. They have only an instrumental value in relation to a group of individuals.

1.5.3 PROJECT STAKEHOLDER MANAGEMENT

The stakeholder management process includes the management of customer expectations and the requirements of stakeholders. The process consists of

continuous stakeholder identification, analysing, and planning so as to communicate and effectively engage with stakeholders continuously (Bourne, 2016:70).

According to Oppong, Chan, and Dansoh (2017: 1049), managing stakeholders is the systematic process of identifying, analysing, planning and executing actions intended to effectively engage with project stakeholders (internal, peripheral and external). According to Beringer, Jonas and Kock (2013:42), from a practised and academic standpoint, stakeholder management is extremely imperative in the accomplishment of projects. Burke and Barron (2007:40) define stakeholder management as an ongoing process that includes the identification, analysis and planning of ways to effectively engage with stakeholders.

According to Amadi, Carrillo, and Tuuli (2019:80), stakeholders have a great influence on the results of the project. Few projects in developing countries have been successful due to stakeholder antagonism and disagreement. This has resulted in the imperative of the management of external stakeholders that come with effective and efficient in the process and guaranteeing the input or contribution they have towards project success. Several studies have brought approaches for stakeholder management within the context of the public sector.

However, effective stakeholder management hugely depends on but is not limited to effective leadership with a set of leadership skills and a well-structured stakeholder management plan that are relevant to the community in which the project is implemented (Long, 2018:95). Identification inducement is an intentional and unintentional attempt by an organization to create a common set of shared meanings about the organization with the aim of providing its members with a sense of identity and belonging (Bartel, Baldi, and Dukerich, 2016:464). They take dissimilar paths but share a common aim of persuading employees to accept the organization's values and interests as their own.

According to Beringer et al., (2013:844), from both a professional and academic perspective, stakeholder management is the lifeline of achieving success in a project. These authors furthermore posit that the stakeholders have a twofold relationship with the project performance due to the fact that their contribution towards the project can impact the project, and project outcome may also have a direct or indirect impact on

their interests. From a pragmatic viewpoint, stakeholder management enables the project manager to establish factors that underpin effective participation of stakeholders in the project and thus results in the project manager earning the outcomes of engaging participants with regards to attaining resources and having access to make use of their influence. Therefore, it is essential to identify stakeholders who possess interest and power that is significant to the project environment and to understand the reasons that drive them (Purvis, Zagenczyk and McCray, 2015:12).

However, a community cannot be regarded as a single stakeholder as it has many people within it that possess dissimilar interests, cultures, and needs. Community stakeholders vary from place to place based on diversity. It is common for stakeholders to have different interests, power and culture, and it is very important to understand their interest, power and culture because it is essential when managing stakeholders in a project, particularly in a public sector. The project manager needs to be vigilant when addressing stakeholders and always consider their interests when negotiating with them while refraining from exercising power.

1.6 DEFINITION OF KEY CONCEPTS

Management: includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available financial, natural, technological, and human resources (Drucker, 2012:11).

Project: "is a temporary attempt undertaken to construct a unique product, service, or outcome" (Larson and Gray, 2013:5).

Synergy: is the formation of a whole that is more than the simple sum of its parts (Li, Tong, Wang, Shi, Cao, and Buchler, 2017:222).

1.7 RESEARCH APPROACH

According to Henning, van Rensburg and Smit (2013:19), a methodology is a set of logical and consistent methods that are appropriate for constructing data and findings to respond to the research questions and objectives. The logic for research methodology is to provide a clearer indication of the means by which the study brings about the anticipated research objectives of the study because research methodology is a plan of action for conducting a study (Malhotra and Malhotra, 2012:23).

Brown, Weinstein and Creswell (2012: 2037) say research methodology includes the background of the study and the foreseeable results to achieve significant outcomes of the research. Research design is a specific procedure involved in the research. Creswell (2013:41) states that qualitative research focuses on the anticipated outcomes and the proposed framework informing a process of learning the study problems that address the significance of groups that give recognition to a social problem. However, the research will employ a mix of qualitative and quantitative. On the other hand, members of the community will be issued an open-ended questionnaire, the aim of which is to ensure that the data collected can be analysed in a manner that could provide purposeful findings that are reliable. The study will employ a mixed method (qualitative and quantitative) because the mixed method will give a meaningful answer to the research questions of the study.

1.7.1 RESEARCH PARADIGM

According to Macionis and Gerber (2010:58), positivism is a philosophical theory asserting that certain positive knowledge is grounded on natural phenomena and their properties and relations. Thus, information derived from sensory experience, interpreted through reason and logic, forms the exclusive source of all certain knowledge. However, this paradigm emphasises the reliability, determinism, and objectivism of the study. Caldwell (2015: 8) states that an alarming implication of methodological pluralism is that the presentations of the study and others like it are ineffective and that they are little more than a form of 21th Century scholasticism. What sense is there in researching if one asserts at the outset that there is no hope of finding the best method? Kaboub (2008:343) positivist paradigm asserts that factual events can be seen empirically and described with logical analysis. Positivist research methodology (methodological individualism) highlights micro-level tests in laboratory-like surroundings, which excludes the complexity of the external world (social, psychological, and economic relationships between unemployment and crime or suicide).

Gerstenmaier and Mandl (2001: 2658) argue that constructivist methodology is an epistemology in which knowledge is viewed as constructed, and these methodologies focus more on the analysis of single functions. The presentation of constructivist

methodologies is a notable field in psychology. Consequently, an understanding of constructivism as a combining principle is debatable.

According to Saunders, Lewis and Thornhill (2012:17), constructivism sees reality as a construct of the human mind. Thus, reality is understood to be subjective. Furthermore, this philosophical method is thoroughly linked with two disciplines (relativism and pragmatism). Constructivism philosophy is constructed on reasoning psychology, and its background relates to the Socratic Method. However, the popularity of constructivism as a viewpoint in epistemology has been augmented in recent years. However, based on the following arguments, the main difference between positivism and constructivism philosophy is that positivism argues that knowledge is generated in a scientific method while constructivism upholds that the scientist constructs knowledge, opposing the idea that there is one methodology to generate knowledge.

Therefore, positivism is the relevant paradigm for the study, which include focusing on a single concept or phenomenon, collecting data from participants and generating meaning, bringing personal values into the study, and validating the accuracy of findings.

1.8 DEMARCATION

This research will be conducted in the Stellenbosch area, Kayamandi suburb, in ward 12 in selected zones (Thubelitsha, Watergang and Zone O). Participants include members of the mentioned zones. The site selected is convenient for the study and in terms of cost to travel.

1.9 DATA COLLECTION INSTRUMENT

Data is the elementary material that scholars use and can be attained through observation. The data can consider the usage of figures or language. However, this study will use a questionnaire since the questionnaire has increased speed of data collection and a high level of objectivity when compared to other primary data collection methods and requires low or no cost (LYDEARD, 1991:89). A case study makes it possible for the research topic to be studied with more detail, allowing the

reader to have a glimpse or insight from the presented information. A case study provides facts to the research because it consists of data that was generated in real-time where the event transpired. However, it is a way for the researchers to convert opinion into information that can be substantiated as fact since there is a proven track record of positive or negative development. However, selecting out a definite incident contributes to the in-depth details about the path of development. That gives additional credibilitsa to the reader (Gagnon, 2010:5).

STRUCTURED QUESTIONNAIRE: To develop a questionnaire, the researcher primarily will make the decision on the information required and question content, develop the question phrasing, clearly define the target participants, select methods of reaching the target participants, and with the help of a CPUT statistician the question will be put into a meaningful format and order when developing a final questionnaire with open-ended questions.

INSTRUMENTAL CASE STUDY: An explanation of what exactly transpired on the construction project under study, which took place in Kayamandi at Stellenbosch, will be extracted from the Stellenbosch Municipality annual report for the 2017/18 financial year.

1.9.1 DATA COLLECTION/FIELDWORK

According to Creswell (2013:9), collecting data is the process of identifying and selecting participants for a study, attaining their consent to study them, and gathering information by asking participants questions or observing their behaviours. Kothari (2004:95) explains that data collection is a practice of collecting information from all relevant sources with the aim of deriving an answer to the research problem and verifying the hypothesis and outcomes. As the study will require data collection from Kayamandi Community, a consent letter from the ward councillor of Watergang, Thubelitsha and Zone O has been approached for access to community members of the mentioned areas, and questionnaires will be issued to community members. The researcher will be responsible for the fieldwork, and there will be no need to recruit and train assistants, as they will not be required.

1.9.2 DATA COLLECTION

The study will use structured questionnaires with open-ended questions and existing literature. However, it should be noted that each of the individual techniques that will be employed to obtain data is aligned with specific analysis and interpretation processes. This will be performed in consideration of the research objectives as they determine the sample of the study.

1.10 DATA CODING AND ANALYSIS

DATA CODING

Data capturing will be done manually using the Spreadsheets analysis tool and Statistical Package for the Social Sciences (SPSS). Charmaz (2006:45) defines the coding of data as the essential bond between collected data and interpreting the meaning of data. Data coding is a descriptive concept designed by the researcher to capture the primary content of the data. Smith and Davies (2010:156) claim that data coding does not establish the totality of data analysis, but it is a method to put data in order so that essential messages revealed by the data can be well understood by the researcher. Larsen, Fong, Wernz and Ratwani (2018:187) and Tesch (2013:22) defined coding as the process of dividing and labelling text to establish descriptions and general themes in the data. Even if there are no set guidelines for coding data, some general procedures exist. Creswell (2015:156) defines coding as the process of analysing qualitative data by looking at them separately to understand what they produce before putting the data back together in an understandable manner.

DATA ANALYSIS TECHNIQUE

According to Tolley, Ulin, Mack, Robinson and Succop (2016:65), the process of analysing and interpreting the data is primarily based on the theory principles. The theory is a beneficial instrument to be considered in collecting and sorting the concepts under study by observing the patterns, relations, saturation, and trends to draw meaningful conclusions in answering the research problem. Braun and Clark (2006:25) argue that thematic analysis provides a data analysis method that is flexible and accommodates researchers with several methodological backgrounds to engage in thematic analysis.

The study will use a spreadsheets analysis tool and Statistical Package for the Social Sciences (SPSS) for analysing the data. The fundamental reason for using these

instruments for data analysis is because they are available to support the study. This will also contribute to the establishment of the bar graphs, histograms, pie charts, and other forms of diagrammatic illustrations that are essential for the study. The relationships between variables will be used to understand and interpret the findings from the survey. This study will use thematic analysis, which is defined as one of the most common forms of qualitative research. Thematic analysis will emphasize identifying, defining, and interpreting patterns of meaning.

1.11 DATA VALIDATION

The data will be edited, cleaned, and captured on the spreadsheet analysis tool and SPSS, from whence the illustrations will be constructed, which will help understand the relationship between the variables. The study will consider the assistance of the CPUT statistician in all the processes throughout the study to define and ensure accuracy, consistency and fitness. The methods that will be practised under the observation of the Cape Peninsula University Technology statistician includes data type validation, cross-referencing validation, and the structure process evaluation method.

1.12 OUTLINE OF THE DISSERTATION

CHAPTER 1: The chapter introduces the study, provides a literature review on existing research and findings on the subject, and develops the problem statement and briefly discusses the objectives, research questions, research methodology and data collection instrument, method and analysis. This chapter will also include the case study of the Kayamandi suburb in Stellenbosch Municipality.

CHAPTER 2: The chapter focuses on stakeholders, classification of stakeholders, the interest of stakeholders, the impact and or risk that may come from stakeholders, different forms of stakeholder satisfaction (internal, external and peripheral stakeholder ship), and the role of the project sponsor in the rest of the project management process.

CHAPTER 3: This chapter focuses on conflict, causes, magnitude versus interest, stakeholder communication strategy, effects of ineffective communication with the stakeholders, managing the risk, conflict with stakeholders, the types of conflicts

common in such projects, resolution with the stakeholders, and pre-empting possible impacts on the project.

CHAPTER 4: This chapter focuses on the research methodology to be used by the researcher when conducting the study. The chapter includes research approach, research design, data collection methods, sampling and data analysis method. The chapter ends with a note on ethical considerations.

CHAPTER 5: This chapter presents the results obtained from the respondents by means of a questionnaire from the sample provided. It also includes the demographic profile of respondents. The chapter further discusses and interprets the findings obtained during data collection and contains an analysis of data and the synthesis thereof.

CHAPTER 6: This chapter has a summary of the study and findings, an alignment of studies with the problem statement, research objectives, and research questions, as well as limitations of the study and prospects for future studies. Recommendations for the project sponsors and practitioners are also presented, as is the overall conclusion to the study.

1.13 RESEARCH LIMITATIONS

During the process of execution, the study encountered limitations including, but not limited to, the following:

o The questionnaire was written in English, but after testing a few randomly selected respondents, difficulties with English became apparent, and the explanation was done in IsiXhosa, Afrikaans and IsiZulu to some of the respondents who did not understand English.

o The sample size relating to this study is restricted to respondents in one geographical area. The findings should be interpreted in the context of this specific sampled population. The study will be conducted in a small area of Kayamandi location, and therefore, the findings cannot be generalized to the rest of South Africa.

CHAPTER 2: IDENTIFICATION AND CLASSIFICATION OF PROJECT STAKEHOLDERS

2.1 INTRODUCTION

Vogwell (2003:01) asserts that projects do not exist in isolation. Even though there is a clear brief, budget, programme, and scope of work, the project remains subject to external factors. The project exists within a 'political' setting, occupied by all those who have a certain interest in the deliverables of the project. The political setting and the expectations of stakeholders constitute an important risk to a project. It is not likely that the necessities of all stakeholders will occur at the same time, and they will impact the project process in terms of meeting the requirements of each stakeholder. Any influence from stakeholders creates change, and change results in an increase of complexities. Management tasks, cost and programme certainty are impacted by risks that might delay the success of the project.

Andriof, Waddock, Husted and Rahman (2017:75) assert that the evolution of stakeholder thinking has led to a new view of the firm as an organism embedded in a complex network of relationships with other entities. This ecological model of the firm is consonant with recent advances in organizational theory and highlights the symbiotic nature of the relationship between the firm and stakeholders. Consequently, this view moves beyond stakeholder management to emphasize new concerns such as firm engagement with stakeholders and stakeholder responsibilities.

This chapter will explore the existing literature on stakeholders to further argue with a purpose of providing a clear understanding to the reader as regards the identification and classification of project stakeholders, the interest of stakeholders, the impact or risk that may come from stakeholders, different forms of stakeholder satisfaction (internal, external, and peripheral *stakeholdership)* and the role of the project sponsors in terms of the rest of the project stakeholders.

2.2 IDENTIFICATION AND CLASSIFICATION OF PROJECT STAKEHOLDERS

According to Bobeica (2011:1), the process of identifying stakeholders is a difficult task because stakeholders are not precisely known. The identification of stakeholders is the process of identifying all project stakeholders. An alternative way of determining stakeholders is to identify those who are directly and indirectly impacted by the project.

Bal, Bryde, Fearon and Ochieng (2013:695) further argue that some stakeholders are normally identified as prominent. Such stakeholders may include the client and main contractor, whilst there are other stakeholders who are not always viewed as such, and whose non-participation from decision-making processes may result in a failure to address sustainability issues. The findings of the study conducted by Bal et al., (2013:704) postulate that the identification of all key stakeholders primarily depends on the magnitude of the construction project. There could be many stakeholders associated with it, but there is typically only a small quantity of key stakeholders with high salience in relation to sustainability. Bal et al., (2013:704) further add that if the complete planning process and the drive of the project are clearly understood, then it will not be difficult to find out who these stakeholders are. This makes it much easier to identify key people. Therefore, it is significant to take that into consideration on a construction project. Various categories of stakeholders are actively and inactively involved in different steps, which include, but are not limited to, pre-design, design, bidding and construction. However, a formal identification process is worth noting as a key step in drawing a line between the parties to be involved and the parties not to be involved.

Stakeholder classification is a significant stage in the stakeholder management process, as it helps structure the diverse stakeholder impacts on a construction project. Classification of stakeholders is essential in the development of a stakeholder management strategy related to how much time to spend with each stakeholder, the most significant issues for each stakeholder, and the degree of significance of each stakeholder's concerns (Mannetti, Göttert, Zeller and Esler 2019:19).

According to Kumar, Rahman, and Kazmi (2016:52), recent studies on the concepts reveals that the identification and classification of stakeholders are discussed independently and considered as different approaches due to a plethora of studies that have been conducted which considered the identification and classification of stakeholders as terms that have the same meaning. However, the results of the study

conducted by Kumar et al., (2016:52) show that stakeholder identification refers to the identification of key stakeholders in relation to the subject. On the other hand, stakeholder classification categorizes stakeholder groups based on their interest and power. Stakeholder identification is thus a prerequisite for stakeholder classification. Kumar et al., (2016:55) add that identification and classification of influential stakeholders helps in discovering methods to improve the performance of the company with respect to the sustainability of the strategy.

According to Aapaoja and Haapasalo (2014:43), current construction projects are executed in complex-built environments and are extremely demanding, whereas a construction project requires an alliance of several stakeholders that have different interests, objectives and socio-cultural backgrounds. All this results in a situation where these projects are faced with challenges that include not only identifying and managing stakeholders but also satisfying their requirements. According to Aapaoja et al., (2014:52), suitable stakeholder identification, classification, and management are essential for collecting and managing the stakeholder requirements, and any poor judgement in the process could result in project failure. Therefore, non-systematic stakeholder management and ignoring stakeholders may result in a major issue for the project. However, it can also be argued that if projects identified and managed stakeholders systematically, most problems that may have resulted in project failure could be avoided.

Gregory, Atkins, Midgley and Hodgson (2020:338) argue that taking stakeholders seriously implies more than merely paying attention to how stakeholders are identified and engaged. It also means appropriately considering political and power alliances and identity impact on the construction of understandings of the context, focal issues and stakeholder interactions. Gregory et al., (2020:338) proposed a framework to support the design of more rigorous stakeholder identification and engagement in PSM work and also in Community OR, illustrating the use of a first version of the framework through the case of a green innovation project that evolved into an industrial legacy community-based event. They presented the case chronologically with the purpose of showing the emergence of the methodological insights over time, with iterative learning between theory, methodology and practice. The addressed each of the questions that brought an element of critical-systemic insight to our stakeholder

engagement, which led to further reflections on our practice and social identity theory, enabling us to enhance the list of questions for use in future projects.

Fritz, Rauter, Baumgartner and Dentchev (2018:854) state that the various ways of identifying stakeholders include agency, behavioural, ecological, institutional, resource dependence, and transaction cost theories of the firm. The study found no single attribute within a given theory that can guide us reliably on these issues. However, the study found that from this literature, one can extract the idea that just a few attributes can be used to identify different classes of stakeholders in a firm's environment.

Fritz et al., (2018:876) further suggest that in the case of dangerous stakeholders, where urgency and power characterize a stakeholder who lacks legitimacy, the stakeholder will be coercive and possibly violent, and literally making the stakeholder "dangerous" to the firm. "Coercion" is suggested as a descriptor because the use of coercive power often accompanies illegitimate status. Examples of unlawful, yet common, attempts at using coercing means to advance stakeholder claims (which may or may not be legitimate) including wildcat unrest, employee sabotage, and terrorism. Fritz et al., (2018:882) concluded that stakeholder theory must account for power and urgency as well as legitimacy, no matter how distasteful or unsettling the results. Managers must know about entities in their environment that hold power and intend to impose their will on the firm. Power and urgency must be attended to if managers are to serve the legal and moral interests of legitimate stakeholders. Stakeholder identification and measurement may assist management in addressing sound and ethical governance with stakeholders, especially during times of crisis.

Thomas and Engelbrecht (2017:81) argue that the lack of such action can result in the lack of recognition of and engagement with stakeholders who can exercise a material influence on the organisation and, as such, is a governance oversight. An understanding of the sequence of events and how respective stakeholders are involved in either influencing events or are affected by the events can assist leaders in initiating preventive discussions and interventions to avert evolving crises during a dispute, as discussed in the study.

2.3 STAKEHOLDER INTERESTS

Ekung, Okonkwo and Odesola (2014:105) assert that stakeholders (community leaders, non-government organizations and construction project managers) are essential to the success of an engagement effort. These stakeholders represent groups that are not similar to one another in the pursuit of project results, which signifies that their interest in the end result of the project is also different. The study conducted by Ekung (2014:111) concluded that mean item score and ranking were used to determine the critical element of each factor. A breach between regulatory requirements and public expectation, location of the projects, the effect of cumulative development effect, poverty, and lack of information disclosure, style of participation, fatigue of stakeholders, pluralist vested interests and lack of stakeholder's involvement in the formulation of policy are some of the high-ranking factors associated with ineffective stakeholder engagement.

According to Assefa Worke and Mohammed (2015:119), stakeholder interest in a project is considered by many researchers to be a factor that affects the successful outcome of a project. The interest of stakeholders in the project life cycle is variable. Almost every stakeholder participates and wants to participate after the beginning of the project. In construction development, the attitude of stakeholders on a project is variable. The community and local authorities present interest and a positive attitude at the beginning of the project. At an initial stage, community and local authorities were eager to have information about the project and wanted to participate. In the interview section, the discussion with local authorities involved in more than one project, which were in progress, shows that they were eager to collaborate, and their response is positive in all aspects for the projects at the initial stage.

2.3.1 THE IMPACT AND RISK THAT MAY COME FROM STAKEHOLDERS

Zou, Zhang and Wang (2006:8) reveal that no study has been identified to systematically examine the risks related to project within construction, particularly from the viewpoint of project life cycle and stakeholders. Smith, Merna and Jobling (2014:2) argue that it is unfeasible to identify all risks, and even when the project is completed, the learning curve of the project will only expose the risk that actually occurred. It is, therefore, significant to identify all potential risks in a project that can be achieved by applying experience gained from previous similar projects.

According to Smith et al., (2014:3), risks can be categorized into three categories:

Unknown risk refers to events with chances of occurrence that are not anticipated even by experienced employees or staff (Smith et al., 2014:3). They are also considered as a force majeure. In this regard, knowledge does not exist within the community of influence of the risk manager.

Known risk involves a slight distinction as regards the throughput and fluctuation in material prices, and they occur more often and are in invertible features of all construction projects (Smith et al., 2014:3). Some texts regard known risk as no risk, as this risk is managed as part of the project scope.

Known unknown risk refers to risk events that have an anticipated occurrence (Smith et al., 2014:3). This includes risks that the municipality is aware of, but they are unaware of the magnitude and outcome of the risk. The municipality may know that there is a risk that rain may affect project operations, but the lack of knowledge about how much rain there will make it difficult to make material plans.

2.3.1.1 RISK RELATED TO STAKEHOLDERS AND IMPACT

According to Leung and Olomolaiye (2010:90), the impact of each and every stakeholder in the project is not the same. Immediately when key stakeholders are identified in a construction project, there are several techniques that can be employed in analysing the impact of stakeholders and their influence on project risk. Such techniques include discussion, interviews, and the Delphi technique.

Poor project performance and failure: A construction project is regarded as the most significant mutual point for the stakeholders; however, a primary stakeholder can be responsible for causing risk of poor project performance and failures due to stakeholders' conflicts and antagonistic relationships (Kamalirad, Kermanshachi, Shane and Anderson 2017:9). Conflict is a discordance of interest. The foundation of conflict may differ, but it is always a part of an engagement. The foundation of conflict may be personal, racial, class, caste or political. Conflict in groups often follows a specific course. Routine group interaction is first disrupted by an initial conflict, often caused by differences of opinion, disagreements between members, or scarcity

of resources. Conflict encountered in projects leads to prolonged delays in execution, interruptions and sometimes suspension of work. Consequently, the project runs behind schedule, and there are overrunning costs. When conflicts are not managed in a timely manner, they may become very expensive in terms of finance, personnel, time, and opportunity costs and also ruin the relationships among project stakeholders (Mahato and Ogunlana 2011:20).

The following studies give a brief summary of the study that has been conducted on the risk that may come from stakeholders. These studies were conducted in developed and developing countries across the world, and they are independent. They are also integrated together to get an international viewpoint on the risks that may come from stakeholders in different countries in construction projects.

China and Australia

Yang, Zou, and Wang (2016:66) conducted a study aimed at modelling the interactive networks of the risks associated with different stakeholders in green building projects and improving their understanding of the crucial risk networks. Case studies of green star recognized office building projects were assumed in China and Australia. Data was collected through focused group workshops, face-to-face interviews, and desktop studies. The research methodology comprised of a comprehensive literature review, and data analysis was done by means of social network analysis methods. However, the results indicate that while reputation risk is important in both countries, the ethical risk of 'assessment experience and fairness' has been highlighted as crucial in the Chinese context. **Table 2.1** presents the group information of critical risks in the projects.

Table 2.1 presents risks and stakeholder groups identified in the Chinese project

Stakeholder Category	Risk	Risk Category
Client	Cost risk if budget found to be insufficient	Cost
	On-time design, construction and occupation of the building	Time
	Failure of achieving green building standard targets	Quality/technical
	Higher than expected energy use	Environment
	Demonstration of social responsibilities	Ethical/reputation
	Experience in green building project management	Quality/technical
	Tender selection mechanism to choose experienced green building contractors and suppliers	Organization and management
Contractors	Responsible for ensuring the project is delivered within budget	Cost
	On-time deliver the building	Time
	Responsible for ensuring the project is delivered to green building quality standard	Quality/technical
	Waste minimisation	Environment
	Ensuring construction safety when working on some green features	Safety
	Experience in green building construction	Quality/technical
Subcontractor and supplier	Responsible for ensuring the building component is delivered within budget	Cost
	On-time delivery of the building	Time
	Green products and the final work satisfy green building quality standards	Quality/technical

End-user	The maintenance cost should be within budget	Cost
	Comfort and health in the built environment	Safety
	Appropriate user behaviour	Organization and management
Government (Local government for building approval)	Standardised approval process and policy on green building design and implementation	Policy and standards
Communities	Green building promotion and social responsibility	Ethical/reputation
Competitors	Experience in green design and project management	Quality/technical
	Energy-saving from green design	Environment
Assessors/certifiers	Assessment experience and fairness	Ethical/reputation

Adopted from Yang et al., (2016:75)

Table 2.2: Presents major construction risk and associated key stakeholder

Phase	Risk event	Internal stakeholder			External stakeholder	
		Client	Consultants	Contractors	Public	Private
Pre-design stage	Conflict of requirement of interest groups	X	X		X	X
	Unclear client requirements	X				
	Inaccuracy cost estimation		X			

	Change in the market environment					X	X
	Inaccurate assumptions		X			X	X
Sketch design stage	Inaccurate cost data		X				
	Delay of management approval	X	X				
	Change of client requirement	X	X				
	Change of market environment		X		X		
Detailed design stage	Conflict between different drawings		X		X		
	Delay of approval from the government department		X		X	X	
Tendering stage	Unqualified tenders		X				
	Incompleteness if tender documents		X				
Construction stage	Site congestion	X					X
	Delay on-site possession	X		X			
	Variation order	X					
	Unfavourable weather condition			X			
	Testing and sampling		X	X	X		
	Errors/omissions/discrepancies in bills of quantities.		X	X			
	Defective designs		X		X	X	
	Financial failure	X		X			
	Delay of management approval	X	X	X			

	Default by main contractor	X		X		
	Default by sub-contractors			X		
	Default by suppliers	X	X	X		
	Inaccurate physical conditions investigation	X	X	X		
	Disputes	X		X		
	Damage and injury to person and property	X	X	X		
	Union strike					X
	Resource shortage			X		X
	Ambiguous contract	X	X			
	Changing laws and regulations				X	
	Delay of certificate and payments	X	X	X		
	Community unrest from local parties/unions			X	X	X
	Omissions and discrepancies in design information	X	X			
Completion and operation stage	Delay of approval from government authorities	X	X	X	X	
	Defective work			X	X	

	Design not matching with the end-users' requirements			X	X	
	Changing end-users 'requirements	X				

Adopted from Leung et al., (2010:83).

United Kingdom

According to Leung et al., (2010:97), a construction project is pruned to various risks that may come from stakeholders from the inception stage to the execution stage of the project life cycle. Stakeholders have a duty to primarily identify critical risks using a systematic method which includes the identification of risk, analysis of risk impact, risk event occurrence chances estimated, and risk prioritization. Stakeholders frequently bear different risks in every stage; however, the identification of risk is indispensable when managing stakeholders in a construction project.

Nigeria

Ekung, Adeniran and Adu (2015:1) conducted a study on Nigeria's east-west coastal highway project to determine the construction risk factors in coastal engineering projects and their allocation preference. The research drew attention to the initiation stages of the project based on the increasing emphasis on focusing intensively on front end issues as factors that determine the project success. However, a risk register with a list of 245 risks factors was presented to relevant stakeholders, design consultants and project managers selected from consultant and contractor organizations. These were requested to identify the potential risks that may impact project performance.

The outcomes showed an incompetent design team, corruption and fraud as the two risk factors that have the highest impact on the project's objectives. This is because of the insufficiency and unreliability of the consultants in the developing country (Ekung et al., 2015:9). Consequently, this provides a reflection of a country that has followed years of military rules, resulting in an environment of corruption, wealth amassment and misappropriation. Ekung et al., (2015:6) further outline that such background often has a high chance of project budgets and funds being diverted elsewhere because of weak institutional structures. Subsequently, that will obviously prolong the process of making payments to contractors, huge project delays and cost overruns (Ekung et al., 2015:9).

Hong Kong

According to Li, Hong, Xue, Shen Xu, and Mok (2016: 482), previous studies on the risks in prefabrication construction projects have primarily focused on the construction project stages. Such has been narrowed down to the accomplishment and accuracy with little or no consideration of risks related to stakeholders and their cause-and-effect relationships. However, in reality, the supply chain is inseparable as prepared components should be manufactured and taken to the sites to fit in with on-site schedule assembly in a seamless manner, and most risks are interrelated and associated with several stakeholders.

Table 2.3 Presents critical stakeholder risks and interactions

Challenges in prefabrication housing production	Risk description	Associated stakeholder
Production information-sharing barriers between prefabrication manufacturers and logistics and assembly companies lead to extra negotiation time.	Logistics information inconsistency because of human errors	Logistics
	Low information interoperability between different enterprise resource planning systems	Designer
Lack of Just-In-Time (JIT) delivery and assembly in a compact site area	Delay of the delivery of precast element to the site	Main contractor
	Installation error of precast elements	Assembly company
Difficulty in embedding the design information in the prefabrication components for further use	Design change	Designer
Communication barriers among stakeholders and managers	Tower crane breakdown and maintenance	Assembly company
Inefficiency in passing the design information to the	Inefficient design data transition	Designer

manufacturers without any ambiguity	Design information gap between designer and manufacturer	Manufacturer
Difficulties in the identification and verification of proper precast components	Inefficient verification of precast components because of ambiguous labels	Main contractor
	Misplacement on the storage site because of carelessness	Manufacturer

Adopted from Li et al., (2016:490)

<u>**Tanzania**</u>

Recent studies indicate that the Tanzanian construction industry often sees costs increase and delays in a number of projects (Chileshe and Kikwasi 2013:1138). Some studies signify spontaneous relationships between risk management execution practices and the success of the project to improve the performance of the construction projects. Chileshe and Kikwasi (2014:239) conducted a study that is intended to assess the causes and effects of delays and disruptions in Tanzanian construction projects. The findings of this study further reinforce the observation that despite the quest of the Tanzanian construction industry to remain competitive, there is low capacity and capability among the local contractors and consultants as a result of a weak resource base and insufficient experience. These risks cause disruptions and delays (Chileshe et al., 2014:250). The studies have indicated that practitioners are able to identify the risks that have an effect on the project's objectives, but there is a lack of implementation as regards the planning, coordination and directing of these risks and their risk financing activities. This suggests that they did not manage to grasp the meaning of risk management in successful project delivery.

2.4 THE ROLE OF THE PROJECT SPONSORS WITH REGARDS TO THE REST OF THE PROJECT STAKEHOLDERS

PMBOK, 6th Edition, (2018:723) defines Project Sponsor as an individual or group who make resources and support available for the project, programme, or portfolio and is accountable for enabling project success. However, PMBOK, 6th Edition, (2018:723) also suggests that the project sponsor commonly has the following roles:

1.   **Promotion**. Project sponsors are the project champion that attempts to keep the project at the highest priority within the organization.

2.   **Authorization**. Project sponsors authorize the project and assign the project manager.

3.   **Funding**. Project sponsors are responsible for ensuring funding is in place and approving changes to the project budget.

4.   **Approving**. Project sponsors approve the project management plan and are kept aware of how the project is managed.

5.   **Scoping**. Project sponsors are commonly responsible for determining the initial project scope, although the project manager is ultimately responsible for the official project scope within the project management plan.

6.   **Project Charter**. This document officially creates the project and assigns the project manager. It falls directly within the project sponsor's responsibility.

7.   **Informing**. Project sponsors receive project status updates from the project manager and distribute the information to the relevant stakeholders.

8.   **Receiving**. The project sponsor receives the project deliverables from the project manager, approves them, and integrates them into the owner organization.

The project sponsor is not the project manager's superior because the project manager works for a separate organization. The project management model within the PMBOK and other project management approaches define a standard structure in the form of the pictorial diagram below.
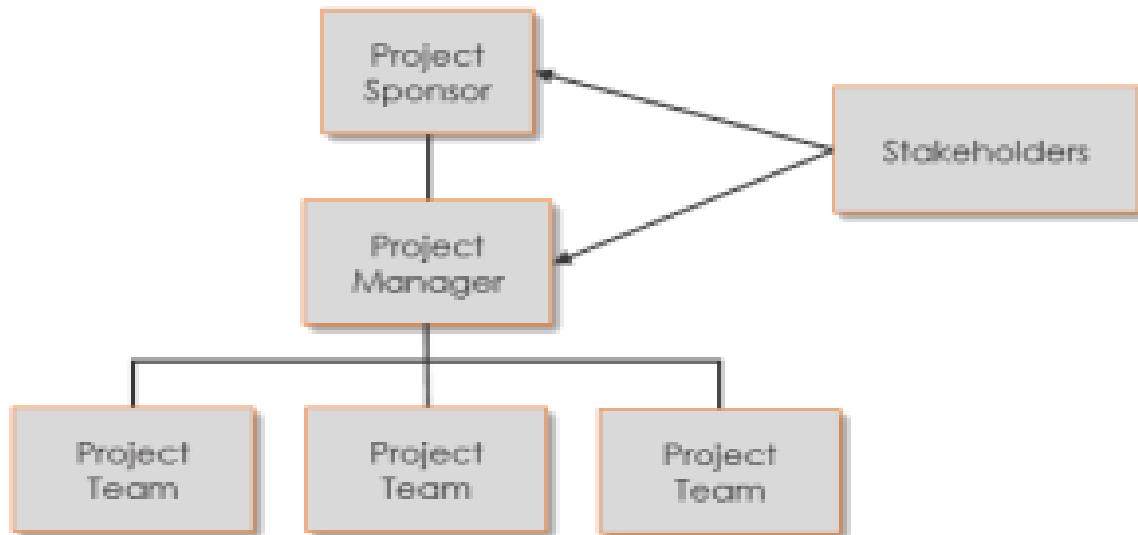
Figure 2.1 The Project Organization Chart is adopted from PMBOK, 6th Edition (2018:723)

The findings of the study conducted by Liu (2009:30) assert that the management priority has a positive key effect on both product performance and process performance. Management priority positively affects project performance even in the absence of project sponsorship. There is inadequate evidence supporting the relationship between project risk and project sponsorship, and the negative impacts of project risk on project performance propose that project-level risks need to be managed with different interventions (leaving project-level risk management to project teams with little interference from senior management). On the other hand, Schibi and Lee (2015:10) argue that there are definite aspects that a project sponsor should see to in each stage or phase of the project lifecycle, starting from setting up the foundation for the project during initiation, consenting to adequate time for planning, serving as an escalation point, ensuring that all due processes are followed chronologically during the project implementation, and ensuring completion and hand-over activities are in place during project closing. The diagram below provides a more detailed list of things for the sponsor to do.

Initiation
- Select the right project manager for the job and provide the project manager with a clear mandate, context, and level of authority
- Ensure it is the appropriate project organization for the job
- Allow sufficient time to perform initiation activities properly; including ensuring we are doing the right thing, and for assessing readiness and complexity levels
- Provide input and meaningful evaluation of the charter
- Participate in kick-off meeting and provide go/no go decision for the next stage

Planning
- Check whether plans are realistic and approve only those that are feasible
- Ensure the team is not forced to commit to unrealistic expectations
- Allow sufficient time for proper project planning.
- Serve as a timely and relevant escalation point for issues and challenges
- Ensure prioritization of cross-project and within the project items, based on the portfolio and organizational needs
- Observe the project team's dynamics and effectiveness

Implementation and Control
- Work with the project manager and do not over step boundaries by over-focusing on project details
- Evaluate progress against objectives and guide the project manager accordingly with relevant feedback
- Empower and motivate project managers and team members to identify and solve their own project problems and facilitate effective conflict resolution processes for the project team and stakeholders
- Ensure you follow the process and do not bypass scope change or other project procedures
- Identify underlying factors and root causes,to address issues in a meaningful way and don't "shoot the messenger"
- Acknowledge/celebrate completion of key milestones

Closing
- Participate in the post-project evaluation and implement applicable findings
- Evaluate project performance based on adherence to project specifications/success criteria
- Ensure handoff is done in such way as to maximize benefit realization
- Foster a constructive discussion of project success or failure
- Ensure sign-off completion

Figure 2.2: The diagram adopted from Schibi et al., (2015:10).

According to Breese, Couch and Turner (2020:17), the role of the project sponsor has been recognized in both guidance and research as being a significant factor that impacts project success. There is still a knowledge gap as regards how the role of project sponsor is practised and understood by the top management responsible for the role, together with their understanding of their accountability for benefits realization. However, phenomenography is preferably appropriate to address these issues and was used to explore project sponsor experiences in a project life cycle on a selected project. A single conception of the role of project sponsor was simply to 'just doing the day job', which conflicts with project sponsorship guidance, but is consistent with some of the evidence on the role in practice, considering the interactionist point of view on the concept of role theory. It is recommended that superiority enables 'role making' individuals to hold such views that blend it with their

applicable position. This differs from the 'role taking' conception of the sponsor as 'wearing two different hats.

In numerous projects, it seems like project sponsors do not exist (at times right from the start or at some point in the project). In certain situations, the project manager is not even informed as to who the sponsor is or what the project success criteria are. This is most often due to a misunderstanding on the part of the project manager, and even the sponsors themselves, of what the project sponsorship role is about. Organizations are often reluctant to delegate project sponsorship and may keep it at the steering committee level. Project managers are often appointed to their role with no view of business objectives and try to complete the project with success criteria that are focused only on time and money. Moreover, project managers prefer that sponsors stay out of their way and do not interfere or that the sponsor functions as a senior project manager for some project matters. Numerous project sponsors have limited to no time to attend to their projects' details, treating the projects as a hands-off mission that is in the hands of the project manager. They do so without clarifying business objectives or properly empowering the project manager for the tasks at hand. According to Vogwell (2003:17), the main advantage of stakeholder analysis is that it has benefits in terms of bringing simplicity to a complex situation and therefore benefits project leaders and teams when they communicate and manage and engage with stakeholders in the most effective method, making it possible for them to rationalize project resources and informing communications planning for the project. The benefits from the method are aligned with the discipline of having undertaken the process. However, analysis of stakeholders is an instrumental approach that aids the project manager and the team in identifying the management actions that are essential. It is most appropriate as a tool for the management of external stakeholders. One useful output of the analysis of stakeholders is a project communications plan which will help the team define and recognize which stakeholders they need to communicate with and how.

2.5 CONCLUSION

The studies show that stakeholder identification and classification are the initial stages when planning stakeholder management. It requires the person responsible for being able to understand the background of the environment or community where the project

is going to be implemented and mitigate the risk of omitting stakeholder that has the power to demolish the project when they are not managed effectively. Understanding stakeholder interests can assist in categorizing them based on their similarities, and this will ease the engagement of stakeholders, as well as make it more efficient for Project Management to communicate with stakeholders and negotiate their desire or interests.

However, when the interests of project stakeholders are not addressed efficiently and when stakeholders are not involved in the development of the project, the project is unlikely to deliver optimum value for all involved. It is significant that project managers pay attention to the right balance between stakeholder involvement and isolation of the project from external factors to accomplish project delivery on cost and time but also to maximize the benefit for the client and stakeholders.

CHAPTER 3: LITERATURE REVIEW ON COMMUNICATION STRATEGIES, CONFLICTION RESOLUTION AND RISK MANAGEMENT.

3.1 INTRODUCTION

This chapter presents a literature review from research published on conflict, causes, magnitude versus interest, stakeholder communication strategy, effects of ineffective communication with the stakeholders, managing the risk, conflict with stakeholders, the types of conflicts common in such projects, resolution with the stakeholders, and pre-empting possible impacts on the project.

Dinsmore (1988:15) argues that there are two primary approaches for managing conflict, namely proactive and reactive. The proactive approach focuses on acting before conflicts emerge. The reactive involves dealing with conflict after it emerges, using techniques such as withdrawal, smoothing, negotiating, collaboration, and force.

It is significant for a project manager, team leader and team members to know how to communicate with others and to be able to resolve their conflicts. Sometimes, difficult decisions must be made, as well as leaving the current work in situations where there was no possible way to resolve the conflicts, which may lead to unfair personal behaviour that is not in line with a professional and official attitude.

3.2 COMMUNICATION STRATEGIES IN THE CONSTRUCTION INDUSTRY

A communication strategy is a plan to achieve *communication* objectives. This may apply to internal *communications*, marketing *communications* and public relations. A *communication strategy* has four major components, namely *communication* goals, target audience, *communication* plan, and channels. Jandevi (2019:68) defines communication strategy as an integration of communication planning and communication management with an aim to achieve a definite purpose. A number of fundamental aspects need to be considered to establish an effective communication strategy. Foremost, having knowledge about the community is the first move for the person responsible for communicating with the community in order to be able to establish effective communication. In the process of communication, the listeners are nonpassive. Thus, between the person responsible for communication and the listener, there are not only relations but also influences that affect each other.

Subsequently, these together form a message, specifically determining the subject and as well as the theme. The ultimate requirement to impact the community from this message involves their ability to voice out their concern. The concern is an integral part of observation. Thus, not everyone who pays attention could be triggered. Therefore, the start of effective communication is the rise of the community's attention towards the distributed messages.

A project communication plan will assist the project team in identifying stakeholders (internal and external) and improves communication among all parties who are identified as project stakeholders. A project communication plan is recognised as a framework and should be an existing, developing document that can be reviewed when appropriate.
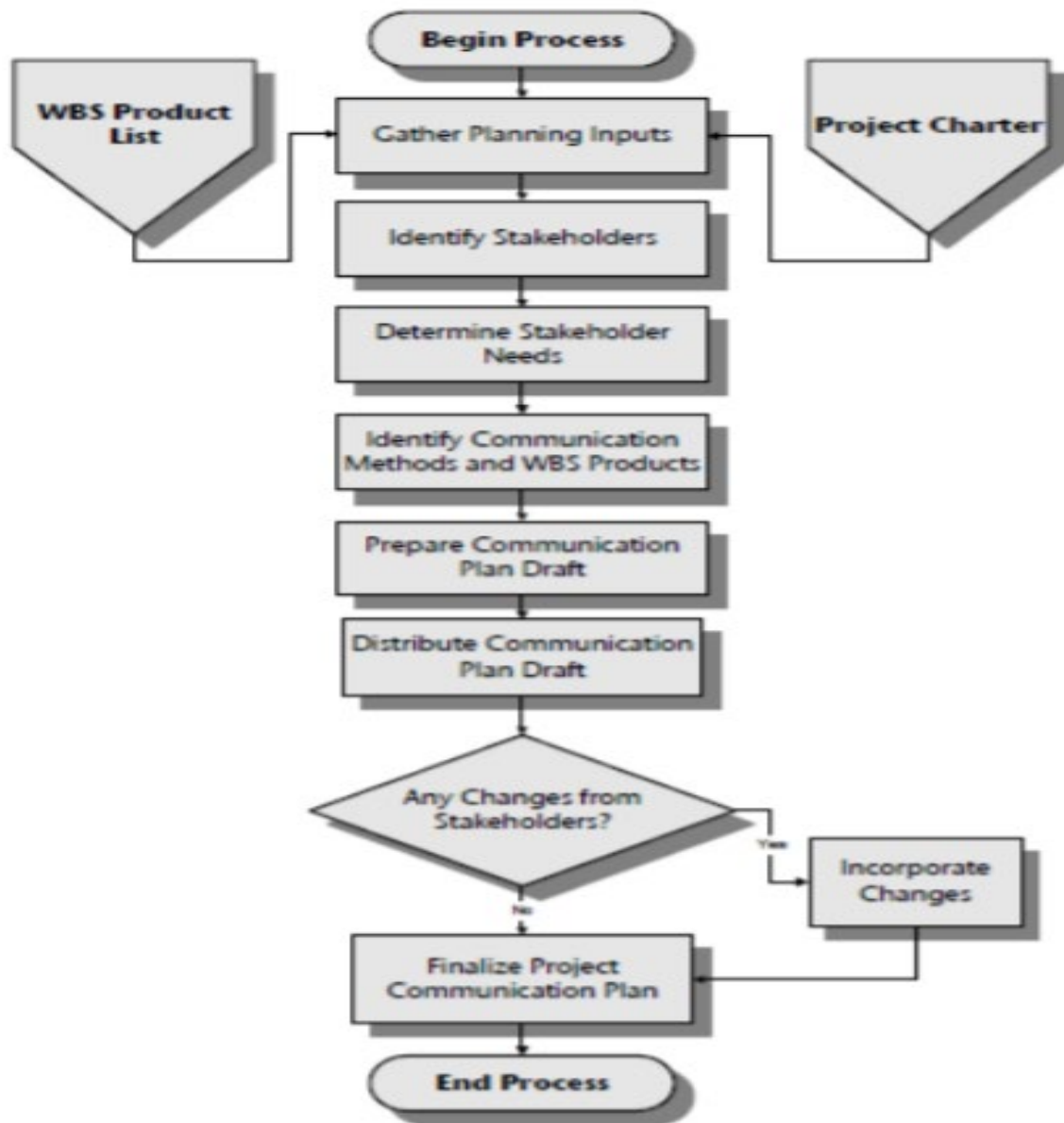
Figure 3.1 Flow chart of the project communication plan (Edition, 2002:9).

Ye, Danuri, Mohamed and Selamat. (2017:92) state that effective communication strategies can produce positive results that underpin the progressive development in the construction industry. The results are based on behavioural change, which arises from the public and owner of the land, developing understanding, meeting objectives, and gaining satisfaction from the stakeholders involved. The study recommended supplementary aspects, which include political influence with regards to collaboration with the district administrator and enforcement of the Land Acquisition Act by the relevant authorities. Furthermore, the study reveals miscellaneous aspects which appear to be unfair to the owner of the land. However, the formal product of a

legislative body gave the impression that they are intended to protect the public interest in lieu of the interest of an individual. In other words, the formal product of a legislative body gives permission to a certain utility organization to assess any land as regards a particular construction project. The intensity of community insights on the construction project would have caused enormous costs and delays. Therefore, the study conducted by Ye, et al., (2017:92) indicate that it is crucial to determine a settled way of thinking or feeling among the stakeholders with regards to understanding causal factors of the attitude in an acceptable manner which does not harm the project success. In addition, an improved understanding of the community will help the project manager to have insight into managing project stakeholders so that the project outcomes can be delivered in a timely manner.

A recent study by Zulch (2014:1005) suggested that electronic communication is categorized as the communication method that is more effective. Zulch (2017:1006) further concluded that the most significant communication approaches to use throughout the implementation of a project include writing, verbal, and electronic communication, of which writing and verbal communication are prioritized as communication means that are more effective. Moreover, it is safe for a construction project manager to communicate effectively about project cost, time, and quality as three of the four project constraints that project success primarily depends on. Time has a direct influence on the cost, and the client is engaged concerning the costs. All relevant stakeholders must help implement the project within the accepted budget and in time, according to the standard determined by the client – the scope. Communication is required to effectively communicate the mutual concepts of cost, scope and time, and quality, which is the result of the interrelationship between scope, cost, and time. Communication is the function that integrates cost, scope, and time to achieve a quality product and may have a cornerstone function. Suggestions made indicate that project managers may apply the component where communication is the base that supports the pillars and cornerstones for achieving the project objectives. The project manager needs to communicate effectively with all relevant stakeholders and take the lead in communication. The effective implementation of a construction project is subject to the capabilities of the project manager as a correspondent to lead the team and manage a construction project successfully. Consequently, a

communication framework model is suggested. The skills of project managers with regard to communication influence project management.

Siew (2015:319) further indicates that ineffective communication has been identified as the main cause of construction accidents. An intrinsic approach case study of a Malaysian construction company was used so that the findings can be presented as an opportunity for learning within the construction industry. The construction company has identified four categories of communication which include strategy, guidelines, operations, and results. The strategy involves the development of the roadmap, guidelines involve the development of frameworks to provide support in the process of execution of the strategy, operations single out the procedures linking related communication, and results may be leading and lagging indicators. The mechanism approved by a company allows for a two-way communication flow between the group and different operating components. However, approved communication strategies have led to a significant decrease in the number of reported incidents and cost savings for the company.

Gami and Rahman (2017:239) say that the construction industry is complex, uneven, and dynamic. There is more than one stakeholder, so effective communication is critical to address these encounters. Several studies have shown that the construction industry's main challenge is to ensure effective and successful communication throughout the lifecycle of the project, the lack of which can result in project failure.

Emuze and James (2013:44) say that communication can be outlined, among others, in terms of an individual's language and cultural background. These aspects play a decisive role in ensuring communication effectiveness. The study demonstrates that language and culture have played a major role in ineffective communication, giving rise to a wide range of risks associated with ineffective communication in the construction industry. These identified risks include an increase in rework and poor product quality and low employee morale. Given the diverse environment in which activities of construction take place in South Africa, communication can potentially command the quantity of project performance. The study also showed that communication problems take place on construction sites due to language and cultural diversity-related barriers. Site managers are generally effective at communicating, but the South African workforce is diverse in terms of culture, which potentially leads to

misunderstandings on sites. Language barriers between site management and site workers may impede performance improvement.

A quantitative study conducted by Rahman and Gamil (2019:01) indicates that effective communication in the construction industry appears to be a fundamental competency element that makes a major contribution towards the success of the project. Effective communication has always been a challenging factor because the construction industry is identified as uneven, dynamic, and comprised of different stakeholders, all of which can result in poor communication. Rahman et al., (2019:1) further argue that there has been no publication that provides a solution for poor communication in a wide context, particularly identifying and assessing the causal factors and effects regarding this issue in the construction industry. Rahman et al., (2019:7) evaluated 41 causal factors and 27 effects factors based on their implication and severity. However, the study discovered the factor of fear to communicate as the most dominant causal factor of poor communication in the construction industry.

Stress in the workplace or site is also identified as the most severe consequence of poor communication in the construction industry.
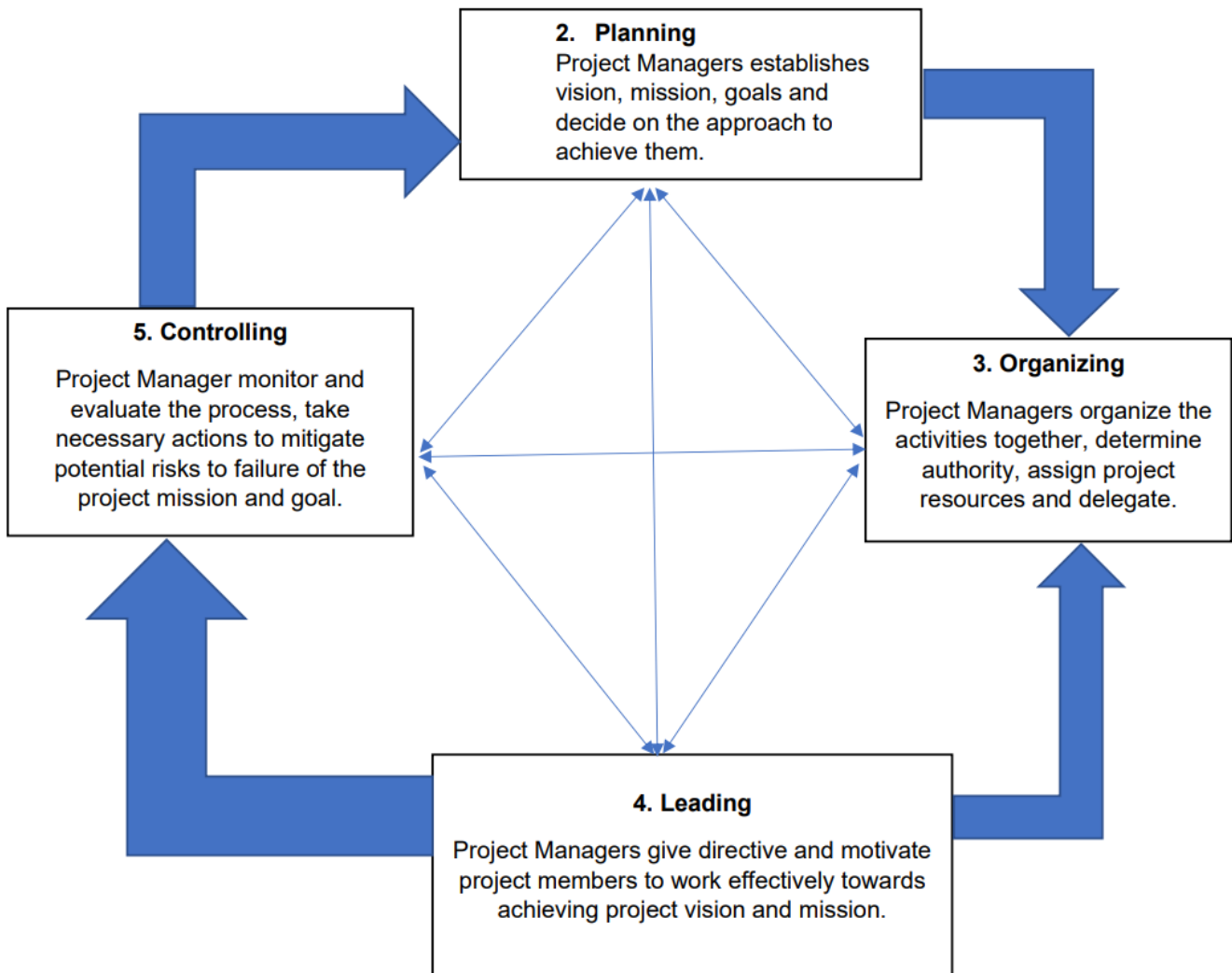
Figure 3.2 The communicating nature of the management process (Smit, Cronje, Brevis and Vrba., 2011:8).

Kamalirad, Kermanshachi, Shane and Anderson (2017:27) provided a constructive way to identify project-based communication indicators for complex construction projects within the three primary stakeholders. These identified variables can help project managers to enhance the communication quality among the owners, designers and contractors. In addition, this study allows owner, consultant and contractor executives to predict the quality of communication effectiveness early in the project and increase the probability of project success by addressing communication issues

and challenges before major conflicts arise. This study shows that some effective communication indicators, such as number of financial approval authority thresholds, number of required total permits, number of designer/engineer organizations and clarity of projects scope during designer/contractor selection, are shared by each of the three primary stakeholders.

Amade (2017:33) indicates that the use of today's information and communication amenities has contributed in no small measure to the success of construction projects. Social media tools have revolutionized the way things are done. The outcomes of this study clearly show that Facebook, Blogs and RSS feeds, Instant messaging, Twitter and YouTube have a significant effect on effective communication and lead to the successful delivery of construction projects.

A study by Amade (2017:33-34) suggests that the aforementioned social media tools have an impact on the effective communication of construction project delivery operations. One of the valuable implications arising from this study is those project managers and other key professionals operating within the built environment industry in Nigeria and Owerri in particular need to start deploying cutting-edge strategies that embody recent social media tools and facilities to meet or exceed their construction project's delivery. This is firm as the use of social media tools brings with it a lot of benefits to the project manager in terms of cost-effectiveness, two-way communication and scope coverage. This study recommends that the social networking tools fall within the ambits of the information and communications technology (ICT). Hence, the professionals within the built environment industry whose duty it is to initiate and coordinate all the policies and programmes of all professionals in the industry, should as a matter of necessity, make efforts towards the deployment of ICTs and social media tools in communicating all project information and deliverables to the client effectively and in real-time.

Pozin and Nawi (2018:1) say that due to the pressure of globalisation, it is necessary for the construction industry to adopt virtual communication into project team practices in order to overcome the challenges of the contemporary business environment. Even though virtual communication has been identified as bringing more opportunities to the business environment, it requires an in-depth understanding of the unique challenges regarding the context of an Industrialised Building System (IBS) construction project.

The various parties and stakeholders involved in the supply chain phase need a mutual objective. A good communication channel is required to plan, initiate, execute, monitor and distribute the information to the whole project team. It is supported by new communication technology such as WhatsApp to enhance collaboration and integrate the team, and increase productivity, as well as improve the utilization of the resource. Furthermore, it will help to overcome the issues of lack of communication and integration among project teams involved during project execution.

3.3 WHAT IS CONFLICT

Deutsch (1973) defines conflict as activities that are not compatible. Conflict takes place when the behaviour of one participant is interfering with, or obstructing, the activities of another participant. An argument regarding an issue about project operations usually results from a discussion over differences in two or more participants' understanding of a situation (Wright, 1998).

Brown (1993) indicated that conflict is uncertain or inquisitive opposition incompatible behaviour, controversy, or antagonistic interaction. Disputes are considered as a conflict. Kumaraswamy and Yogeswaran (1998) say a disagreement exists when either a claim or assertion made by one party is disallowed by the other party, and that refusal did not find acceptance. This shows that disputes are more likely to occur when the conflicting stakeholder acts or argues in a disagreement.

There are a plethora of definitions of conflict as there are many occasions for its incidence. Thomas (1992:021) asserts that there are three themes among the definitions of the word conflict. The first is that either conflict happens or not, and it is an insight issue. The perceived difference may not exist, but conversely, if the difference exists but is not perceived, there is absolutely no conflict. The second shared theme is that there is reciprocity among participants, which means in simple terms that each participant has the potential to affect the other participant. Thirdly, there are matters of obstruction, antagonism, and insufficiency. Resources such as funds, power, and prestige, are restricted. Their insufficiency creates obstructive behaviour. When one participant obstructs the means to a goal or interest of another participant, a state of conflict emerges (Robbins., 1994).

Rauzana (2016: 43) identifies conflict as a dispute between opposite thoughts in the project. The conflict in the project can be delaying the achievement of the goal of one

of the stakeholders. Rauzana (2016: 45) argues that conflicts can be understood as a discrepancy between two or more members of organizations or groups within the organization that arise primarily because they ought to use limited resources mutually, or carry out activities jointly, or have different status, goals, values, and perceptions. Leung, Ng and Cheung (2002:72) and Leung, Liu and Ng (2005:55) partially verified the positive impacts of conflict on construction projects by using a case study and questionnaire survey, respectively, to testify to the relationship between distinctive conflict types and participants' satisfaction.

They found that a suitable level of conflict - especially task conflict - can indeed improve participants' satisfaction up to a certain point at which it starts to diminish. Jehn and Bendersky (2003:241) advised that conflict impacts appear to diverge when observing different indicators (objective or subjective) of organization effectiveness, however. It is thus concluded that participants' satisfaction (a subjective criterion) cannot be directly generalized to describe objective performance criteria such as cost, schedule, and project quality (Maloney, 1990:411).

3.3.1 CLASSIFICATION OF CONFLICTS

Recent studies have identified causes of conflicts as ambiguity in specifications, personality clashes among project participants, choice of procurement method, relationships among project participants, differing site conditions, local people obstruction, difference in change order evaluation, excessive quantity of works, size and duration of the project, the complexity of the contract documents, interdependence of task, changed conditions, poor communication, limited (scarce) resources, financial issues, cultural differences, non-convergence of interest, insufficient project management skill, inadequate design, labour issues, third party concerns, politics, feeling of injustice, poor public relation, low level of awareness of benefits of projects, relationship problems, failure of sharing risk, gender (male dominance), lack of continuous improvement, inadequate training, lack of effective Environmental Impact Assessment, unforeseen site conditions, violation of contract conditions, incomplete project information, poor evaluation of completed works, discrepancies in bills of quantities, difference in legal system and interpretation of law, inadequacy of technical specification, government intervention, insufficient client integration, introduction of design innovations, and force majeure events (Consoli., 2006:79; Chan and Tse.,

2003:78; Acharya, Dai Lee and Im., 2006; Awakul and Ogunlana., 2002; Adnan, Shamsuddin, Supardi and Ahmad., 2012:779).

The attention of external stakeholders has been demonstrated as more critical than that of internal stakeholders in construction projects. The outcomes reveal that every group of stakeholders pursues expectations in alignment with the social objectives, economic sustainability objectives and environmental objectives. In addition, for productive and effective management of a construction project, project managers need to fully understand the stakeholder opportunities and risks that may be brought about by project stakeholders, satisfy social responsibilities, establish common goals, apply suitable and relevant strategies, and improve the satisfaction of stakeholders (Chan and Oppong, 2017).

Conflicts that emerge in construction projects have a direct impact on the interests of several stakeholders in terms of investments. Conflicts diminish returns and often result in low profitability (Awakul and Ogunlana, 2002:370). As a result, the existing argumentative culture exposes a relationship that is inversely proportional between the efficiency of labour and production costs (Ng, Rose, Mak and Chen, 2002:446). However, Yiu and Cheung (2006:440) argue that, in the construction industry, conflicts are often unavoidable because of the degree of differences in the interests among stakeholders identified in a particular construction project. Yiu et al., (2006: 446) further argue that confliction continues to exist in all building and construction projects. In a circumstance where conflict is not handled appropriately, it could blow things out of proportion. Therefore, the change in the level of conflict may develop into psychological struggles between project stakeholders. Preceding studies in human behaviour posit that a continuous change of behaviour often shows a discontinuous lapse, and in the study of conflict behaviour in construction, such behavioural change is dynamically associated with the magnitude of the conflict.

Ejohwomu, Oshodi and Onifade (2016:275) argue that there is a general consensus that construction projects are snowed under risk. To manage conflicts effectively, one needs to recognize the causes of conflict. The findings of the study conducted by Ejohwomu et al., (2016:276) exposed poor finance forecasts on the client's side as the root cause of conflicts. Furthermore, finance-related, relationship and communication problems, client requirement instability, design-related and contract related problems

are the major categories of factors leading to conflicts. Thus, the findings show that poor financial forecasts on the client's side and poor relationships between project stakeholders, including the community, are the key sources of project conflict. It is of utmost importance for both clients and professionals in the construction industry to engage in these aspects to mitigate the risk associated with conflicts that may delay the project or result in project failure. With regards to other conflicting aspects, it is recommended that clients engage the project consultant for experience in lieu of pricing. This will guarantee that project conflicts are addressed in a simple way and kept within tolerable limits. According to Ejohwomu et al., (2016:270), unmanaged conflicts result in claims and counterclaims, which eventually affect project success. Thus, the study conducted was destined to identify the causes of conflicts in the Nigerian construction industry.

3.3.2 CONFLICT MANAGEMENT

According to Thakore (2013:07), conflict cannot be avoided since it is an inevitable aspect of work teams and may be defined as a struggle or contest among people with antagonistic needs, ideas, beliefs, values, or goals. Conflict on teams is unavoidable. Results of conflict are not predetermined. Conflict might intensify and lead to poor results, or conflict can be beneficially resolved and lead to quality final products. Therefore, knowledge about managing conflict is fundamental to a high-performance team. Even though very few people go looking for conflict, more often than not, it does occur. Management of conflict involves skills associated with conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for conflict management in an organizational environment. Thakore (2013:16) further argues that conflict may result from functional or dysfunctional costs and that it is important for management to interrogate various approaches and techniques when managing conflict. Extensive series of handling conflict interventions can be applied to resolving conflict at various structural levels of the organization. Organizations ought to develop diverse but suitable strategies to solve and manage conflicts as they arise prior to escalating the conflict to a level that is unmanageable.
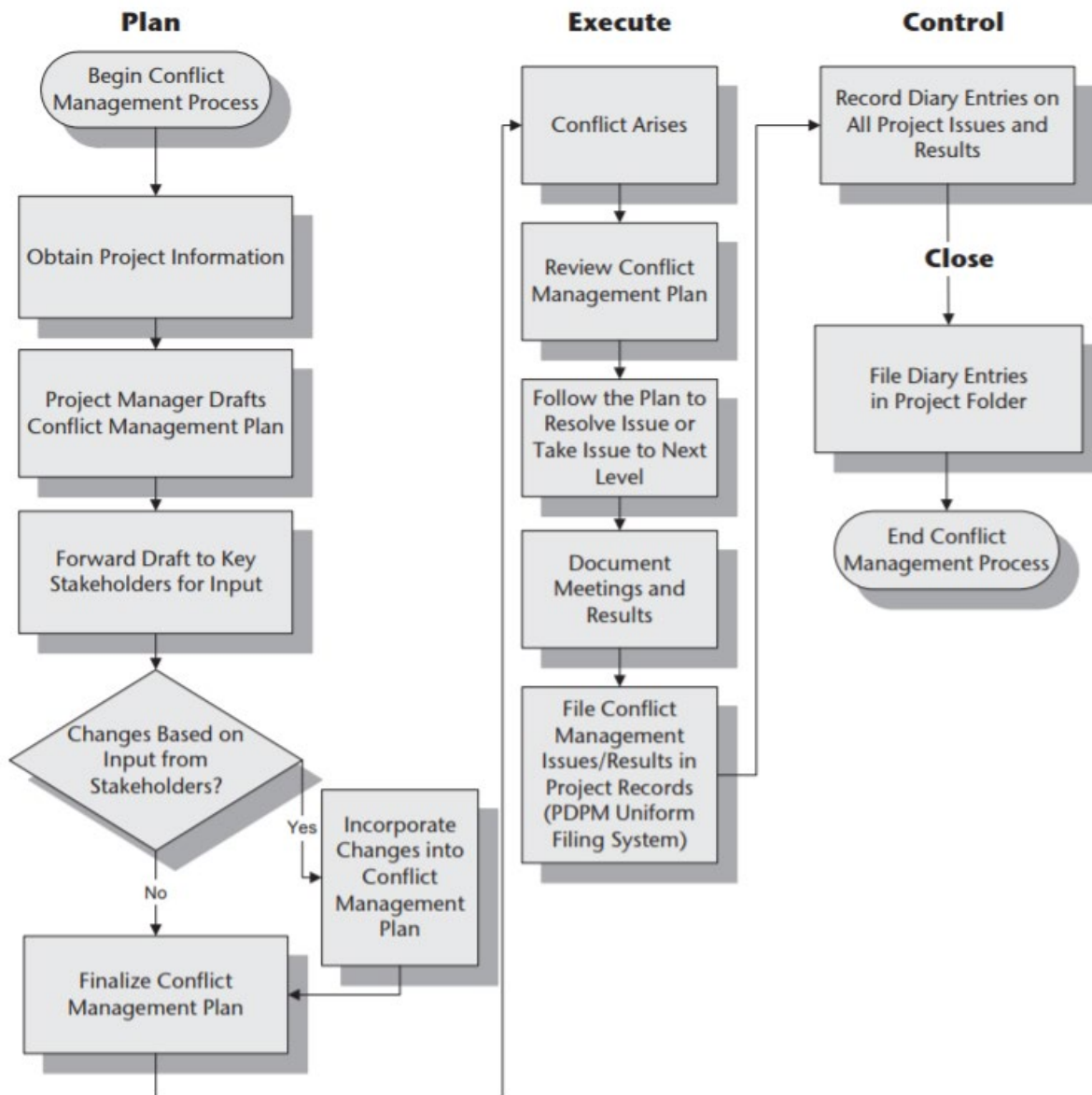
Figure 3.3: Flow chart for project conflict management (Edition 2002:15).

Findings of the recent study by Iyiola and Rjou (2020:10) illustrates that conflict management climate has a significant positive impact on trust. The contributions of the present study are important and highly significant to construction stakeholders in achieving construction project objectives. Iyiola et al., (2020:10-11) concluded that recent studies provide beneficial information about the possible relevance of conflict management climate, particularly in construction projects. Successful management of conflicts in construction projects necessitates an awareness of climate, and a perceived conflict management climate contributes to improved trust and is identified

as a crucial determinant of quality relationships in construction projects. Iyiola et al., (2020:10-11) assert that the study has the potential to aid as a reliable reference for project members in examining the management of the construction projects because the present study offers a new as well as a meaningful perception that promotes comprehension of managing conflict in the construction industry.

The study of Tabassi, Abdullah and Bryde (2019:114) that examined the mediating impacts of team coordination on conflict management and team performance, reveal that team leaders working in temporary multicultural organizations in the Malaysian construction industry select avoidance and cooperative methods for conflict management in lieu of the other two methods (compromising and competitive). The study further presents that if the supreme goals of the team members of the temporary organization and of the project are not able to be judged by the same standards or have no common standard of measurements, then equity-based, win-win results in relationships can be deceptive, and a supreme normative mutuality in relationships will never be accomplished. That being the case, avoiding conflict resolution could be deemed as a win-win situation for both the people and the project (Tabassi et al., 2019:114).

According to Saeed, Almas, Anis-ul-Haq and Niazi (2014:1), leaders respond to problems, bring resolution crises, reward, and practice coercive measures to followers, provide inspiration, and provide support to followers. Leaders are also considerate about organizational innovation and seek to instil organizational cultures that are advantageous to creativity and innovation and promote a conflict-free and challenging environment. In the ideal and conducive environment, leaders tend to influence strategies in conflict management and inspire employees to work together effectively. It is imperative for a leader to achieve organizational objectives, which can be accomplished by focusing on both the rational and emotional aspects of conflicting issues while resolving disputes or conflicts that occur at any level in the organizational structure. Constructive conflict management requires considerable social skills. Managers must be able to adapt their conflict management behaviours to a given situation. In some cases, it may be best to confront conflict, and in other cases, it may be better to avoid conflict or accommodate people.

On the other hand, Hopkins and Yonker (2015:08) discovered some significance on higher levels of emotional intelligence and the capacity for effective conflict management. Similarly, Zhang, Chen and Sun (2015:12) and Yonker (2015:09) posit that in a conflict management process, one requires the skills and ability to make informed decisions to manage the conflict effectively. Emotions contribute towards the manner in which an individual conceptualizes conflict and their ability to make an informed judgment that promotes effective conflict management.

Table 3.1 Conflict Management Strategy – Recommendation for a project manager to resolve conflict within the scope of the project

Step	Action
1	Acknowledge the conflict
2	Establish ground rules
3	Establish common ground and shared goals
4	Separate the problem from the people
5	Have the parties share collected data related to the conflict
6	Explore solutions, listing as many alternatives as possible
7	Evaluate solutions, looking for a win-win solution
8	Select the best solution
9	Share the solution with the project stakeholders

Adopted from Edition (2002:16)

The study of Yonker (2015:09) further identifies exact relationships between emotional intelligence abilities and different styles of handling conflict. However, these results are a contributing factor towards the understanding of which emotional intelligence abilities are deemed important to influence in various methods of conflict management. One finding of the study is that for the management process to be regarded as effective, it must have the ability to use a variety of conflict management styles. This

viewpoint is contrary to previous research as well as conventional wisdom, which highlights the collaborative methods. Conflict is situational and context-specific. Thus, there are certain situations when each conflict management style is relevant. For example, avoiding a conflict is appropriate when the issue is trivial; and dominating in a conflict can be used when prompt, decisive action is necessary for a critical situation or the relationship with others involved in the conflict is not valued. It is recognized that these two styles, the avoiding and the dominating, should be used judiciously, however, and that the ideal scenario is to work toward the more cooperative conflict management styles. Ultimately managers need to recognize those conflict situations that call for certain approaches to managing conflicts and be flexible enough in their styles to effectively address the conflict.

The results of the same study conducted by Yonker (2015:09) posits that a range of emotional intelligence abilities is important to effective conflict management. The study discovered a significant association as regards the elements of emotional intelligence in three of the five scales of the Bar-On emotional intelligence structure and different conflict management styles.
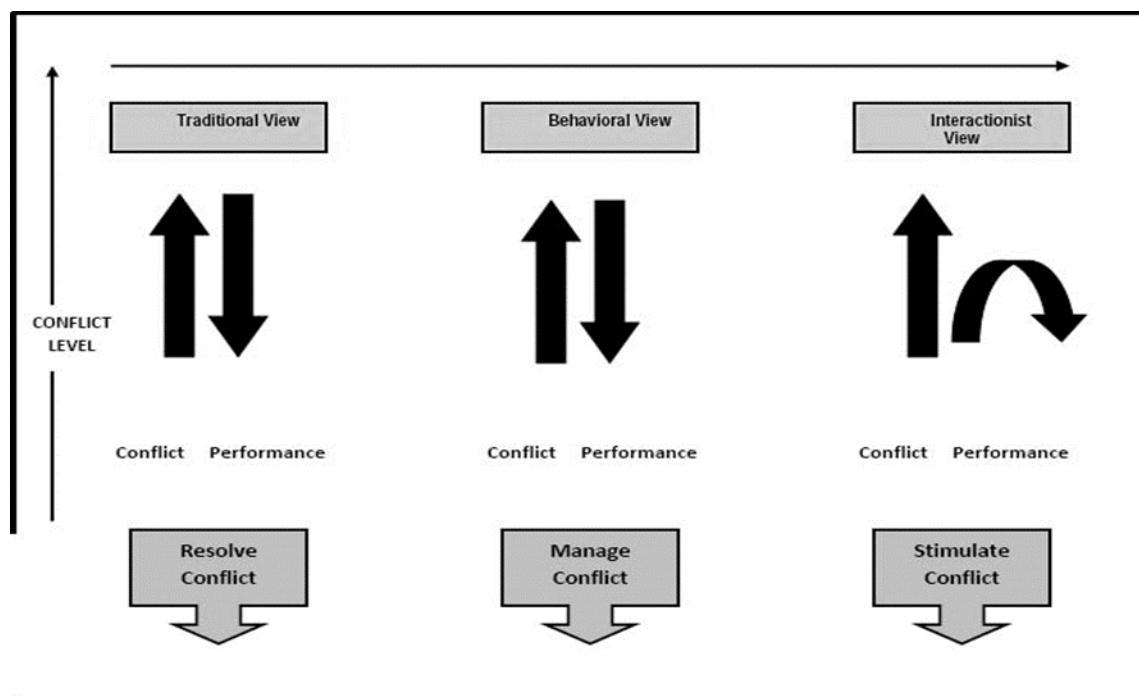

Figure 3.4: Conflict Matrix (Villax and Anantatmula 2010:14)

Villax et al., (2010:14) assert that conflict encourages team members to address some of their expectations and nullification of their necessities for agreement, thus resulting in the betterment of performance. Teams involved in a conflict that are task-oriented become motivated to direct their effort towards work. Conflict encourages team members to be concerned with the tasks to complete and the goals to accomplish. Conflicts are essential to construction projects as they are linked with factors such as difficulty, unspecified, and changing required conditions. The impact that conflict has on team performance and the success of the project has changed over time. Villax et al., (2010:15) further argue that conflict, whichever nature of conflict is involved - task-oriented or people-oriented - can have a positive impact on team performance, and task-oriented conflict offers a greater outcome since it is regarded as an element of the work despite the struggles with peers and leadership and character dissimilarities. The aim is to appreciate which sort and level of conflict are unfavourable as regards accomplishing project aims and which one will take the project team to a higher level of performance. Irrespective of detrimental or beneficial values, conflict needs need to be managed.

Conflict management is the process of identifying and managing conflict in a practical, impartial, and efficient means. Conflict management necessitates skills such as problem-solving, negotiating with a focus on interests, and effective communication (Saeed, Almas, Anis-ul-Haq and Niazi, 2014:216).

Table 3.2: Proposed model; correspondence of leadership styles with conflict management styles

		Concern for self (a working model of self)	
		Positive (High)	**Negative (Low)**
Concern for others (Working model of others)	**Positive (High)**	Integrating (Transformational)	Obligating (Transformational)
	Negative (Low)	Domination (Laissez-faire)	Avoiding (Laissez-faire)

Compromising (Transactional)

Adopted from Saeed et al., (2014:219).

According to Saeed et al., (2014:219), the correlation matrix shows that the transformational leadership style has a positive correlation with transactional style and constructive conflict-handling styles (obliging and integrating) and negative with the laissez-faire style. The transactional leadership style displays a positive correlation with compromising and a negative relation with dominating conflict management styles. However, the laissez-faire style illustrates a positive relationship with avoiding and negative with an integrating style of managing conflict. The results of the several regression analyses illustrate that the transformational style has a significant correlation with the integrating style of managing conflict, whereas the transactional and the laissez-faire do not illustrate a significant correlation. Gray and Williams (2012:16) assert that the transformational leadership style has been confirmed to be an effective leadership style. However, transformational leadership was not shown to have a mutual relationship in which one depends on another with effective styles for conflict management. There was a significant positive correlation between laissez-faire leadership style and the avoidance of conflict management style. Laissez-faire leadership style had a strong effect on employees for avoiding conflict. Laissez-faire and avoidance conflict management gives the impression of being a trend among managers, and this leadership style and conflict management style blend can prove detrimental to certain organizations.

Moreover, the three scales include 1. Interpersonal (possess good social skills), 2. Adaptability (flexible and realistic), and 3. Stress Management (able to cope with stressful situations). This collection of emotional intelligence abilities allows a manager to give appropriate attention and avoid myopic, generic assumptions about different conflict circumstances. The study reported interpersonal (measures the inner self) and general mood (measures happiness and optimism) scales as scales with no significance. Clarification for insignificant results may mean that the items in the conflict management instrument primarily give attention to interactions with others as opposed to self-awareness.

Alves, de Oliveira, and Jansen (2017: 22) say the strategic task of the agent is to create new goals as strategic compromises meeting the contradictive set of goals as well as possible and to follow these new goals as strategic concepts in its decisions. Thus, conflict resolution is key to the strategic autonomy of agents. A new approach was introduced to the identification of synergy and conflicts of interest in the desires as well as the intentions. On this basis, a conflict resolution mechanism is applied for minimizing conflicts and maximizing synergy. In this step, new goals as compromises of desires might be created.

3.4 CONCLUSION

Conflict is unavoidable in a project environment. There are numerous causes of conflict which may include but are not limited to scarce resources, scheduling priorities, and personal work styles. Ground rules of a team, norms of a particular group, and project management practices, like communication planning and role definition, reduce the amount of conflict. Successful conflict management results in greater productivity and positive working relationships. When managed properly, differences of opinion can lead to increased creativity and better decision making. If the differences become a negative factor, project team members are initially responsible for their resolution. If the conflict escalates, the project manager should help facilitate a satisfactory resolution. Conflict should be addressed early and usually in private, using a direct, collaborative approach. If the disruptive conflict continues, formal procedures may be used, including disciplinary actions. The success of project managers in managing their project teams often depends on their ability to resolve conflict (Verzuh, 2015:15).

CHAPTER 4: RESEARCH METHODOLOGY AND RESEARCH DESIGN

4.1 INTRODUCTION

This chapter provides an overview of the methodological process followed in this study. The methodology is the process, framework, and design used to have the necessary knowledge that is required to respond to the questions reflected in Chapter One. The research methodology chapter focuses on the research methodology to be used by the researcher when conducting the study. The chapter includes the research approach, research design, data collection methods, sampling, and data analysis method. The chapter ends with a note on ethical considerations.

The advancement of science gave rise to the understanding of procedures, processes and approaches that need to be considered to have a credible and reliable study. Over the years, it has become apparent that the process of the study includes two closely connected activities that are too often erroneously used interchangeably. However, these are the research design and the research methodology. These two complement each other in that order of priority. Research design is the pathway and task specified for the research and clearly defines what needs to be done (Tracy, 2010:849).

4.2 RESEARCH APPROACH

Henning, van Rensburg and Smit (2013:19) assert methodology as a set of logical and consistent methods that are appropriate for constructing data and findings to respond to the research questions and objectives. The logic for research methodology is to provide a clearer indication of the means by which the study brings about the anticipated research objectives of the study because research methodology is a plan of action for conducting a study (Malhotra and Malhotra, 2012:23).

According to Brown, Weinstein and Creswell (2012: 2037), research methodology includes the background of the study and the foreseeable results to achieve significant outcomes of the research. Research design is a specific procedure involved in the research. Creswell (2013:41) states that qualitative research focuses on the anticipated

outcomes and the proposed framework informing a process of learning the study problems addressing the significance of groups that give recognition to a social problem. However, the research will employ a mixed method because the target population includes experts from the field on project management who might contribute in-depth information that could result in the achievement of the research objectives and on the other hand, members of the community will be issued with questionnaires. The study will employ a mixed method because the mixed method will give a meaningful answer to the research questions of the study.

4.3 RESEARCH DESIGN

Research design is defined as a plan to carry out the research through the research methodology using a specified research approach, which are the methods to collect and analyse data (Yin 2009:26). Noor (2008:102) supports that research design is a blueprint of action revealing the process that will be practised by the study in response to a clearly stated problem and research question. Stake (1995:91) asserts that a case study is considered ethnography even though it varies from ethnography.

1. RESEARCH DESIGN

• CASE STUDY

2. Paradigm/Philosophy

• POSITIVISM
• CONSTRUCTIVISIM

3. RESEARCH METHODOLOGY

• MIXED METHOD

4. SAMPLING METHOD

• PROBABILITY SAMPLING METHOD
• RANDOM SAMPLING

5. DATA ANALYSIS

• SSPS & EXCEL
• Thematic analysis

Figure 4.1: RESEARCH DESIGN FRAMEWORK, Source: Own construction from the literature.

A case study may concentrate on a specific event or activity involving people rather than a group as such. The research design of the study is a case study, namely Watergang, Kayamandi suburb in Stellenbosch Municipality.

4.3.1 CASE STUDY

Stellenbosch is situated about 50 km from Cape Town and is flanked by the N1 and N2 main routes. The municipal area covers roughly 900 km². According to population growth estimates of the Community Survey, the population figures for Stellenbosch for 2016 indicates a number of 176 543 people and 52 374 households. The municipality's area of

jurisdiction includes the town of Stellenbosch and stretches past Jamestown to Raithby in the South, Bottelary, Koelenhof, and Klapmuts to the North, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the East as well as Kayamandi and part of the Plankenburg industrial area. According to the Stellenbosch Municipality annual report (2019:27), the different Zones that make up the ward is Enkanini, Snake Valley, Watergang, Thubelitsha, New Watergang (106), Zone O (next to Enkanini), Chris Hani Drive, Municipal Flats (10TH and 13TH Street), School Crescent, Ekuphumleni, Siyahlala, Zone A and George Blake. Therefore, Watergang forms part of ward 12, which contributes the highest unemployment rate in Stellenbosch.

This study will be conducted on the selected construction project. A consultant was appointed for the construction of 332 temporary housing units in Watergang, Kayamandi. The construction was well in progress but behind schedule for various reasons. There were several strikes on-site due to labour unrest, but these concerns were resolved. Ninety units were built, and the other units were in various stages of construction. On 22 May 2018, all units were destroyed due to community unrest, and the department had to inform the contractors to move offsite until further notice. The project damage value due to community unrest was estimated at ±R5.8 million and would take approximately 6 months to reconstruct.

4.4 POPULATION OF THE STUDY

The target population is the group of individuals and community or organization (with specific uniqueness) that the involvement intends to conduct the study in and draw conclusions from. The target population will be the community members from the Kayamandi area in Wards 12 in selected zones (Thubelitsha, Zone O and Watergang) surrounding the site where the construction of TRA Units was done.

4.5 SAMPLE METHOD

4.5.1 PROBABILITY SAMPLING

This mixed-method study will follow probability sampling whereby every single member of the target population under study has a non-zero probability of being selected to contribute or participate in the study, Bhardwaj (2019:156) probability sampling is defined

as a sampling method in which the study selects samples from a greater population using a method based on the theory of probability. For an individual to be considered as a probability sample, that individual must be selected by random selection, as opposed to non-probability sampling. Thus, many non-random sampling techniques have a subjective judgment (Proctor, 2005:70 and Saunders et al., 2012:233). Because of the nature of this study and the manner in which the population is defined, probability sample is the relevant sampling method.

4.5.1.1 RANDOM SAMPLING

According to Lavrakas, Traugott, Kennedy, Holbrook, de Leeuw and West, (2019:45), random sampling is a variety of selection methods in which members of the sample are selected by chance, but with a known probability of selection. Random sampling is a critical element to the overall survey research design. Random sampling is defined as a sampling technique where every item in the population has an even chance and likelihood of being selected in the sample. Here the selection of items entirely depends on luck or probability, and therefore this sampling technique is also sometimes known as a method of chances. Simple random sampling is a fundamental sampling method and can easily be a component of a more complex sampling method. The main attribute of this sampling method is that every sample has the same probability of being chosen (Memon, Ting, Ramayah, Chuah and Cheah, 2017:10). According to Ball (2019:415), random sampling is a fair method of sampling, and if applied appropriately, helps to reduce any bias involved compared to any other sampling method. The random sampling method is a fundamental method of collecting the data, and no technical knowledge is required. Since the population size is vast in this type of sampling method, there is no restriction on the sample size that the study needs to create. The data collected through this sampling method is well informed. More samples translate into better quality data. The benefit of the random sampling method is that the contributors have knowledge about the subject, and therefore there is reliable information, which will aid in achieving the research objectives of this study.

4.6 SAMPLE SIZE

The study will consider a total of at least 200 respondents with the purpose of securing a generally fair understanding for the reader. The sample size is also determined by the cost of the workout and accessibility to the targeted population. Community members will be from Ward 12 (Zone O, Thubelitsha and Watergang) to get a satisfactory and open-minded understanding of the subject under study. The Kayamandi ward councillor from ward 12 agreed on the principle to support the study.

4.7 DATA COLLECTION INSTRUMENT

4.7.1 QUESTIONNAIRE

The questionnaire was considered handy since data could be gathered under anonymous and confidential circumstances and be kept for future use. This data could therefore be converted to information and could be revisited at will should other questions arise pertaining to the research. The four-page questionnaire allowed for wide participation and provided participants with an opportunity to express views about the matter at hand without fear of reprisals. After construction, the questionnaire was taken for a "pre-run" and reconstructed with the assistance of the statistician, after which it was sent for ethics clearance. It was then used to collect the data from the respondents.

Section A was biography – this was used to get details about the respondents so that those who do not meet the expected requirements could be excluded and included in the findings.

Section B was the Likert scale – this scale measured the perceptions, experiences and understanding of the respondents in relation to the assessments of the performance of the effective stakeholder management in a construction project in Stellenbosch Municipality. The scale measured from 1-5 where 1 = Strongly disagree, 2 Disagree, 3 = Neutral, 4 = Agree, and 5 = Highly agree.

Section C was open-ended – respondents were given a chance to contribute at least five points in each of the questions (two) in this section.

4.8 DATA ANALYSIS TECHNIQUE

According to Tolley, Ulin, Mack, Robinson and Succop (2016:65), the process of analysing and interpreting the data is primarily based on the theory principles. The theory is a beneficial instrument to be considered in collecting and sorting the concepts under study by observing the patterns, relations, saturation, and trends to draw meaningful conclusions in answering the research problem. Braun and Clark (2006:25) argue that thematic analysis provides a data analysis method that is flexible and accommodates researchers with several methodological backgrounds in terms of engaging in thematic analysis.

The study will use Spreadsheet's analysis tool and Statistical Package for the Social Sciences (SPSS) for analysing the data. The fundamental reason for using these instruments for data analysis is because they are available to support the study. This will also contribute to the establishment of the bar graphs, histograms, pie charts, including other forms of diagrammatic illustrations essential for the study. The relationships between variables will be used to understand and interpret the findings from the survey. This study will use thematic analysis, which is defined as one of the most common forms of qualitative research. Thematic analysis will emphasize identifying, defining, and interpreting patterns of meaning.

4.9 DATA VALIDATION

The data will be edited, cleaned, and captured on the Spreadsheet analysis tool and SPSS, from whence the illustrations will be constructed, which will help to understand the relationship between the variables. The study will consider the assistance of a CPUT statistician in all the processes throughout the study to define and ensure accuracy, consistency and fitness. The methods that will be practised under the observation of the Cape Peninsula University Technology statistician includes data type validation, cross-referencing validation, and the structure process evaluation method.

4.10 ETHICAL CONSIDERATION

According to Evans (2007:45) and Sherratt, Soteriou and Evans (2007:477), ethics in social research involves harmonizing the good of many with participants' right to confidentiality. In essence, applicable ethical procedures grant permission to the study to follow certain principles that decrease damage to the participants of the study (Biber, Hesse-Biber and Leavy, 2006:25). All participants shall and must be informed about the nature and purpose of the study and the fact that their participation in the study is voluntary (Rubin and Babbie, 2005:20). Invasive approaches regarding privacy, anonymity, or confidentiality, referring to keeping information, which is not envisioned for others, but is secret (Babbie., 2001:298), will be upheld.

Participants will be informed that they could withdraw from the study at any time and refuse to respond to any question they do not feel comfortable with and that confidentiality and anonymity will be upheld in the publication report, including any other publications that might cite it. It is the aim of the researcher to handle the participants of the study and data gathered with dignity, value, and courtesy. The participants will not be exposed to any unnecessary physical or psychological danger. They will not be subjected to unusual forms of embarrassment, stress or anything related to loss of self-esteem. In the event that participants could experience any amount of psychological discomfort, they will know ahead of time, and any necessary debriefing or counselling will follow immediately.

This study will be guided by the ethical procedure set out by the ethics committee of the Cape Peninsula University of Technology, which the researcher attends. Firstly, the procedure is for the purpose of attaining ethical clearance from the ethics committee of the Cape Peninsula University of Technology. Consent letters from the relevant ward councillor were requested only when the consent letter was obtained. Respondents were approached to be issued with a structured questionnaire with open-ended questions. Dooley and Gullickson (1995:09-11) argue that the voluntary consent of all participants is key in social research. Thus, the study will be explained to every participant verbally, and in the written form and at this point, voluntary participation will be emphasised. This involves explaining and assuring confidentiality and participants' right to withdraw from the research study at any given point, as well as their right to refuse to reply to any

questions they might not have wished to reply to. All participants will be treated with respect, empathy, and sensitivity. In addition, reflexivity approaches will be applied to diminish unfairness and preconceived beliefs. The data that will be collected will be reviewed to ensure the use of pseudonyms used instead of participants' identities.

4.11 CONCLUSION

The validity and reliability of this study project should be understood in the setting of work complete objectively, with the design being followed methodically. This includes the introduction of this study, the background literature reviewed, the establishment of the study gap and subsequent understanding of the problem statement, the context of the objectives, the research questions, the decision on the mixed methods, identification of the population, the construction and testing of the questionnaire, data collection methods (questionnaires) and data analysis using Excel or SPSS. It is expected that this method provides the desired or useful outcomes for the effectiveness of stakeholder management of a construction project at Stellenbosch Municipality.

CHAPTER 5: DATA REPORTING, ANALYSIS AND INTERPRETATION OF THE FINDINGS

5.1 INTRODUCTION

This chapter presents the results of the study obtained from the respondents by means of a questionnaire from the sample provided. The data collected is interpreted as described in the previous chapter on Research Methodology and Research design. It is a structured questionnaire with open-ended questions. The questionnaire was issued to the community members.

The data collected during the fieldwork with respondents is discussed in this chapter. Using an Excel spreadsheet, the data was first cleaned, edited, coded then captured onto the spreadsheet, from which illustrations were constructed. The collected data were captured and analysed using an Excel spreadsheet that was used to construct graphs, tables, bar charts, bar graphs, tables and histograms. These graphic charts, tables are used to illustrate the findings and to demonstrate the connection between the variables in the study. Findings are presented in the pages below. The illustrations essentially express the relationships between the variables as requested from the research instrument – the questionnaire. After cleaning and editing, only 100 questionnaires were completed accurately, 40 questionnaires were below age and 60 questionnaires were incomplete.

Random sampling was used to collect the data after giving an explicit explanation to the respondents that participation was voluntary. The participant reserves a right to withdraw from participating at any stage, and ethical guidelines were upheld. However, the rights of the participants in line with the respect for human dignity, the safeguarding of confidentiality or anonymity, and the right to information were all observed.

The objective of the study was to (a) examine the impact of effective stakeholder management in a construction project in Kayamandi at Stellenbosch. (b) Explore interests and power of stakeholders in a construction project in Kayamandi at Stellenbosch. (d)

Make recommendations to promote effective stakeholder management in construction in Kayamandi at Stellenbosch. The findings were envisioned to underpin the development of some guidelines to be used for managing stakeholders during the execution of a construction project at Stellenbosch Municipality, Western Cape, in the future so as to mitigate risks that may come from ineffective stakeholder management. The study was undertaken to express the importance of understanding the stakeholder management process as a project manager in a generic context but with a specific emphasis on construction projects.

5.2 DATA REPORTING, ANALYSIS AND INTERPRETATION OF THE FINDINGS

5.2.1 SECTION A: BIOGRAPHY

Data reporting came after a specific pursuit where each question was asked with a brief summary of the question, a response came after, and diagrams and/or tables support this. The definite reason for the personal Information section questions was to qualify respondents to participate as there was a specific research target group.

Question 1: **Please indicate your age range**
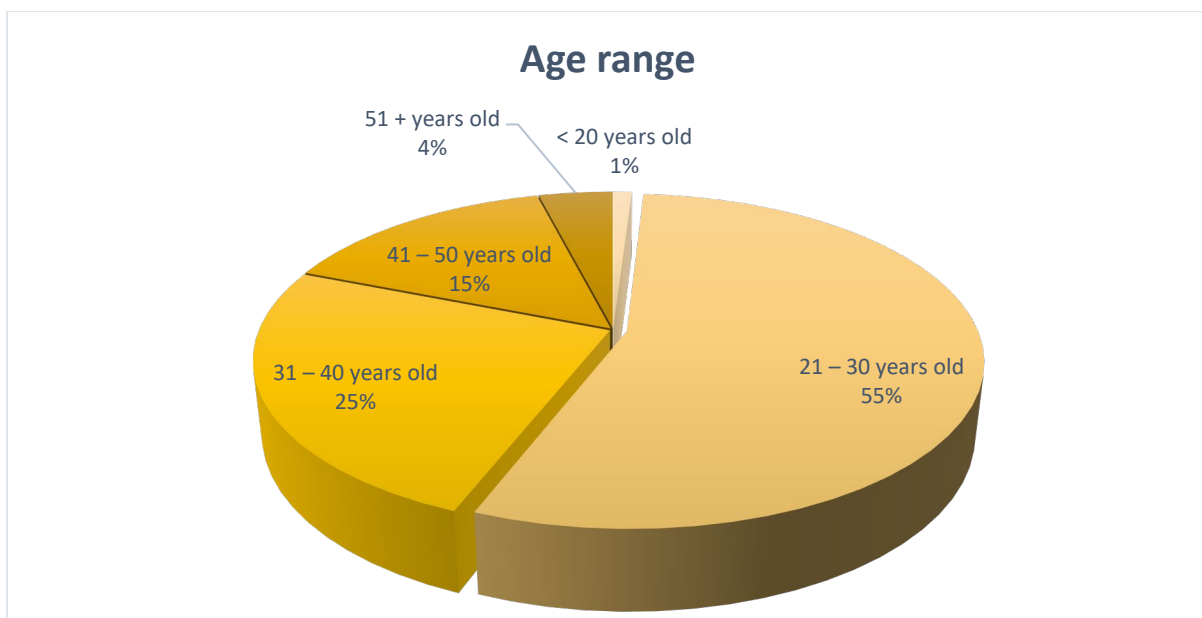
Response:

Figure 5.1: Age range of respondents - Source: own construction.

As shown in the chart above, 1% of the respondents were < 20 years old, 55% were 21 – 30 years old, 25% were 31 – 40 years old, 15% were between the ages of 41 and 50, and 4% were 51+ years old. This chart shows that most participants in this study are 21 – 30 years old, and there were few participants who are 51+ years old.
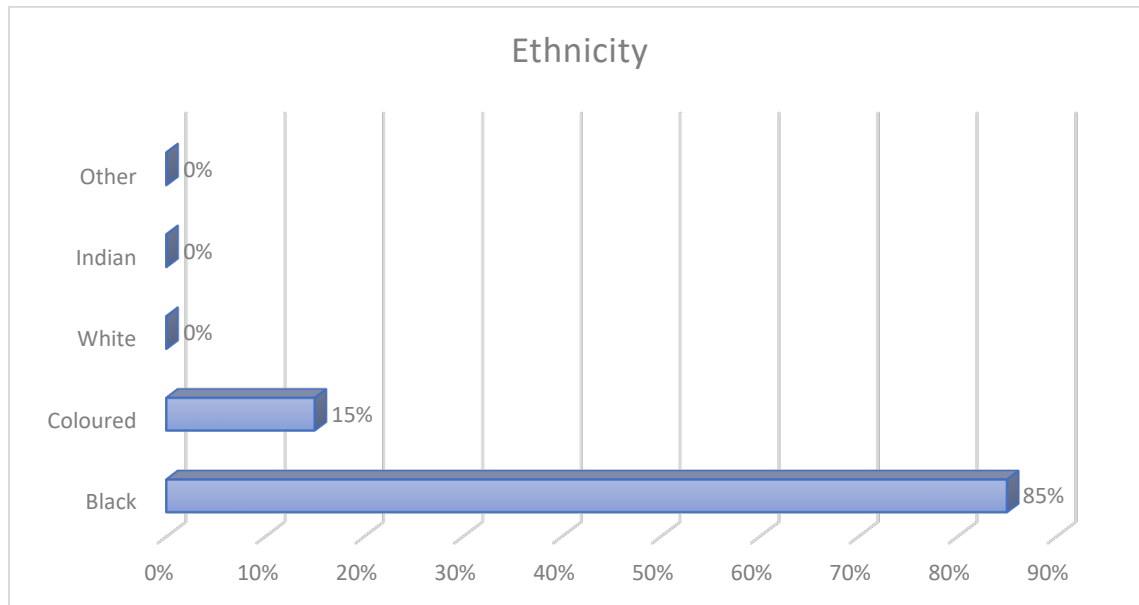
Question 2: **Please indicate your ethnicity**

Figure 5.2: Ethnicity of respondents - Source: own construction

The majority of respondents, at 85%, are black, and a minority of respondents are coloured. There were no other respondents who participated in the survey.

Question 3: **Please indicate your gender**

This question was posed to find out the gender of each participant in the survey so as to show that the study was not gender-specific.

Response: Males and Females who reside in Kayamandi, particularly in the targeted areas (Thubelitsha, Watergang and Zone O). The aim of this question was to determine the genders of those who participated in the survey. The pie chart below shows the gender of the respondents from the targeted areas.
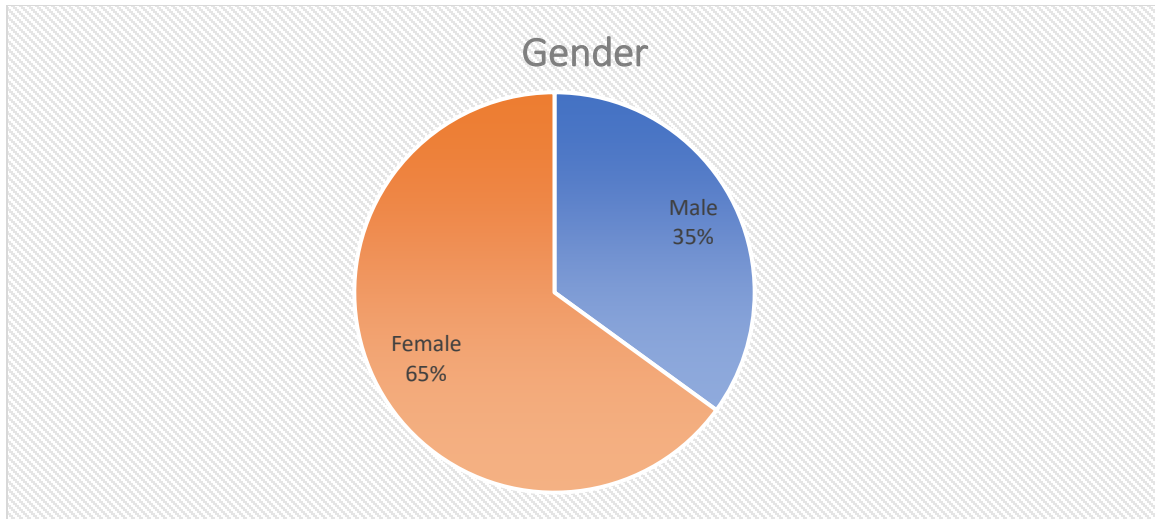
Figure 5.3: Gender of respondents - Source: own construction

The results of the study appear to indicate a gender gap. Mainly 65% of the overall target population were female respondents, while 35% were male respondents. This imbalance may be attributed to the demographic trend of the targeted area from which the sample was drawn, which is mainly dominated by females who were willing to participate in the study.

Question 4: What is your position at Stellenbosch Municipality?

Response: Different positions of the respondents and the percentage or frequencies are shown in the row graph below. The respondents were people who reside in Kayamandi, particularly in the targeted areas (Thubelitsha, Watergang and Zone O) at the time the survey was conducted.
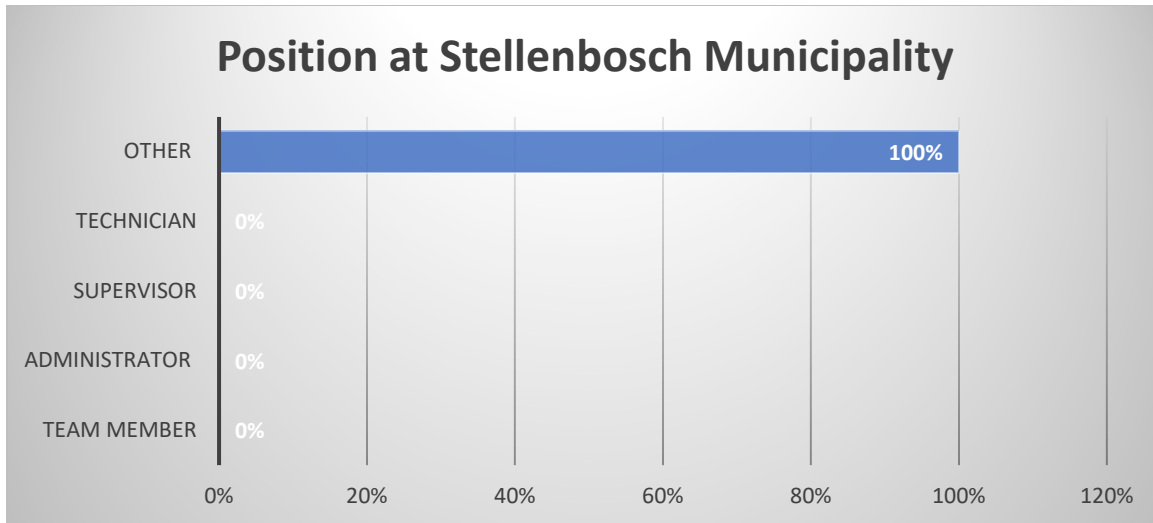
Figure 5.4: Position of respondents from Stellenbosch Municipality - Source: own construction

As presented in the graph above, 100% of respondents do not occupy any position at Stellenbosch Municipality. The questionnaire had space for participants to specify their position if not listed, and the majority of the respondents stated that they are unemployed. This does not seek to suggest that there is absolutely no one working for Stellenbosch Municipality in the area in which the population was drawn, but this shows the results and responses of community members from which the sample was drawn (Thubelitsha, Zone O and Watergang).

Question 5: How long have you been working, including your previous occupation?

Response: This was a significant question to measure whether respondents have any work experience. Years of experience help to determine whether the respondent is familiar with the work environment (employer and employee relationship). The response from the participants is shown on the bar graph below.
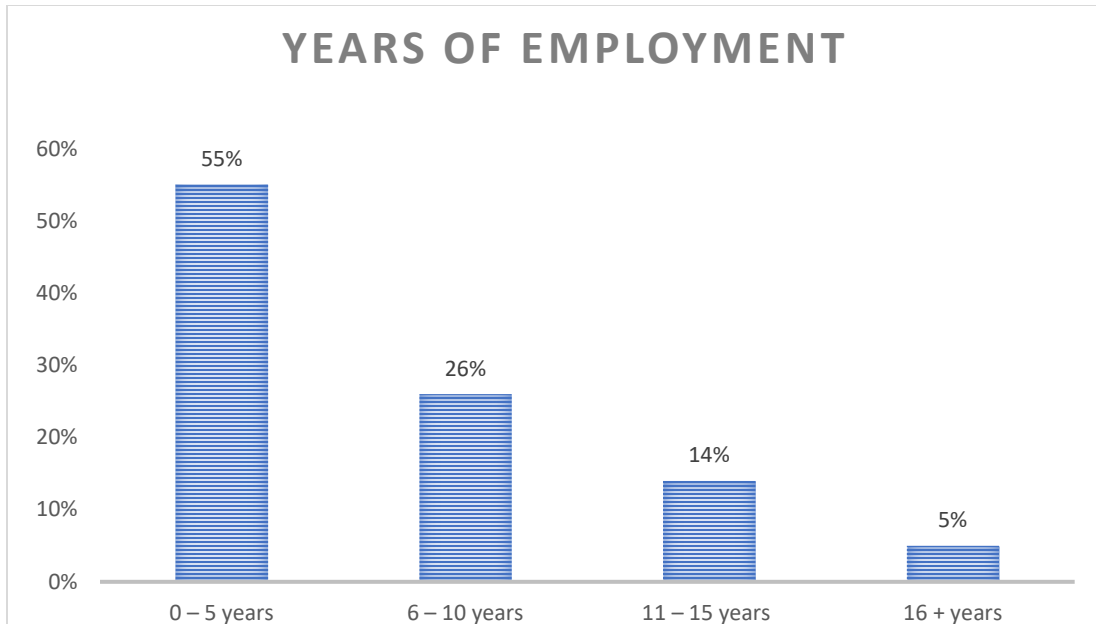
YEARS OF EMPLOYMENT

Figure 5.5: Length of work experience by respondents - Source: own construction

The graph above presents the different years of work experience of participants. 55% of respondents have 0 – 5 years of work experience, 26% of respondents have 6 – 10 years of experience, 14% of respondents have 11 – 15 years of work experience, and 5% of respondents have 16+ years of work experience. However, this does not present the experience they have acquired from working at Stellenbosch Municipality but their work experience in general. The ages were unfortunately not requested, as this would have sought to clarify the discrepancies due to age.

Question 6: Does your line manager have direct authority over you / do you report to someone else?

Response: The aim was to measure whether respondents were exposed to leadership characteristics in their workplace. The question will aid to determine the exposure of respondents to leadership or management styles. The response from the participants is shown in the row graph below.
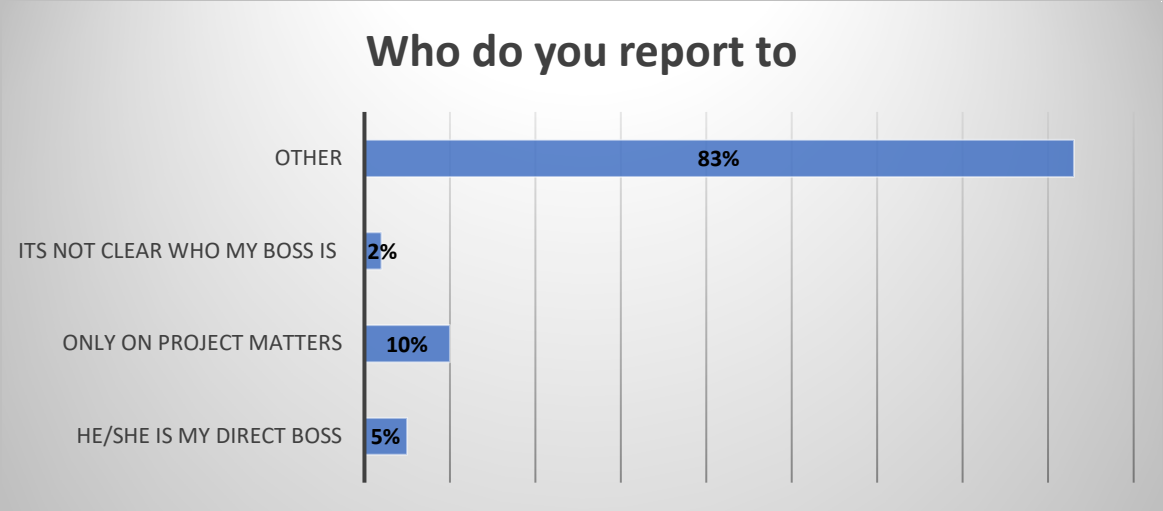
Figure 5.6 Reporting structures - Source: own construction

Based on the results obtained, only (5%) of respondents are/were reporting directly to their bosses, 10% were/are reporting only on project matters, for 2%, it was not clear who their bosses were, and 83% fall outside this category (some report to Senior Management and so forth).

Question 7: What kind of business/industry do you work in?

Response: The question was included in the questionnaire to determine the kind of industry the respondents have worked in.

Figure 5.7 Kind of business respondents worked in - Source: own construction

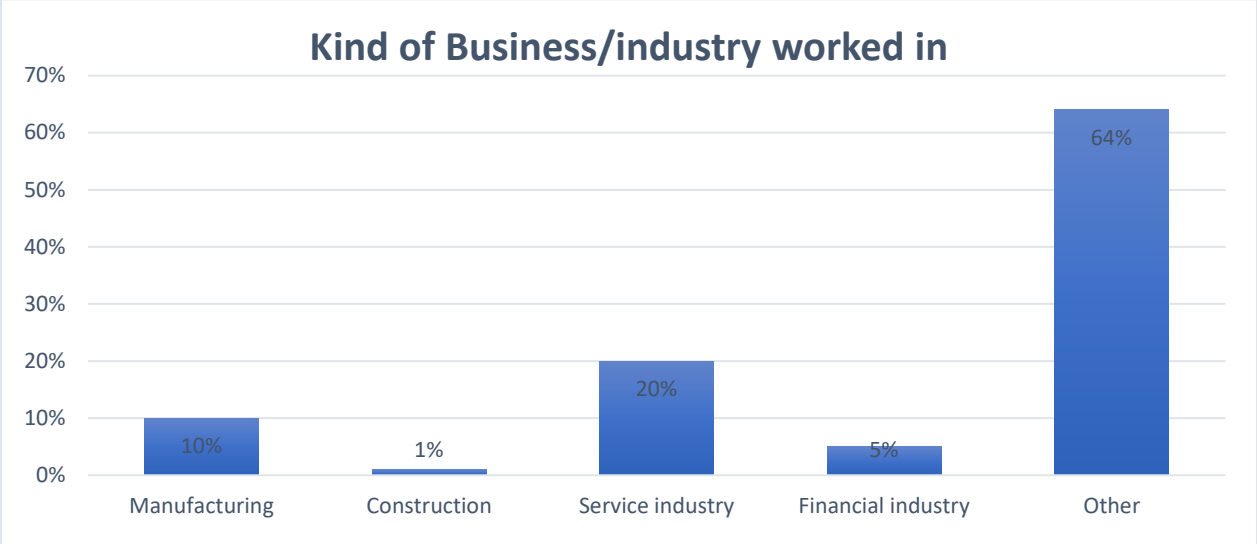The results obtained show that 10% worked in the manufacturing industry, 1% worked in the construction industry, 20% worked in the service industry, 5% worked in the financial industry, and 64% of respondents do not fall under these categories. The questionnaire had a space for one to specify, and the majority of the respondents stated that they are unemployed.

5.2.2 SECTION B: STATEMENT QUESTION

The Likert scale is used in this section to measure the respondent's perceptions and opinions of particular statements arising from the research question, problem statement and research objectives. The Likert scale statements were rated on a scale of 1-5, with 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. Respondents were asked to rank these statements as regards how they felt about their understanding of these statements. The very same method used in the Personal Information section is applied here, where the statement appears as in the questionnaire and is supported by a response in an illustrative form. The following statements are repeated below.

IDENTIFYING STAKEHOLDERS

This was to rank how well the respondents understand stakeholder identification, and the questions were constructed and arranged in a manner that the respondents could understand.

Statement 1: The project manager knows all the stakeholders.
Response: This question was focused on figuring out whether the Project Manager knows all the stakeholders – from a respondent perspective/observation. The line graph below demonstrates the responses.

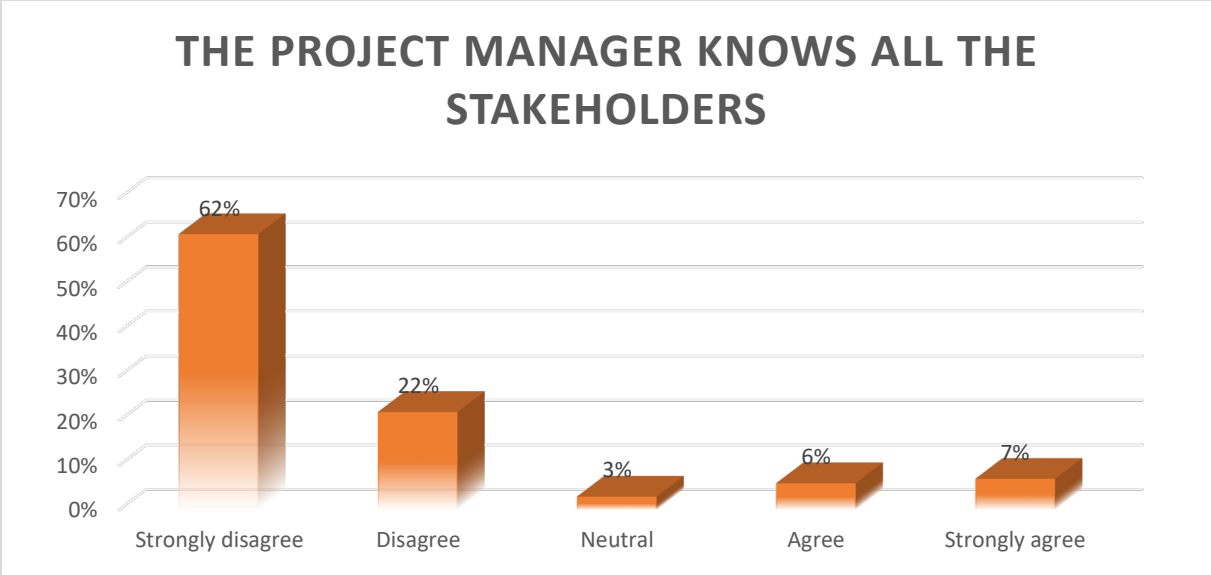## THE PROJECT MANAGER KNOWS ALL THE STAKEHOLDERS

Figure 5.8 Project Manager knowledge about stakeholders - Source: own construction

The highest proportion of respondents strongly disagreed with this statement at 62%, followed by the second-highest proportion, which slightly supported the disagreement with the percentage of 22%. The proportion of respondents at 7% strongly agreed with this statement supported by the smallest proportion of respondents at 6% who agreed with the statement, whereas 3% of respondents were neutral. 84% of respondents do not support the statement, which means that a conclusion can be made that the project manager does not know all the stakeholders.

Statement 2: The project manager knows the importance of each stakeholder
Response: This statement aimed to assess whether the project manager knows the importance of each stakeholder from the respondents' point of view. The findings are illustrated in the graph below.

The project manager knows the importance of each stakeholder

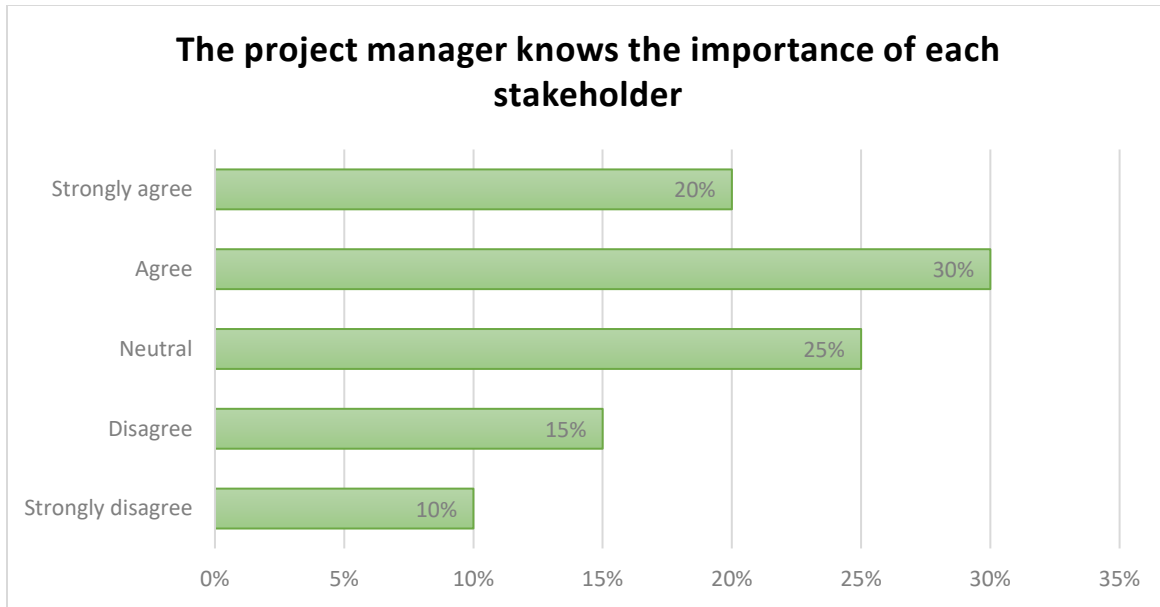| Category	Percentage
Strongly agree	20%
Agree	30%
Neutral	25%
Disagree	15%
Strongly disagree	10%

Figure 5.9 Project Manager knowledge about the importance of stakeholders - Source: own construction

Most respondents at 50% when combined (agree – 30%, and strongly agree – 20%) support the statement. A proportion of 25% of respondents who did not decide is equal to the total of respondents who did not agree with the statement (strongly disagree – 10% and disagree 15%) that the project manager knows the importance of each stakeholder. Therefore, the generalization can be made that Kayamandi community members from the areas where the sample was drawn believe that the project manager know the importance of each stakeholder.

Statement: 3 The manager doesn't consider the community as a stakeholder
Response: This statement aimed to assess whether the manager doesn't consider the community as stakeholders from the respondents' point of view. The findings are illustrated in the line graph below.
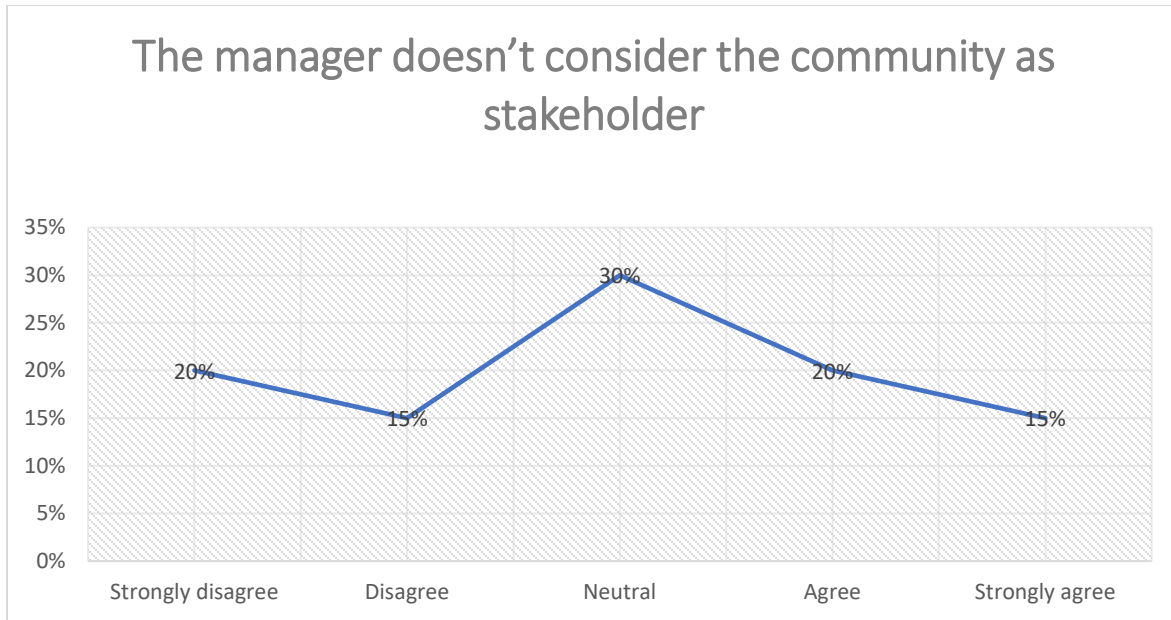
Figure 5.10 Project Manager approach to the community - Source: own construction

The purpose of this statement was to get the perspective of the respondents concerning the statement. Most respondents, at 30%, are neutral and have not decided. According to the graphical representation, respondents that strongly disagree with the statement are equal to the proportion of respondents who agree with the statement at 20%, whereas respondents who strongly agree are equal to the proportion of respondents who disagree with the statement at 15%. Conclusion: No conclusion can be made.

Statement 4: The project manager understands the role of each stakeholder.
It is the responsibility of the Project Manager to understand the role of each stakeholder throughout the project life cycle.

Response: Project managers MUST understand the role of each stakeholder when managing a project. The row graph below shows the response to statement 5.

The project manager understands the role of each stakeholder.

Category	Value
STRONGLY AGREE	18%
AGREE	15%
NEUTRAL	30%
DISAGREE	22%
STRONGLY DISAGREE	15%
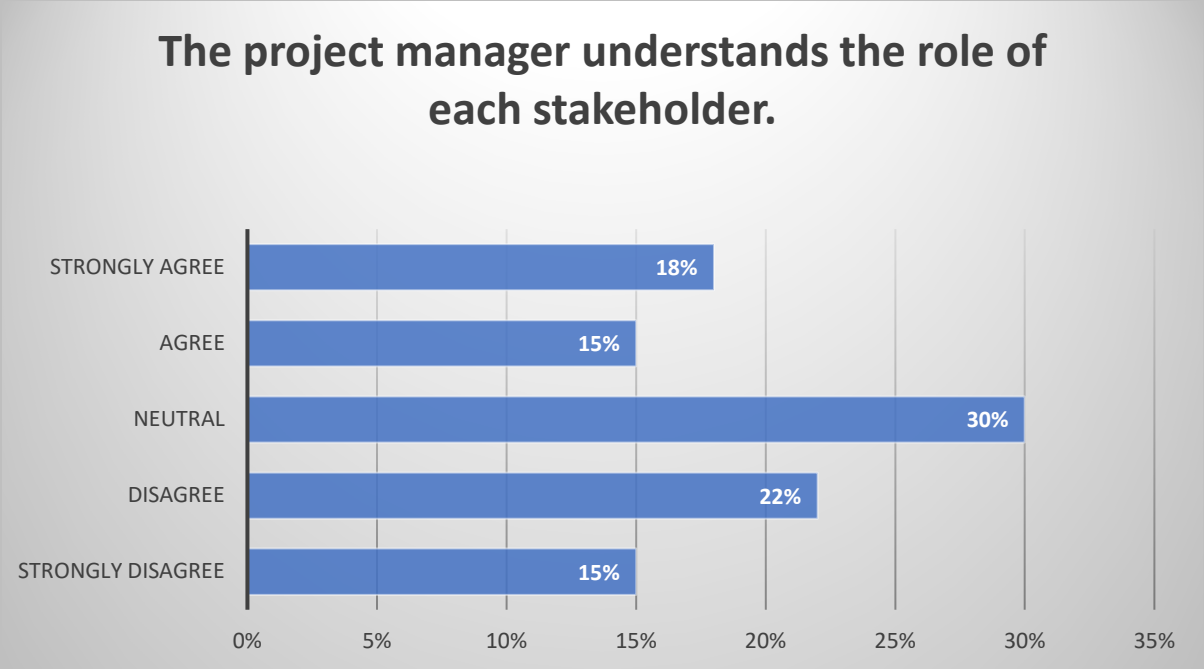
Figure 5.11 Project Manager understanding about the role of each stakeholder - Source: own construction

The highest proportion of respondents at 35% (Strongly disagree – 15% and disagree – 22%) do not support the statement that the project manager understands the role of each stakeholder, followed by the second-highest proportion of respondents at 33% (Strongly agree – 18% and agree – 15%) who support the statement. 30% of respondents remain neutral or undecided on the statement.

Statement 5: Stakeholders are effectively involved in the project development.

Stakeholders are effectively involved in the project development.

31%	18%	27%	15%	9%
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
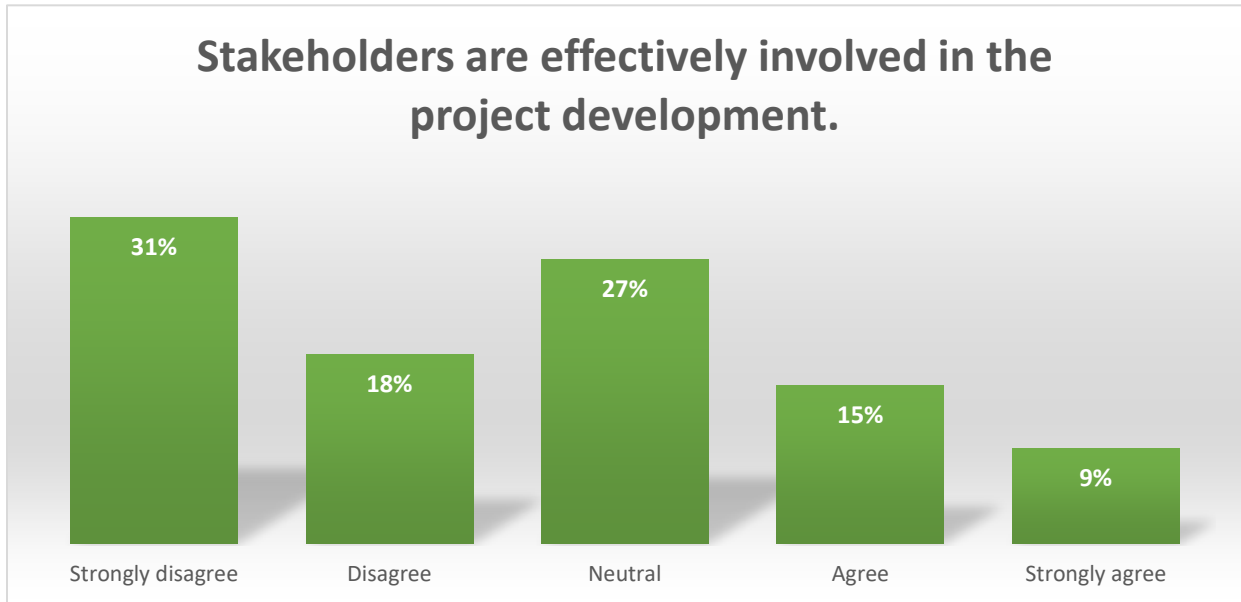
Figure 5.12 involvement of stakeholders in project development - Source: own construction

A total of 49% (18% disagree and 31% strongly disagree) affirm that stakeholders are not effectively involved in the project development. 24% (15% agree and 9% strongly agree) respondents affirm that stakeholders are effectively involved in the project development, while 27% of respondents remain neutral. Based on the results, a conclusion can be made that Kayamandi Community members believe that stakeholders are not effectively involved in the project development.

Statement 6: The manager understands stakeholder identification processes
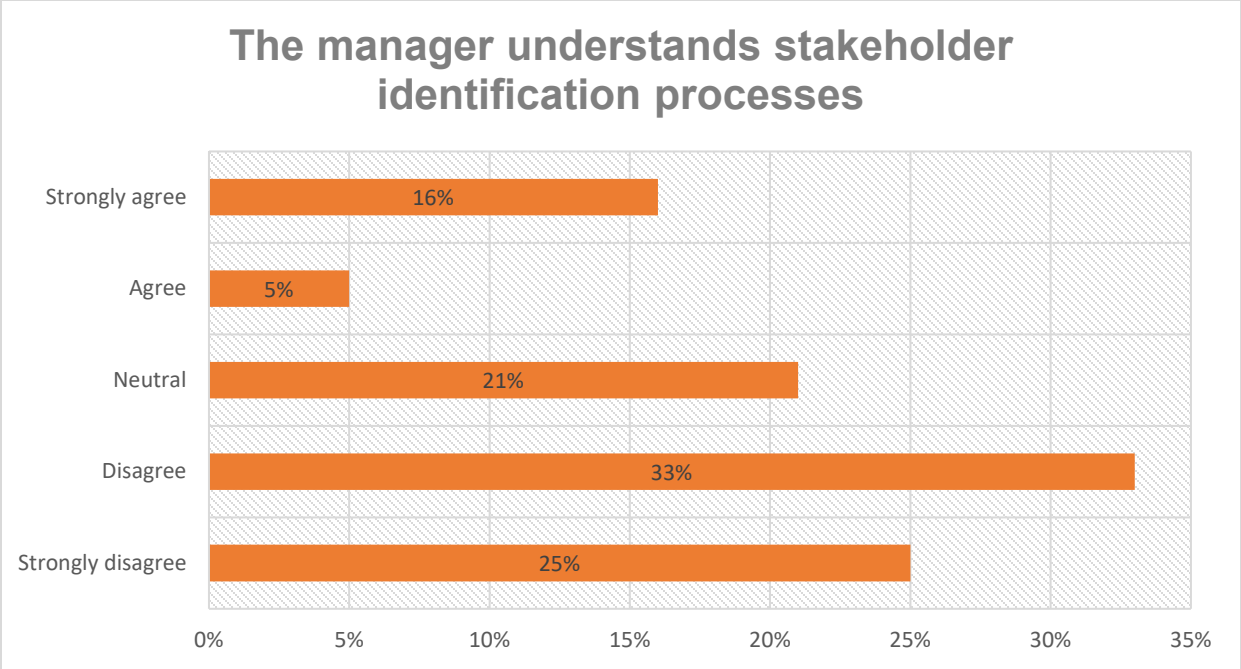
Figure 5.13 Project Manager understanding of stakeholder identification - Source: own construction

The purpose of this statement was to get the perspective of the respondents concerning the statement that the manager understands stakeholder identification processes. A majority of respondents at 58% do not support the statement aforementioned, while 21% of respondents are in support of the statement, and 21% of respondents are neutral and have not decided, according to the data represented. Therefore, a conclusion can be made that community members from where the sample was drawn believe that the manager does not understand the stakeholder identification processes.

Please see Table 5.1 below, which present the response of respondents to Statement 7: The community is identified as a unitary/single stakeholder.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
15%	11%	10%	39%	25%

Source: own construction

A total of 64% (39% agree and 25% strongly agree) support this statement. 26% (11% disagree and 15% strongly disagree) of respondents do not support that the community

is identified as a unitary/single stakeholder, while a portion of 10% of respondents remains neutral. Based on the results, a conclusion can be made that Kayamandi Community members believe that the community is not identified as a unitary/single stakeholder.

EFFECTIVE STAKEHOLDER MANAGEMENT IN A CONSTRUCTION PROJECT

Statement 8: All stakeholders are given a platform to ask questions.
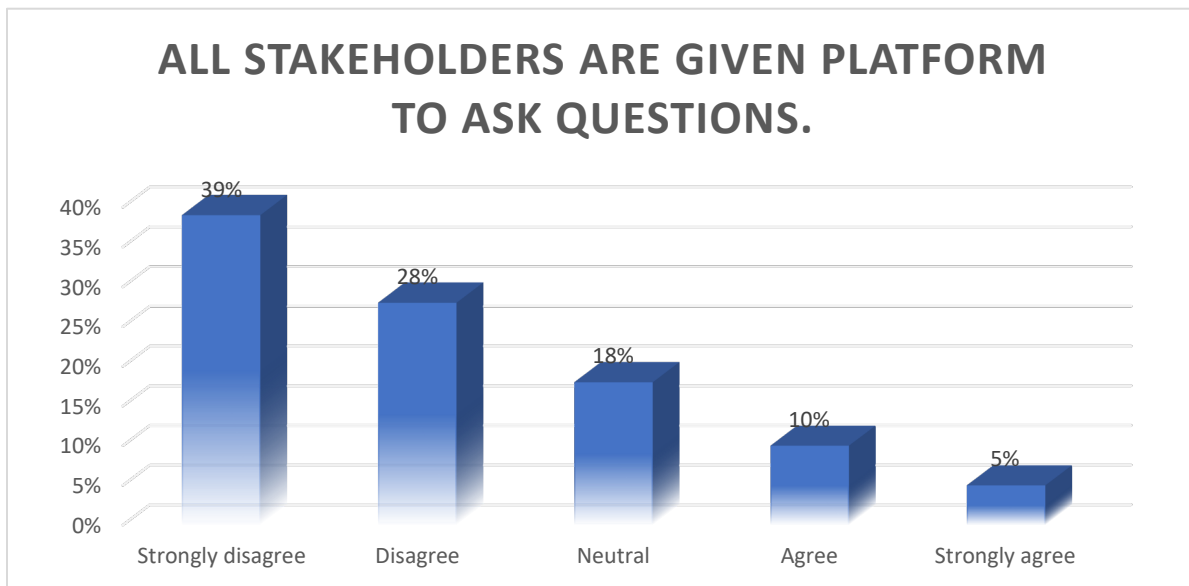
Figure 5.14 All stakeholders are given a platform to ask questions - Source: own construction

The highest proportion of respondents strongly disagreed with this statement at 39%, followed by the second-highest proportion, which slightly supported the disagreement at 28%. 5% strongly agreed with this statement, supported by the proportion of respondents at 10% who agreed with the statement, where 18% of respondents were neutral. The total of respondents who support the statement is 67% which therefore means that the majority of participants disagree with the statement that all stakeholders are given a platform to ask questions.

Please see Table 5.2 below, which present the response of respondents on Statement 9: There are regular meetings with all stakeholders

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
41%	**19%**	**23%**	**8%**	**9%**

Source: own construction

A total of 60% (19% disagree and 41% strongly disagree) do not support this statement. 17% (8% agree and 9% strongly agree) of respondents affirm that there are regular meetings with all stakeholders, while 23% remain neutral. Based on the results, a conclusion can be made that Kayamandi Community members believe that there is no regular meeting with all stakeholders.

Statement 10: The Project Manager knows stakeholders who have an influence on other stakeholder opinions.
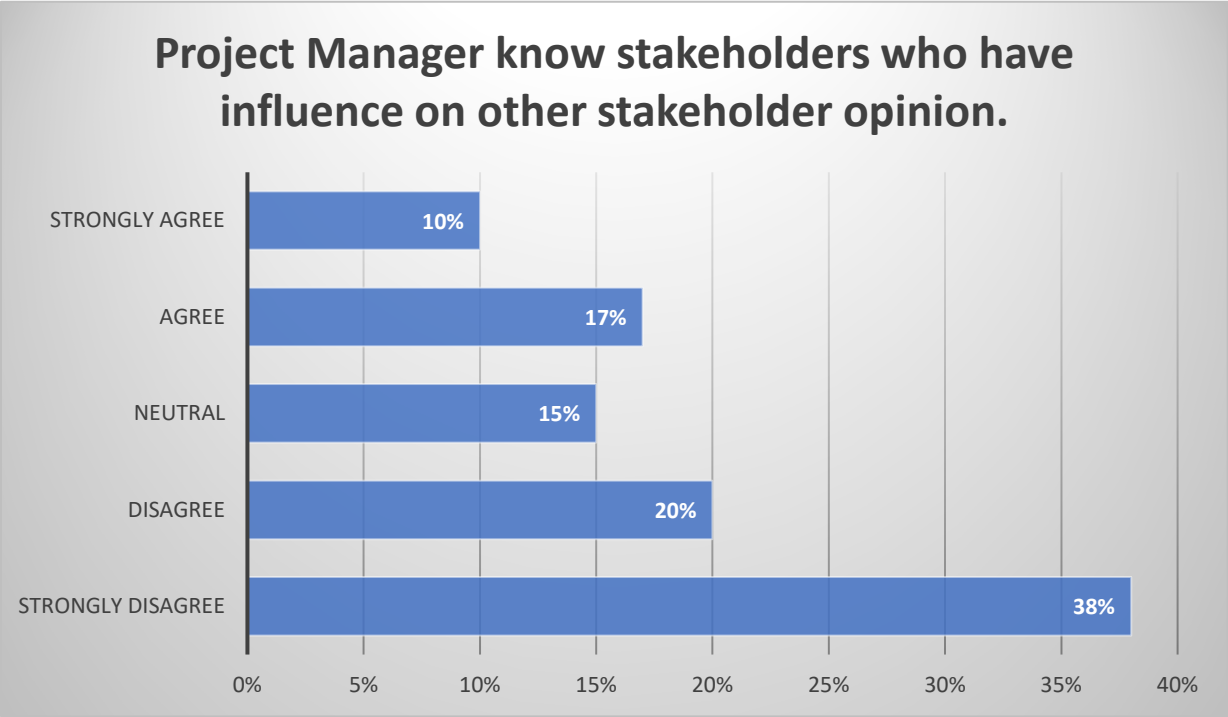

Figure 5.15 Project Manager know stakeholders who have an influence on other stakeholder opinions - Source: own construction

A total of 58% (20% disagree and 38% strongly disagree) do not support this statement. 27% (17% agree and 10% strongly agree) of respondents affirm that the Project Manager knows stakeholders who have an influence on other stakeholder opinions, while 15% of respondents remain neutral. Based on the results, a conclusion can be made that Kayamandi Community members believe that the Project Manager knows stakeholders who have an influence on other stakeholders' opinions.

Statement 11: There is rare interaction with all stakeholders
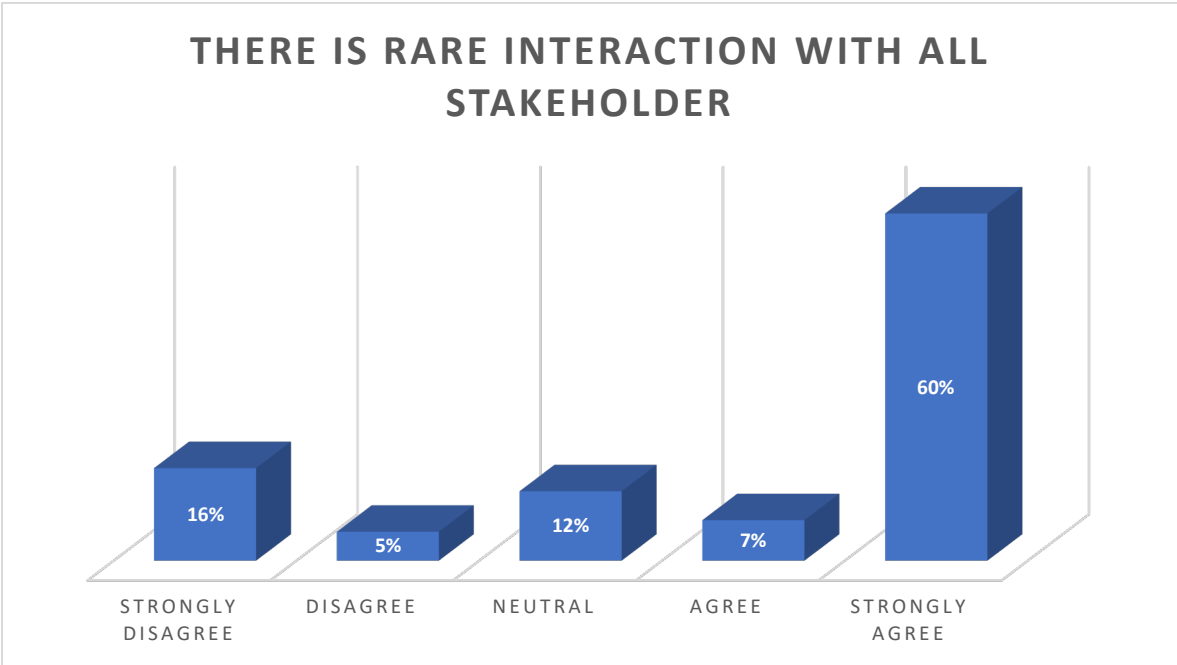
Figure 5.16 There is rare interaction with all stakeholders - Source: own construction

The majority of respondents at 67%, when combined (agree – 7%, and strongly agree – 60%) support the statement. A proportion of 12% of respondents who did not decide is equal to the total of respondents who did not agree with the statement (strongly disagree – 16%, and disagree 5%) that there is rare interaction with all stakeholders. Therefore, the generalization can be made that Kayamandi community members from the areas where the sample was drawn believe that there is rare interaction with all stakeholders.

Statement 12: The project manager know who influences stakeholder opinions generally.
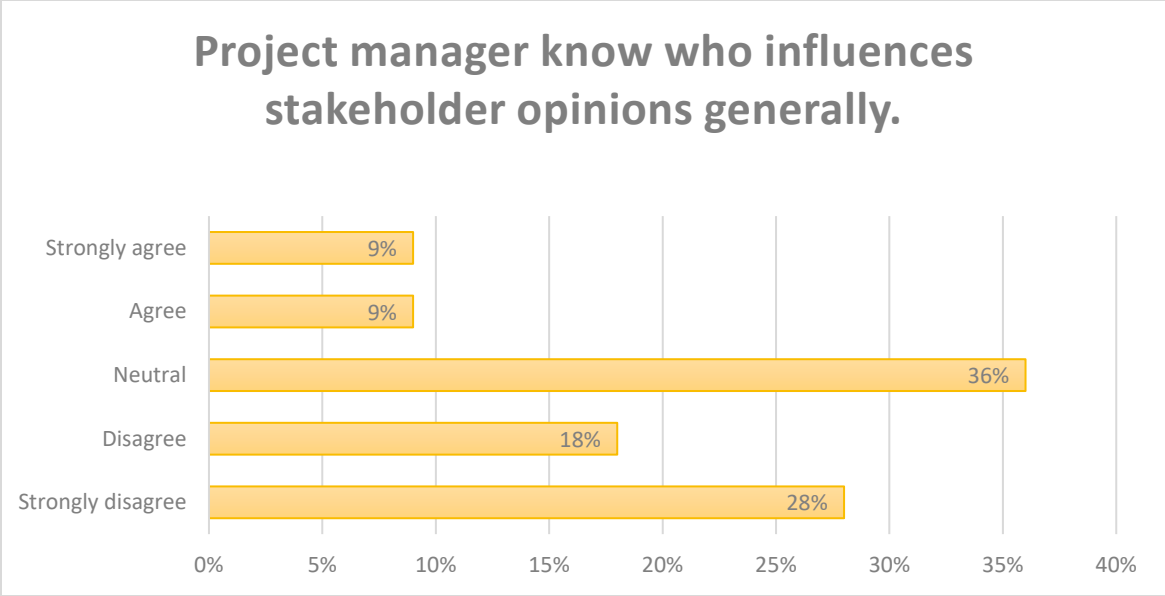
Figure 5.17 Project manager know who influences stakeholder opinions generally - Source: own construction

A total of 46% (18% disagree and 28% strongly disagree) do not support this statement. 18% (9% agree and 9% strongly agree) respondents affirm that project managers know who influences stakeholder opinions generally, while a portion of 36% of respondents remains neutral. Based on the results, a conclusion can be made that Kayamandi Community members believe that the project manager does not know who influences stakeholder opinions generally.

Statement 13: The different stakeholders know each other among themselves
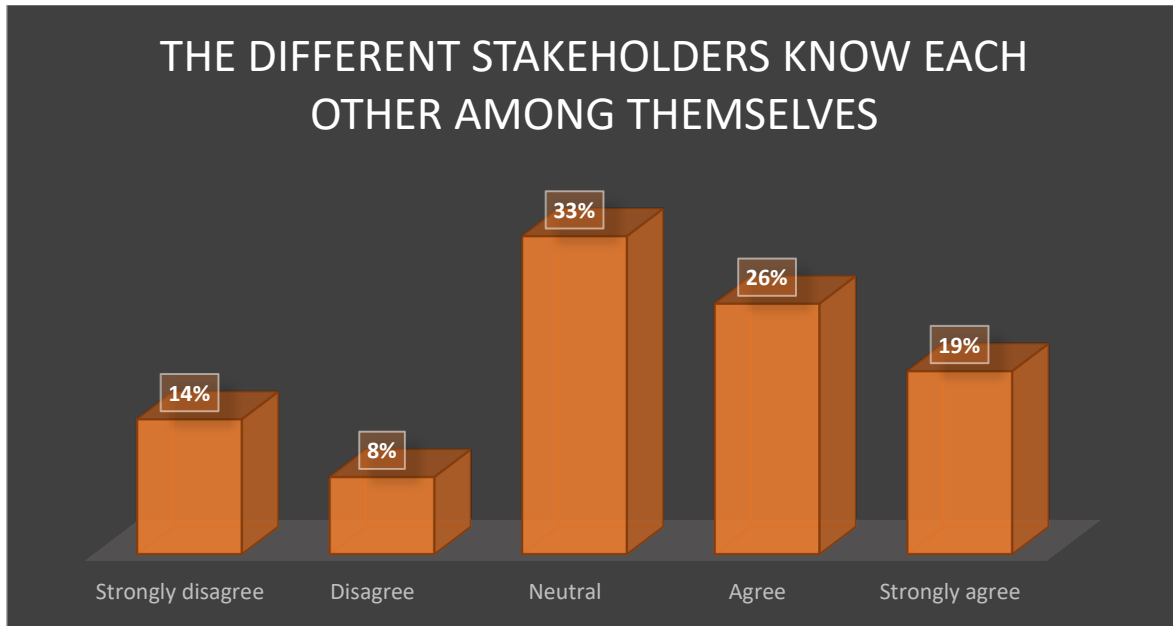
Figure 5.18 Different stakeholders know each other among themselves - Source: own construction

The majority of respondents at 45% when combined (agree – 26%, and strongly agree – 19%). Support the statement. A proportion of 33% of respondents remain neutral or undecided, while a total of 22% of respondents do not agree with the statement (strongly disagree – 14%, and disagree – 8%) that different stakeholders know each other among themselves. Therefore, the generalization can be made that Kayamandi community members from the areas where the sample was drawn believe different stakeholders know each other among themselves.

Statement 14: The Project Manager understands the interests and power of stakeholders in a construction project.
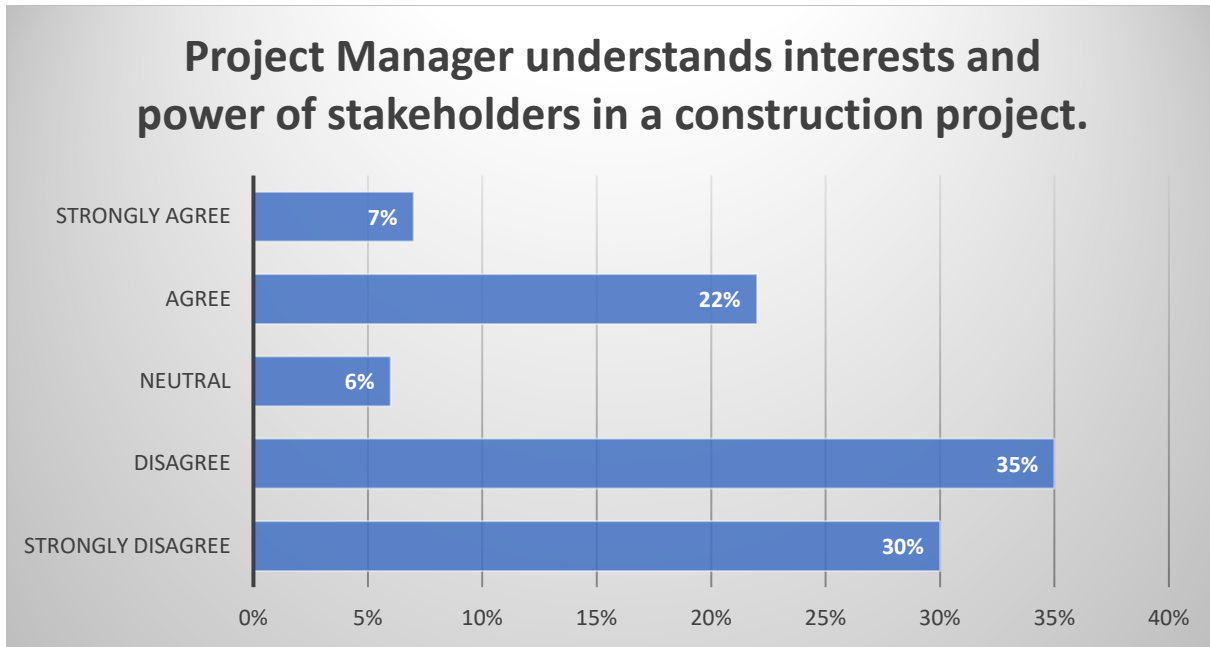
Figure 5.19 Project Manager understands interests and power of stakeholders in a construction project - Source: own construction

A total of 27% (22% agree and 7% strongly agree) support this statement. 65% (35% disagree and 30% strongly disagree) of respondents do not support the assertation that the project manager understands the interests and power of stakeholders in a construction project, while 6% of respondents remain neutral. Based on the results, a conclusion can be made that Kayamandi Community members believe the project manager does not understand the interests and power of stakeholders in a construction project.

MANAGEMENT RISKS ASSOCIATED WITH STAKEHOLDERS

Please see Table 5.3 below, which present the response of respondents on Statement 15: All stakeholders should be handled with equal treatment

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4%	10%	10%	30%	46%

Source: own construction

Most respondents, as shown in the table above, agree with the statement with a percentage of 76% (Strongly agree 46% and Agree 30%) while a total of 14% (10% disagree and 4% strongly disagree) of respondents disagree with the statement and 10% of respondents remain undecided/neutral.

Statement 16: Other stakeholders are more influential than the others
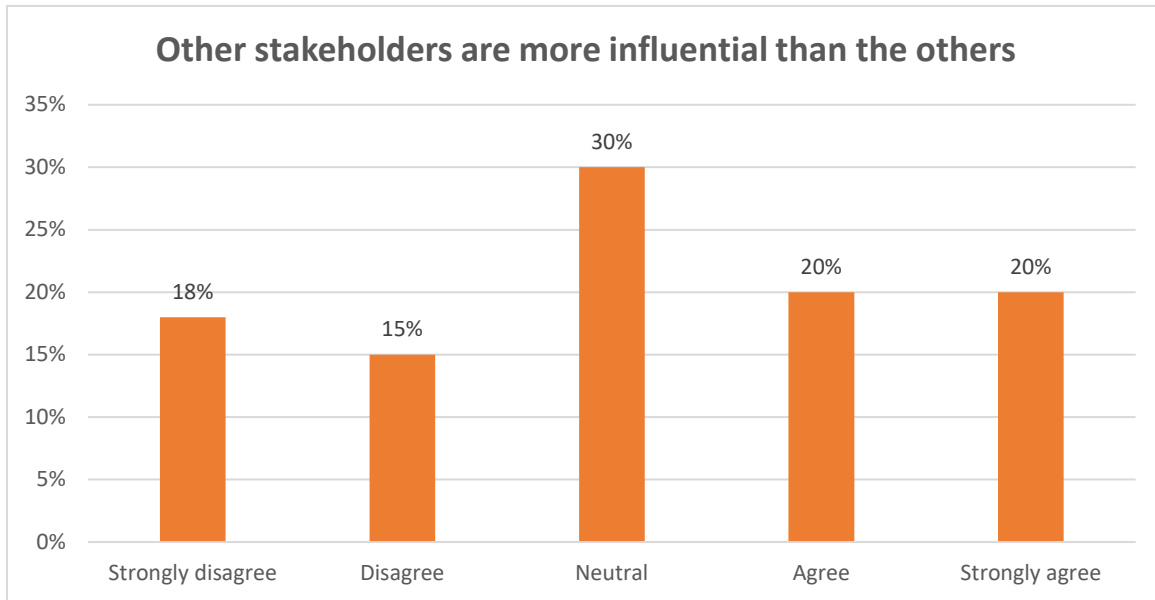
Figure 5.20: Other stakeholders are more influential than the others – Own construction

The highest proportion of respondents at 40% (Strongly agree – 20% and agree – 20%) support the statement that other stakeholders are more influential than the others, followed by the second-highest proportion of respondents at 33% (Strongly agree – 18% and agree – 15%) support the statement. Whilst a proportion of 30% of respondents remain neutral or undecided on the statement. Conclusion: generalization can be made that majority of respondents believe that other stakeholders are more influential than the others.

Statement 17: All stakeholders are always involved in the decision-making process

ALL STAKEHOLDERS ARE ALWAYS INVOLVED IN DECISION MAKING PROCESS
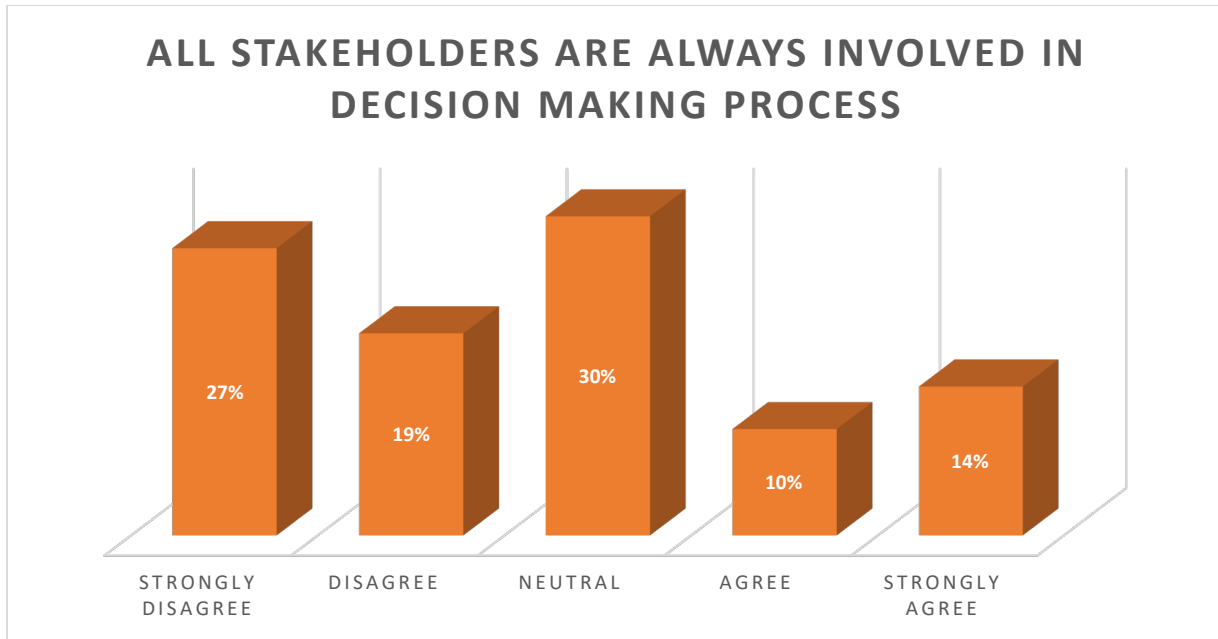
Figure 5.21 All stakeholders are always involved in the decision-making process - Source: own construction

Most respondents at 46% do not support the statement (Strongly disagree 27% and Disagree 19%), while 30% of respondents remain neutral and have not decided. Respondents that support the statement amount to a total of 24% (Strongly agree – 14% and agree – 10%). Conclusion can be drawn that not all stakeholders are always involved in the decision-making process.

Statement 18: Project managers communicate effectively with stakeholders

Figure 5.22 Project managers communicate effectively with stakeholders - Source: own construction

The highest percentage of respondents are in support with the statement at 53% (Strongly disagree – 33% and disagree 20%) while respondents who support the statement are sitting at 20% (17% Strongly disagree and disagree 3%) and 27% of the respondents have not taken any decision about the statement. Therefore, a conclusion can be drawn that community members believe that project managers communicate ineffectively with stakeholders.

Statement 19: Stakeholder influence can be monitored through the project.

STAKEHOLDER INFLUENCE CAN BE MONITORED THROUGH THE PROJECT.

STRONGLY DISAGREE	30%
DISAGREE	13%
NEUTRAL	23%
AGREE	21%
STRONGLY AGREE	13%
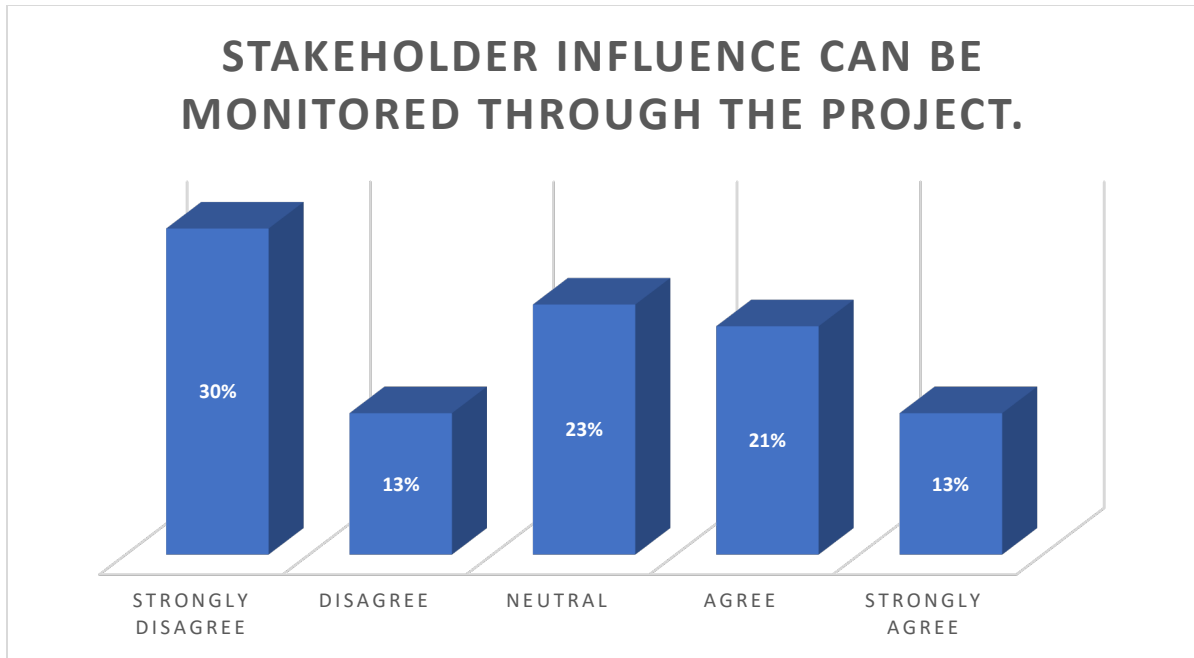
Figure 5.23 Stakeholder influence can be monitored through the project - Source: own construction.

Most respondents at 43%, when combined (Strongly disagree – 30%, and disagree – 13%), disagree with the statement. 23% of respondents did not decide about the statement, while 34% (strongly agree 13% and Agree 21%) show agreement with the statement that stakeholder influence can be monitored through the project. Conclusion can be drawn that stakeholder influence cannot be monitored through the project.

Statement 20: The manager can make decisions without the stakeholders

THE MANAGER CAN MAKE DECISIONS WITHOUT THE STAKEHOLDERS

- STRONGLY DISAGREE: 41%
- DISAGREE: 24%
- NEUTRAL: 20%
- AGREE: 10%
- STRONGLY AGREE: 5%

Figure 5.24 The manager can make decisions without the stakeholders - Source: own construction.

The highest percentage of respondents disagree with the statement at 65% (Strongly disagree – 41% and disagree 24%), and 20% of the respondents have not taken any decision about the statement, while respondents who do not support the statement are sitting at 15% (5% Strongly agree and agree 10%). Conclusion can be drawn that the manager cannot make decisions without the stakeholders.

Statement 21: Project managers know all that is needed without stakeholders
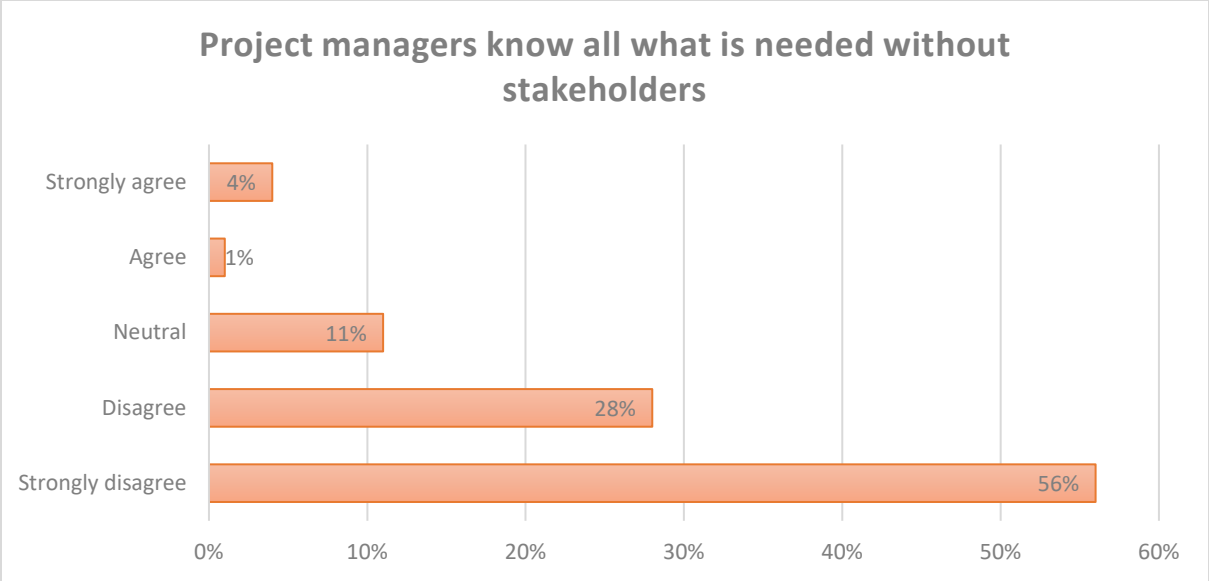
Figure 5.25 Project managers know all that is needed without stakeholders - Source: own construction.

Most respondents at 84%, when combined (Strongly disagree – 56%, and disagree – 28%), disagree with the statement. A percentage of 11% of respondents did not make a decision about the statement, while 5% (strongly agree 1% and agree 4%) show agreement with the statement that project managers know all that is needed without stakeholders. Conclusion can be drawn that project managers does not know all that is needed without stakeholders.

Statement 22: There is no need for stakeholders for project execution success
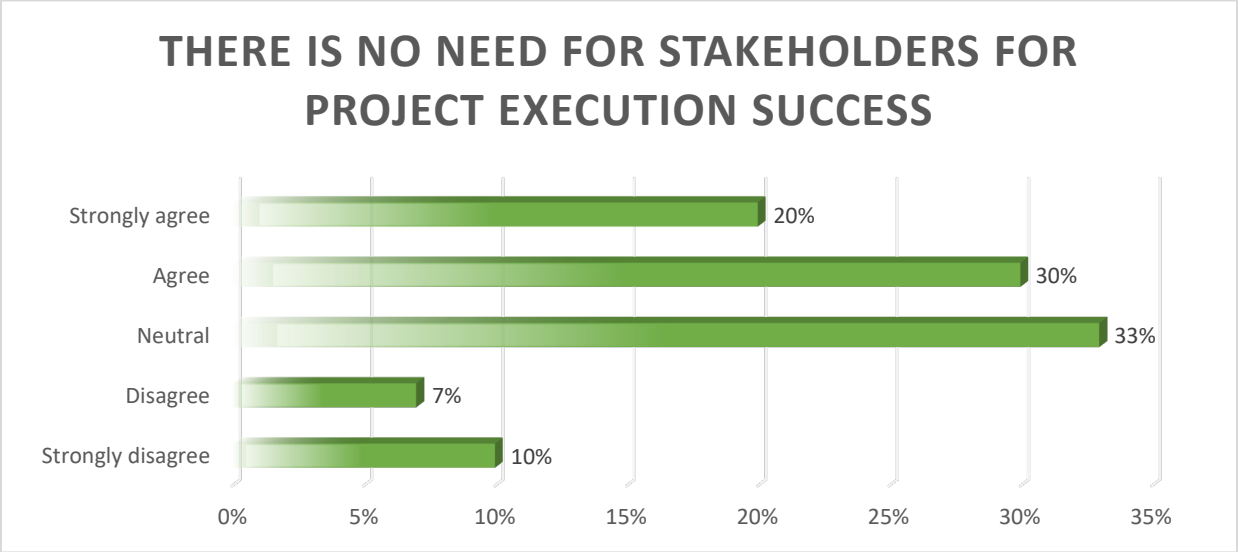
Figure 5.26 There is no need for stakeholders for project execution success - Source: own construction.

A large proportion of 86% (strongly disagree – 56% and disagree – 30%) do not support the statement, whilst 10% remain neutral, and only 4% (strongly disagree – 0% and disagree – 4%) support the statement; therefore, a conclusion can be drawn from the findings that Kayamandi community members from the areas where the sample was taken disagree with the statement.

Statement 23: Stakeholders are key to effective project execution success
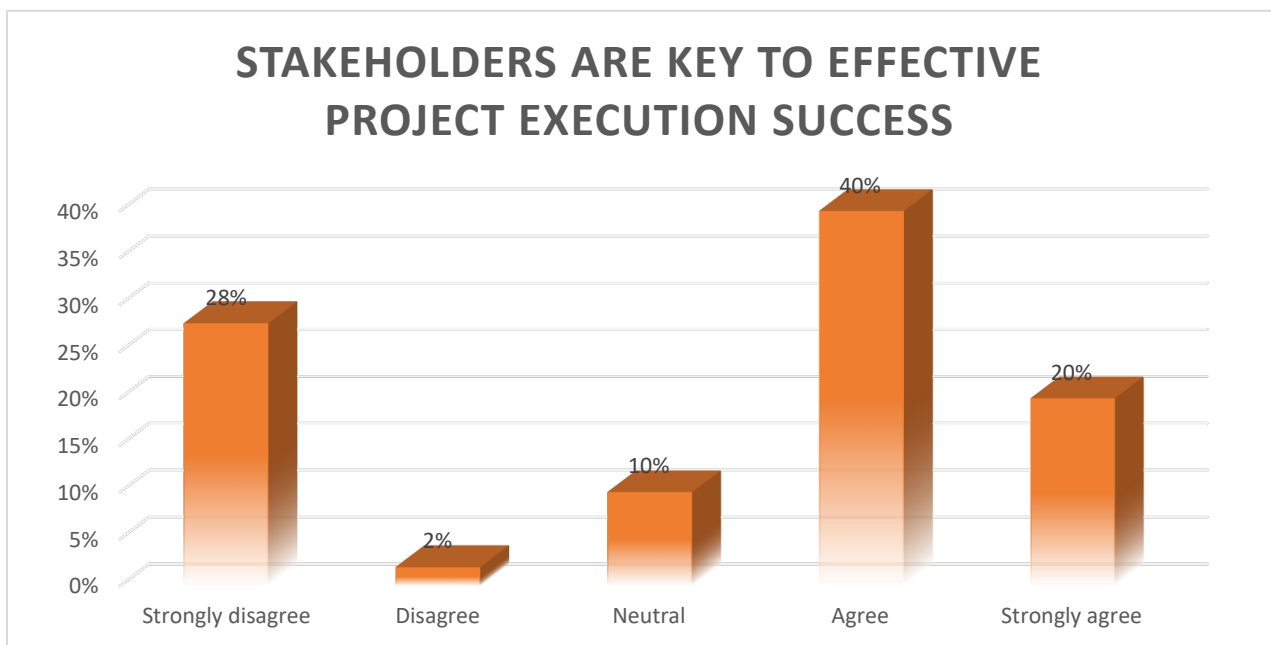
Figure 5.27 Stakeholders are key to effective project execution success- Source: own construction

It appears that the majority of the respondents support the statement. A total of 60% of respondents (40% agree and 20% strongly agree) affirmed that stakeholders are key to effective project execution success. The second-largest portion of participants who responded disagree with the statement at 30% (2% - disagree and 28% - strongly agree), and 10% of respondents remain neutral. Therefore, a conclusion can be drawn from the findings that Kayamandi community members from the areas where the sample was

taken are in support of the statement that stakeholders are key to effective project execution success.

STAKEHOLDER ENGAGEMENT PLAN

Statement 24: Stakeholder engagement helps the organization succeed.

Most participants (strongly agree – 10% and agree – 60%) support the statement, while only 10% (strongly disagree – 8% and disagree – 2%) of respondents do not support the statement, and 20% of respondents remain neutral. Therefore, a conclusion can be drawn from the findings that Kayamandi community members from the areas where the sample was taken disagree with the statement.

Statement 25: Buy-in is essential for success in stakeholder engagement.

Buy-in is essential for success in stakeholder engagement.

STRONGLY AGREE	20%
AGREE	30%
NEUTRAL	33%
DISAGREE	7%
STRONGLY DISAGREE	10%
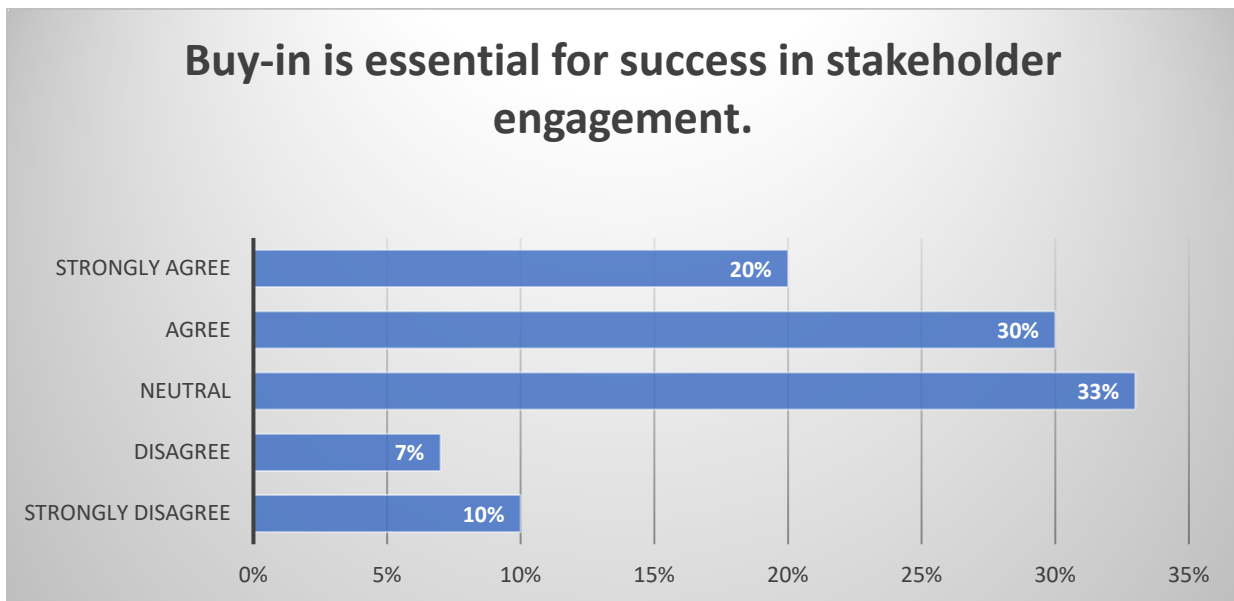
Figure 5.28 Buy-in is essential for success in stakeholder engagement - Source: own construction

A minority of respondents disagree with this statement at 17% (strongly disagree – 10% and disagree – 7%) while 33% of respondents did not make a decision about the statement and a majority of 50% (strongly agree – 20% and agree – 30%) of respondents support the statement. According to these results, a conclusion can be made that buy-in is indeed essential for success in stakeholder engagement.

Statement 26: No decisions should be taken before commencing stakeholder engagement
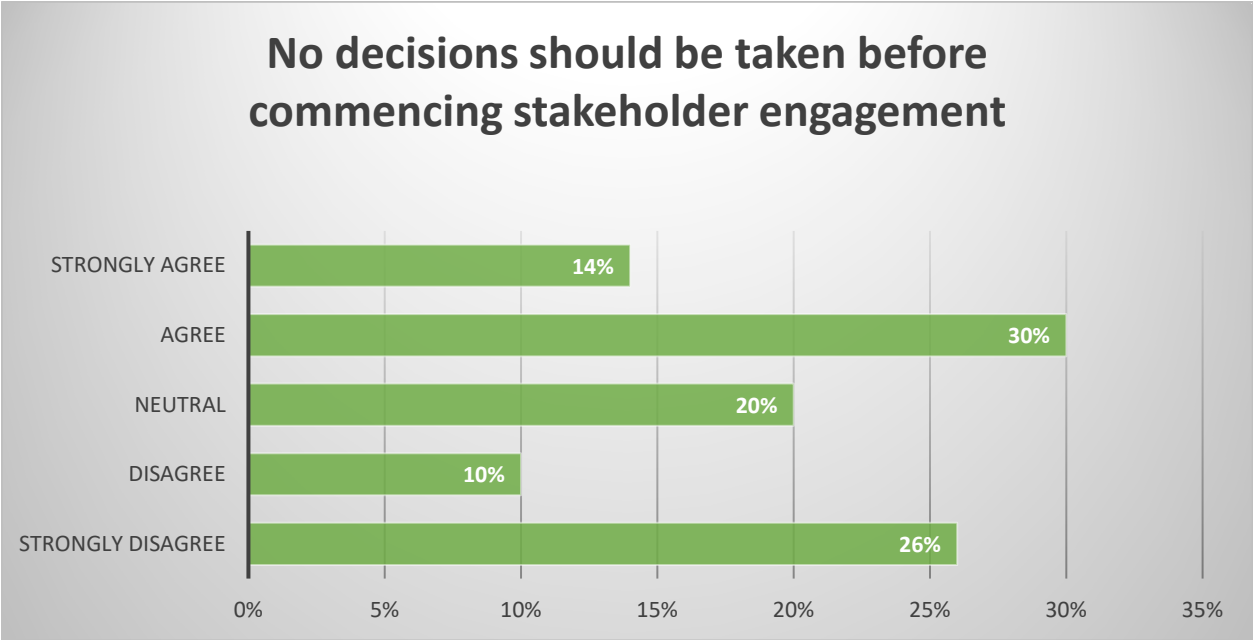
Figure 5.29 No decisions should be taken before commencing stakeholder engagement - Source: own construction

Only 36% of respondents do not support the statement, and 20% remain neutral, meaning they have not taken any decision whether they agree or disagree with the statement. A total of 44% support the statement that no decisions should be taken before commencing stakeholder engagement. The participants see a need for community involvement in decision making about the project. It can thus be concluded that the decision-making process should be inclusive before commencing stakeholder engagement**.**

Statement 27: Dialogue has a legitimate influence on the success of decisions.

DIALOGUE HAS LEGITIMATE INFLUENCE IN THE SUCCESS OF DECISION.
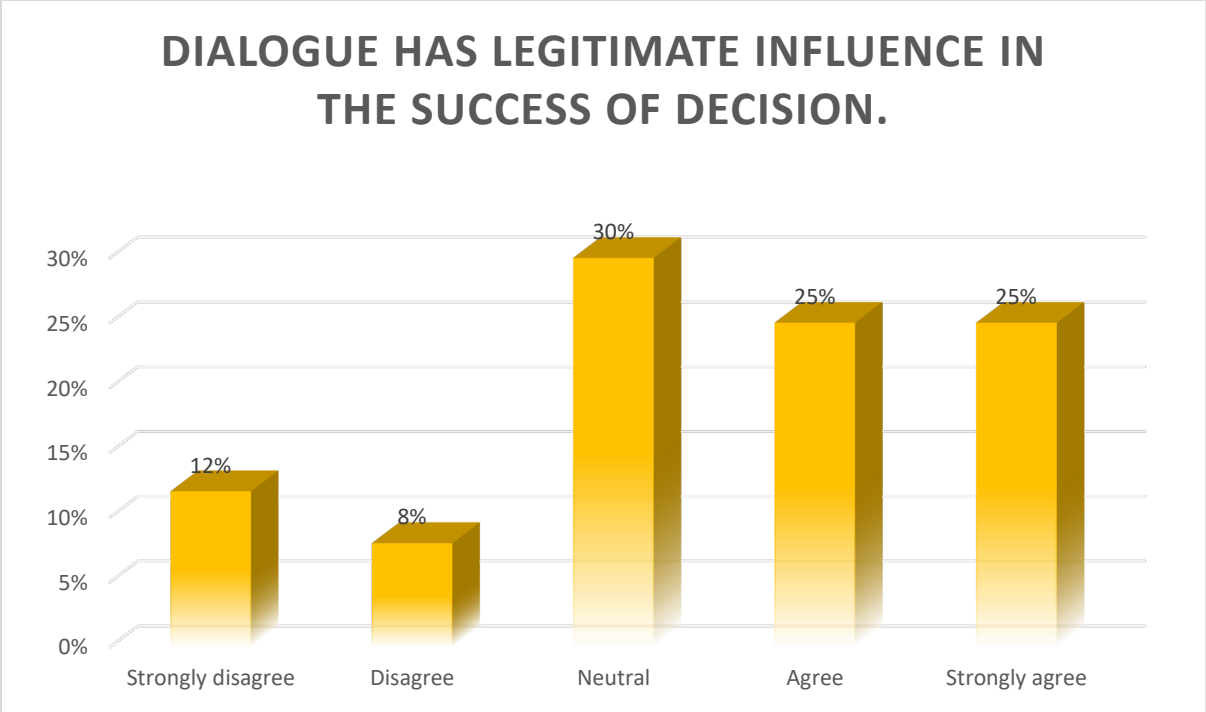
Figure 5.30 Dialogue has legitimate influence in the success of decision - Source: own construction

A total of 50% (strongly agree – 25% and agree – 25%) confirm the assertation made by the statement, while 30% of respondents, which is the second-largest proportion of responses, remain neutral. A total of 20% of respondents disagreed with the statement. Therefore, it can be concluded that the majority of respondents affirm that dialogue has a legitimate influence on the success of a decision.

Statement 28: Stakeholder engagement comes before making the decision.
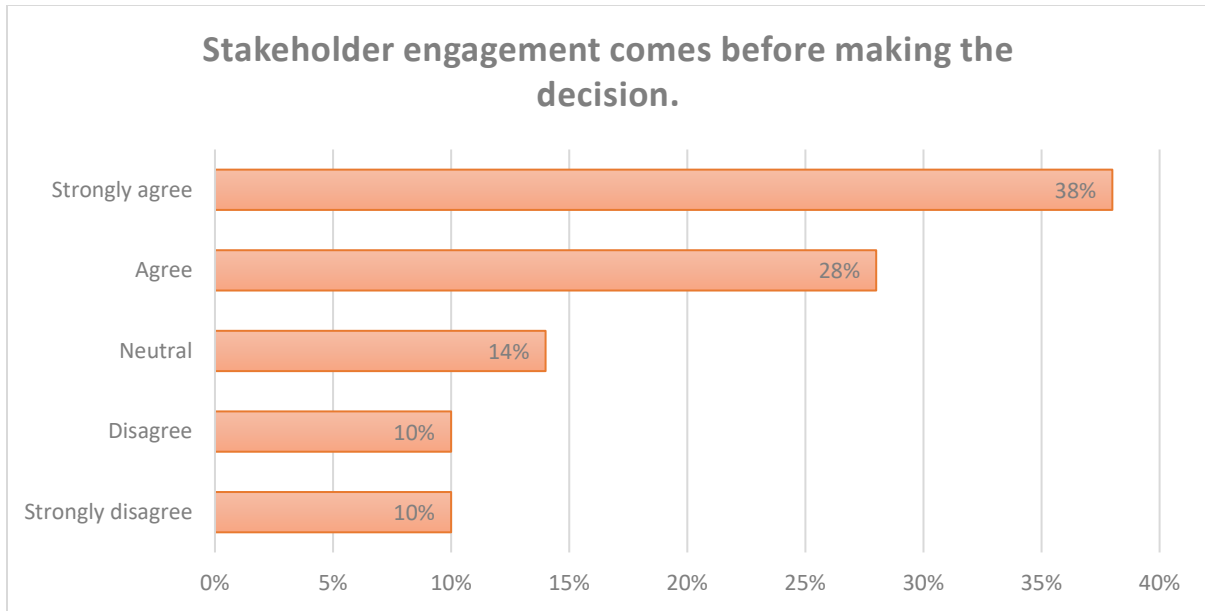
Figure 5.31 Stakeholder engagement comes before making the decision - Source: own construction

Only 20% of respondents do not support the statement, and 14% remain neutral, which means they have not taken any decision about whether they agree or disagree with the statement. A total of 66% support the statement that stakeholder engagement comes before making the decision. Therefore, it can be concluded that the majority of respondents affirm the statement that stakeholder engagement comes before making the decision.

Statement 29: Environmental issues matter most to the project manager.

ENVIRONMENTAL ISSUES MATTER MOST TO THE PROJECT MANAGER.
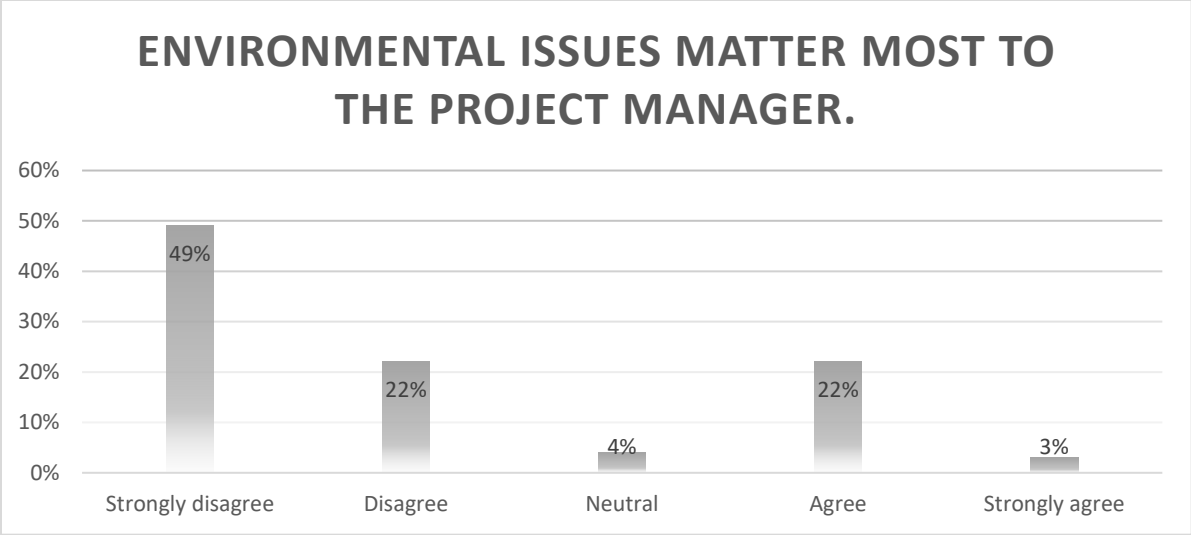
Figure 5.32 Environmental issues matter most to the project manager - Source: own construction

The majority of respondents at 71%, when combined (disagree – 22%, and strongly agree – 49%), do not support the statement. A proportion of 4% of respondents who did not decide is equal to the total of respondents who did not agree with the statement (strongly agree – 3%, and disagree 22%). Therefore, the generalization can be made that Kayamandi community members from the areas where the sample was drawn believe that environmental issues do not matter most to the project manager.

Statement 30: The manager involves people who are affected by the decisions

THE MANAGER INVOLVES PEOPLE WHO ARE AFFECTED BY THE DECISIONS
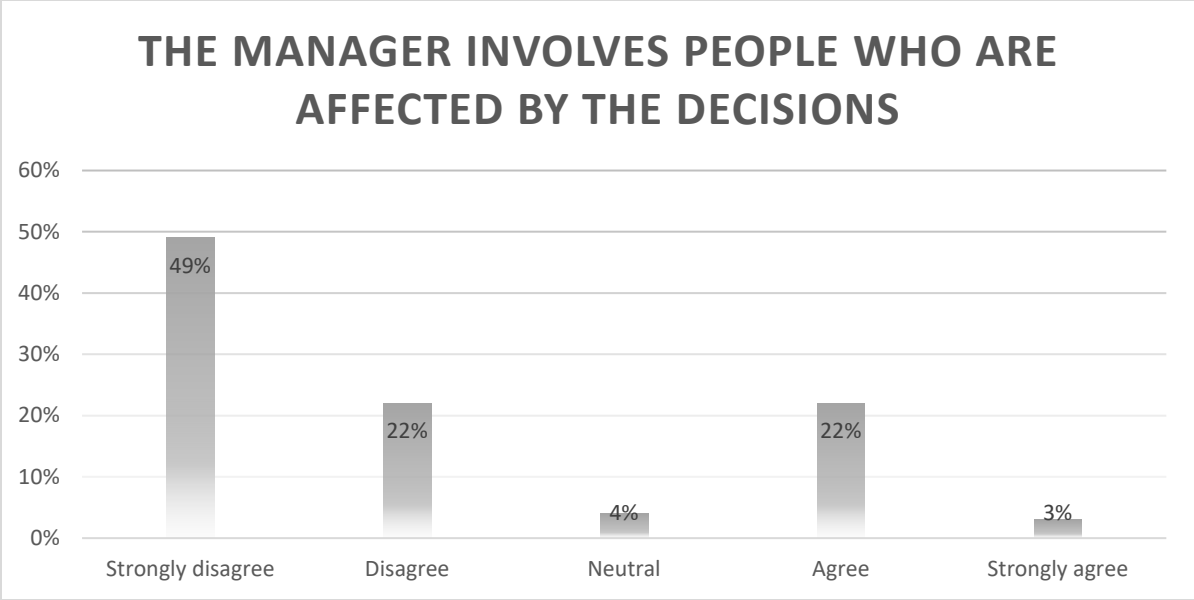
Figure 5.33: Involvement of people who are affected by the decisions - Source: own construction

A total of 71% (22% disagree and 49% strongly disagree) do not support this statement. 25% (22% agree and 3% strongly agree) of respondents affirm that the manager involves people who are affected by the decisions, while a portion of 4% of respondents remains neutral. Based on the results, it can be concluded that Kayamandi Community members feel the manager does not involve people who are affected by the decisions.

5.2.3 SECTION C – OPEN-ENDED QUESTIONS

This section was aimed to deliberately enhance the level of discourse with participants by allowing them to ask any further questions or express any concerns they had. The section acknowledges that no matter how meticulous the planning, some issues may have been overlooked when putting together the questionnaire. Respondents may think about anything in the context of the study. In the context of the study, respondents may consider anything else they have thought about. In line with particular areas of the study, the respondents were asked to provide any information. This was followed up by the same format of question/statement and response.

Please see Table 5.4 below, which present the response of respondents on QUESTION 1: What would you suggest as prevention for community unrest during

the implementation of a construction project (Temporary Housing Units) at Stellenbosch?

NO	PARICIPANTS RESPONSES
1	Always involve the community when making decisions about what involves the community.
2	Avoid corruption. Give jobs to community members.
3	Decent houses (spacious) & build a permanent house, not temporary houses
4	Give community plots so that they can build houses of their own choice.
5	Keep the community informed about project development stages
6	They should prioritise people who have lived/stayed for a long time in Kayamandi
7	Transparency, Get rid of nepotism & No favouritism/fairness to everyone
8	Focus on developing one area at a time (avoid giving a house to people randomly – the consistency should apply)
9	Should employ community members when doing projects within the community
10	There should be no temporary house from the very onset
11	Community members recommend that local vendors/contractors should be given opportunities.
12	Community members recommend their concerns should be considered, as they believe that they are also project stakeholders.

Source: own construction

Please see Table 5.5 below, which present the response of respondents on QUESTION 2: What contributes towards effective stakeholder management.

NO	PARICIPANTS RESPONSES
1	Community members recommended that there should be regular meetings.
2	Community members recommenced that political leaders should be excluded because they tend to use political power to gain political scores.

3	Community members recommended community involvement in the decision-making process could contribute effectively toward stakeholder management.
4	A municipality should call community meetings during project planning so that they can hear our opinions
5	Community members recommended they should be given a platform to ask clarity and questions about the project development.

Source: own construction

5.2.3.1 CONCLUDING REMARK

Members of the community are more than willing to cooperate with Stellenbosch municipality on development projects, but it appears that there is a gap between Stellenbosch Municipality and Community members that impedes the development. For example, the most common response was that they should show transparency in the manner in which houses are handed over to community members because to them, it appears as if municipality officials responsible for handing over the houses do not go according to the initial plan, and therefore they do not give houses to the people who are supposed to get them Instead they handpick individuals from other areas that were not included from those who were promised a house. Due to the fact that their concerns are not heard, community unrest became their own voice which they believed that the municipality would listen to. It cannot be denied that there was a political intervention that also contributed to community unrest. It is indeed essential for Stellenbosch Municipality to understand the interests of every group of stakeholders in the project because when the interests are addressed, there will be less or no conflict that impedes project development.

5.3 CHAPTER SUMMARY

Respondents who contributed to the study had the option of withdrawing at any given stage during the survey. They (participants) were made aware from the very onset that they have the right not to participate in the study and that it is a voluntary activity. This chapter has summarized and explained all findings from respondents in a comprehensible

way. All questions/statements in the questionnaire are provided in the form of tables and graphs to enable the reader to clearly understand what this chapter presents. However, the responses to the asked questions were analysed accordingly. The responses of participants give the impression that the major component in supporting stakeholder management is community involvement in the Project Management Process and effective communication. The subsequent chapter presents the last summary details of the findings, recommendations and conclusions.

CHAPTER 6: SUMMARY, CONCLUSIONS AND RECOMMENDATION

6.1 INTRODUCTION

This chapter provides a summary of the study and findings, as well as limitations of the study and prospects for future studies. There are also recommendations for the project sponsors and practitioners, and then the overall conclusion to the study.

The researcher asked the questions: What is the impact of effective stakeholder management in a construction project in Kayamandi at Stellenbosch? What are the interests and power of stakeholders in a construction project in Kayamandi at Stellenbosch? and What are recommendations that can be considered to promote effective stakeholder management in a construction project in Kayamandi at Stellenbosch?

Commonly, the findings of the study have indicated that the community members are not involved in the planning of the projects at Stellenbosch Municipality in Kayamandi. The majority of respondents indicated that they are not prioritized as employees in the project that is taking place in their community. Contractors come with their employees, and contractors are not from the community.

6.2 THE SUMMARY OF THE STUDY AND FINDINGS

What is the impact of effective stakeholder management in a construction project in Kayamandi at Stellenbosch?

- The study exposed that community members have a certain degree of understanding of the concept of stakeholder management in community development projects. The study has shown that members of the community understand that they are stakeholders in a development project, and moreover, the findings of this study exposed that there are numerous factors that contribute to dissatisfaction and community unrest.

What are the interests and power of stakeholders in a construction project in Kayamandi at Stellenbosch?

- More often, community members have dissimilar interests in development projects. For example, certain age groups have similar interests, while other age groups consider those interests as the last item on their list in terms of community development. Employment is the major issue to certain age groups and to those who are directly affected within the population where the sample was drawn, while others are more concerned about the decency of houses or outcomes of the project undertaken by the municipality.

- Most of the respondents expressed a lack of information about the criteria that was utilized in the process of development projects and any other issues related to the projects. They felt they were not engaged in the decision-making process but were empowered in other ways.

- Indications from the field showed that there are limited resources, politics, low income, illiteracy, limited information and transparency, and a lack of responsibility. These difficulties assume an extremely important part in the interest of the local area and influence their degree of support.

- Most respondents, at 46%, disagreed with the statement that all stakeholders are always involved in the decision-making process, 53% of respondents disagree with the statement project managers communicate effectively with stakeholders, and 76% of respondents affirm that all stakeholders should be handled with equal treatment. Jansen, Baltussen and Bærøe (2018:969) affirm that decisions ought to be imparted soon after being made, and in straightforward ways that help shape understanding among stakeholders of why the decision was made.

6.3 LIMITATIONS OF THE STUDY, PROSPECTS FOR FUTURE STUDIES

Due to the nature of the research:

Access – the study depended on having access to community members from the area where a sample was drawn, and not just any community member but those who stayed in the area from the time community unrest transpired. To access the community members, a consent letter from the gatekeeper is necessary for ethical reasons. It took a while to receive it from the ward councillor since she had a personal matter, and there was no one to carry out the duties at that moment.

Fluency in a language – from the findings, some community members did not understand the question clearly because the language is not their home language, or they do not understand it fully. On the last section of the questionnaire, I had to read their response so that he/she could explain to me what they mean due to the grammatical errors and spelling.

The following are the areas for future studies

There are various gaps around stakeholder management in a construction project undertaken by the municipality that follows from the findings of this study and would benefit from additional explorations, including a realistic evaluation of the extent of it and further testing the practices this study has developed:

- More methodological work is required on the best way to vigorously catch the effect and results of local area inclusion in local area community development projects.
- Monitoring and evaluation of political interference in community development projects.

6.4 RECOMMENDATIONS

From the findings of the study, there are a number of recommendations aimed at contributing towards the accomplishment of effective stakeholder management in a construction project at Stellenbosch Municipality and also the understanding of the concept of community involvement and its importance. This may be applicable not only to the projects taking place at Kayamandi but also to other rural development projects (undertaken in a community with similar dynamics and factors like Kayamandi):

- The municipality should provide the necessary support to the community to encourage a strong commitment to participation in development projects.
- For knowledgeable cooperation to happen, transparency is essential. It has been contended that those who are most influenced by a decision should have a foremost say, while those who are less affected should have the least say. Including community individuals in their own projects will also empower them to control the process of development, particularly the decision-making. Norton, Hughes and Brooke-Smith (2017:4) recommend substituting the places of discussion and pacification,

consequently situating meetings at the focal point of the stepping stool, addressing an interaction that includes nearby individuals and government/associations similarly. Norton et al., (2017:5) further argue that local area inclusion is definitely not a concise break in regulatory procedures when a neighbourhood authority requests that a nearby local area endorse its proposition. Compelling people group inclusion is a drawn-out measure. At an essential arranging level, the definition of a nearby arrangement has numerous stages at which inhabitants may contribute, and all the while, occupants have the chance to get engaged with land-use choices by partaking in (or, in any event, driving) neighbourhood plan counsels. For a particular turn of events, a neighbourhood association can incorporate contributions to the first checking record, thinking of the choices, the drawing up of itemized plans, adding to the nearby position's counsel, and staying engaged with correspondence with the engineer during the development and after.

- The formal meetings (establishment of a platform for the community to raise their question/concerns) are imperative for the sustainability of community projects. However, this research exposes that the absence of interaction constant with community members is associated with the poor performance of the projects. Therefore, to overcome such findings of the study, it is recommended that official meetings be held with community members of the area in which the project is undertaken.

- The extent to which the community has been trained and empowered to be able to participate or lead the project is an important aspect that contributes to effective stakeholder management and community involvement in development projects. The community should be given training, education, and awareness on the importance of their participation and involvement in training for development projects for their wellbeing. Therefore, relevant training is recommended.

- Project managers need to understand the interests of each stakeholder and consider their power towards the project because when the interests of stakeholders are addressed, the stakeholders will be happy and influence other stakeholders to be happy as well.

- A certain degree of transparency about the information regarding the project is essential to give them a sense of ownership and responsibility to participate in the projects. This will cause them to have a mentality that they are involved in the project, and they will perceive the project as their property or solution to their problems which include job scarcity. This will discourage them from supporting community unrest which will leave them with no jobs.

- There is a need to improve administration conveyance, particularly on the coordination and help of local municipality development projects. Motivators ought to be presented for individuals who take part in the ventures so they can be propelled to keep taking an interest in the advancement projects and improve their way of life and level of investment.

The poor especially need to be empowered to make an eloquent and viable local area contribution. There is a need to construct the limit of individuals at all levels, promote and energize local area cooperation in provincial improvement projects, lessen long working hours, and think about the issue of no pay and low pay.

6.5 CONCLUSION

If the community is managed well and considered as a project stakeholder in the development projects, community involvement will cease to be merely a question of "who is eligible to speak", but there will be a sincere involvement of relevant community members in deciding and affecting their own community and individual development. Community members believe that people must have the opportunity to participate in all processes of community development projects, whatever they may be, including planning, execution, and appraisal. It is the community members themselves who should decide about the direction, change in, and trend of development programmes and projects.

Effective stakeholder management has to do with community involvement in decision making, and it is important to include them in the decisions that affect them as a community because they have the power to stop the project and cause damage. It is always important to mitigate the risk.

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APPENDIX A: QUESTIONNAIRE

QUESTIONNAIRE

The Impact of Stakeholder Management on the execution of a Selected Project in Kayamandi at Stellenbosch.

This is an academic exercise and please note; this is not compulsory and you do it at your free will. Do not put your name or any markings that will identify you. You are free to withdraw from the research at any time without having to give a reason. Your identity and your responses are strictly confidential and no information will be given to any authorities for any reason, your participation is voluntary. Thank you for participating in this information gathering.

SECTION A: PERSONAL INFORMATION

PLEASE MARK APPLICABLE BOX WITH AN X

1. **How old are you? Please indicate your age range in the boxes below by ticking the appropriate box below.**

Less than 20	21-30	31-40	41-50	51+

2. **What is your position in Stellenbosch Municipality? Please state in the space below.**

Team member	Administrator	Supervisor	Technician	Other

If other, please specify…………………………………………………………………...

3. **How long have you been working, including your previous occupation, please indicate below?**

0-5 years	6-10 years	11-15 years	16+ years

4. **Does your line manager have direct authority over you / do you report to someone else?**

He/she is my direct boss	Only on project matters	It's not clear who my boss is	Other

5. **If other please explain …………………………………………………………………**

6. **What kind of business / industry do you work in?**

Manufacturing	Construction	Service industry	Financial industry	Other

7. **If other, please specify………………………………………………………………………………….**

8. **Is there any information you would want to put in this document, please put it in space below in bullet form?**

   ➢ …………………………………………………………………………………………
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   ➢ …………………………………………………………………………………………

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SECTION B

PLEASE MARK THE MOST APPROPRIATE WITH AN X

NB: 1 = Strongly disagree; 2 = Disagree; 3 = Not Sure; 4 = Agree; 5 = Strongly agree.

	Identifying stakeholders	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1	The project manager knows all the stakeholder.	1	2	3	4	5
2	The project manager knows the importance of each stakeholder	1	2	3	4	5
3	The manager doesn't consider the community as stakeholder	1	2	3	4	5

4	The project manager understands the role of each stakeholder.	1	2	3	4	5
5	Stakeholders are effectively involved in the project development.	1	2	3	4	5
6	The manager understands stakeholder identification processes	1	2	3	4	5
7	The community is identified as a unitary / single stakeholder	1	2	3	4	5
	EFFECTIVE STAKEHOLDER MANAGEMENT PROJECT	0	0	0	0	0
8	All stakeholders are given the platform to ask all questions	1	2	3	4	5
9	The manager calls out for regular meeting with all stakeholders	1	2	3	4	5
10	The manager knows the most influential stakeholders' opinions	1	2	3	4	5
11	The manager rarely interacts with the different stakeholders	1	2	3	4	5
12	The manager does not differentiate between the stakeholders	1	2	3	4	5
13	The different stakeholders know each other among themselves	1	2	3	4	5
14	Stakeholders have different interests in the construction project	1	2	3	4	5
	MANAGEMENT RISKS ASSOCIATED WITH STAKEHOLDERS					

16	All stakeholders should be handled with equal treatment	1	2	3	4	5
17	Other stakeholders are more influential than the others	1	2	3	4	5
18	All stakeholders are always involved in decision making process	1	2	3	4	5
19	Project managers communicate effectively with stakeholders	1	2	3	4	5
20	Stakeholder influence can be monitored through the project.	1	2	3	4	5
21	The manager can make decisions without the stakeholders	1	2	3	4	5
22	Project managers know all what is needed without stakeholders	1	2	3	4	5
23	There is no need for stakeholders for project execution success	1	2	3	4	5
24	Stakeholders are key to the effective project execution success	1	2	3	4	5
	STAKEHOLDER ENGAGEMENT PLAN					
25	Stakeholder engagement helps the organization succeed	1	2	3	4	5
26	Buy-in is essential for success in stakeholder engagement.	1	2	3	4	5
27	No decisions taken before commencing stakeholder engagement	1	2	3	4	5

28	The dialogue has legitimacy influencing the decision to succeed.	1	2	3	4	5
29	Stakeholder engagement comes before making the decision.	1	2	3	4	5
30	Environmental issues matter most to the project manager.	1	2	3	4	5
31	The manager involves people who are affected by the decisions	1	2	3	4	5

SECTION C

Open ended questions

1. **What would you suggest to prevent community unrest during Stellenbosch Municipal construction project of Temporary Housing Units?**

- …………………………………………………………………………………………
…

- …………………………………………………………………………………………
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- …………………………………………………………………………………………
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2. **What contributes towards effective stakeholder management.**

- …………………………………………………………………………………………
…

- …………………………………………………………………………………………
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- …………………………………………………………………………………………

...

APPENDIX: QUESTIONNAIRE

9. **Please indicate your ethnicity**

Black	Coloured	White	Indian	Other

10. **Please indicate your gender**

Male	Female

THANK YOU FOR YOUR PARTICIPATION.

GOD BLESS YOU

APPENDIX B: ETHICAL CLEARANCE CERTIFICATE

Cape Peninsula
University of Technology

P.O. Box 1906 • Bellville 7535 South Africa •Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	FACULTY: BUSINESS AND MANAGEMENT SCIENCES

The Faculty's Research Ethics Committee (FREC) on **20 October 2020**, ethics **Approval** was granted to **Monwabisi Xegwana (213023148)** for staff research activity of **M Tech: Business Administration in Project Management** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	**The impact of stakeholder management execution of a selected project in kayamandi at Stellenbosch** Lead Supervisor (s): Dr L Jowah

Comments:

Decision: APPROVED

	16 February 2021
Signed: Chairperson: Research Ethics Committee	Date

Clearance Certificate No | 2020FOBREC845

APPENDIX C: CONSENT LETTERS

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Your ref nr: 10 February 2020
Our ref nr: 17/4/4/3/1/1/4

Head of Department
Cape Peninsula University of Technology
Faculty of Business and Management Science
Department of Management and Project Management
Cape Town
8000

E-mail: 213023148@mycput.ac.za

Dear Sir / Madam

PERMISSION TO CONDUCT ACADEMIC RESEARCH: CONSTRUCTION OF 332 TEMPORARY UNITS IN KAYAMANDI, STELLENBOSCH

The above matter refers to an e-mail received from Mr MS Xegwana dated 7 February 2020.

Stellenbosch Municipality would like to grant permission to Mr Monwabisi Siwakhile Xegwana (student no: 213023148) to compile a thesis on the following subject: The impact of effective stakeholder management in the project management process: The case of construction of 332 TRA units with ablution facilities in Watergang, Kayamandi, Stellenbosch.

Kindly note that upon completion, we would like to receive a copy of the outcomes of his thesis.

Lester van Stavel
Manager: Housing Development

Monwabisi Siwakhile Xegwana [mailto:213023148@mycput.ac.za]
Sent: 09 August 2020 09:44 PM
To: Fundiswa Mgudwana
Cc: Nokuthula Gugushe
Subject: [EX] KIND REQUEST

Dear Sir/Madam

I trust that you doing well, i hereby request a consent letter to conduct the survey in Ward 12 at Kayamandi, for the fulfillment of Masters Degree at Cape Peninsula University of Technology.

Kind Regards

Monwabisi Xegwana | Project Manager |
Masters Candidate : Masters in Business
Administration in Project Management

a: 32 Lamla Street | Kayamandi | Stellenbosch, 7600
e: monwabisisiwakhile@gmail.com
m: +27 83 543 8309

RE: KIND REQUEST

Fundiswa Mgudwana <Fundiswa.Mgudwana@stellenbosch.gov.za>

Tue 2020/08/11 02:28

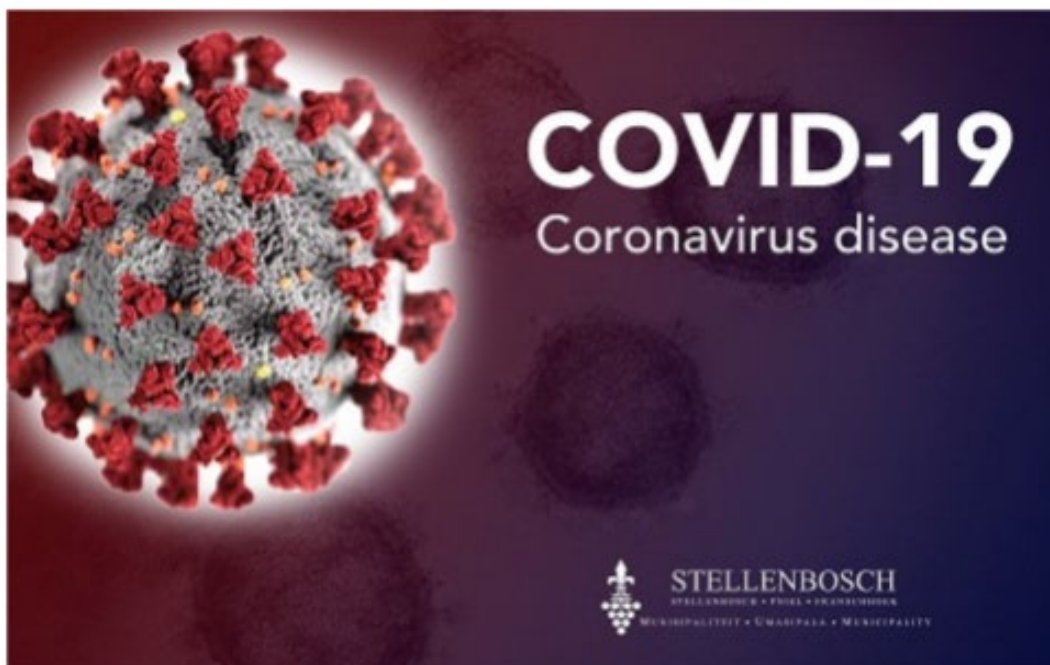**To:** Monwabisi Siwakhile Xegwana <213023148@mycput.ac.za>

Good Day Mr Xegwangwana

I Cllr Nokuthula Gugushe I give you the permission to do your survey at any given time .

Should you get any problems, please contact me at 076 230 4751

Kind Regards

CLLR Gugushe

Visit the dedicated COVID-19 page on our municipal website for information on this disease:

APPENDIX B: LANGUAGE EDITING CERTIFICATE

4 August, 2021
Pretoria, South Africa

To whom it may concern,

I hereby confirm that I undertook the language editing for the dissertation,

**The Impact of Stakeholder Management on the execution of a Selected Project
in Kayamandi at Stellenbosch**

by

Monwabisi Xegwana

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