Cape Peninsula
University of Technology

STAKEHOLDER MANAGEMENT FACTORS INFLUENCING SERVICE DELIVERY PROJECT FAILURES AT ENGCOBO.

By

MANDILAKHE MAKUBALO

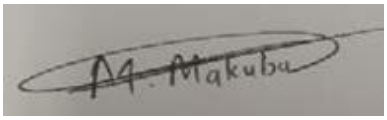
Dissertation submitted in fulfilment of the requirements for the degree
Master of Technology: Business Administration in Project Management
In the Faculty of Business and Management Sciences
At the Cape Peninsula University of Technology

Supervisor: Dr L. E. Jowah

District Six Campus
Date submitted: November 2021

DECLARATION

I, Mandilakhe Makubalo, declare that the contents of this thesis represent my own unaided work and that the thesis 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.



19/11/2021

Signature **Date**

ABSTRACT

The community has a significant impact on the completion of service delivery initiatives, such as the construction of RDP houses in eGqutyini Engcobo, Eastern Cape, where site clearance and site establishment were completed with the goal of building dwellings for the community. As a result, the study concentrates on the stakeholder management aspects impacting Engcobo service delivery project failures. The research goal is to investigate and investigate the stakeholder management aspects that influence service delivery project failures in an Engcobo building project. In Engcobo, investigate the role of stakeholders in a construction project and propose suggestions to improve stakeholder management. The study will add to the method and importance of understanding stakeholder participation in construction projects, as well as the importance of focusing on stakeholder interest rather than power in the project management process. Because the methodology could provide both depth and breadth on the topic under investigation, the study used a mixed research methodology. Engcobo residents from Wards 9, 10, and 12 make up the target population. One hundred thirty respondents were chosen from the aforementioned areas using a probability sample method in the form of a random sampling methodology. Respondents were given standardized questionnaires with open-ended questions when they were approached. Respondents were informed that participation was voluntary and that they could opt out at any time if they felt uncomfortable or omit any question that they did not want to answer. Thematic analysis was used to provide pictures for the comparison of the variables and to provide a coherent answer to the research question.

ACKNOWLEDGEMENTS

I wish to thank the following people:

• Miss Lwandlekazi Makubalo, my single mother, for her prayers and encouraging words every time I considered quitting.

• Asiphe Makubalo, my sister, for her heartfelt support.

• Dr L. E. Jowah, my thesis supervisor, for his assistance with the thesis from the first chapter to the final chapter.

• During my down time, my friend Yanga Gwebitya has provided me with advice and motivation.

• My late cousin brother Siphuxolo Zaula has been extremely supportive to me throughout my academic career, wishing me nothing but the best in all I aspired to achieve.

• My Cousins, Funeka Zaula, Zukisani Zaula, Phelokazi Khwetshube, the whole clan of amaHlubi ooRadebe for raising me to this man that I ‘am today and the other loved ones, relatives and friends for their unwavering support, and molding me even during the most trying times of my academic career.

• My late neighbor Rev Arthur Gcali, who has been so supportive of me since I was a child, transforming my thinking, writing, and oral abilities with his golden experiences.

DEDICATION:

This dissertation is dedicated to my mother, Lwandlekazi Abigail Makubalo, who has always been a rock in my education. This is to express my heartfelt gratitude to my lovely queen, who has been tasked with raising me and my sister on the meager income she has always received from her odd jobs. I appreciate her hard work and strong spirit; she had not only inspired my drive but my optimism as well. My mother had instilled in me the strongest foundations for surviving even in the most difficult of circumstances. Her sacrifices are not in vain; she has been a terrific parent throughout this life journey, ensuring that we have all we desire. We have never felt as if we were raised by a single parent; she has been both a father and a mother to us, Enkosi Bhelekazi.

This is also a tribute to the late Reverent Arthur Gcali, our grandfather, a former Principal and former Head of Commission under the Transkei Government, a former Municipal Manager, a former Attorney, and a former human rights activist, a friend, a Politian, and an unsung hero who served as a pillar of strength for me. I will be eternally grateful for his efforts in molding me into the person I am today. Your sacrifices have yield in a master's candidate today. I wish you could be there to watch me walk climbing the stage on my graduation day since you have always hoped the best for me, but because I know you are always with me in spirit. Even when I doubted myself, you recognized potential in me, and I will be eternally grateful for your wisdom and encouragement. I will treasure the memories I made with you, and may your lovely soul rest in peace Myirha, Mzondi, Thambo lenyoka lihlaba abamzondayo enkosi Tamkhulu.

CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

Every project is different, and they are often associated with risk, complexity, and ambiguity. Project managers, on the other hand, are different from conventional functional managers. Project managers also face additional obstacles, such as having leadership without formalized authority and working in matrix organizations with a lack of command unity. On the one hand, given that business has been practised since antiquity, it is fair to believe that the concepts have evolved into viable operations. As a result, effective stakeholder management has a big impact on project management and the progress or failure of the project (Valero, 2016:69-79)

A stakeholder, according to Freeman, Pesqueux, and Damak-Ayadi (2015:4), is “any party or individual that has the ability to influence”. Clarkson (2015:106) indicates that “Stakeholders are individuals or organizations who own, or claim to own, ownership, rights, or interests in a company's history, current, or future activities” However, no generally accepted concept of a stakeholder appears to exist (Polonsky cited by Polonsky, Carlson and Fry, 2013:327). A stake in a company refers to claims of having the ability to control the organization's "behaviour, course, operation, or results" based on "legal, moral, or assumed" claims. (Khanyile, 2018:132).

Stakeholder management is regarded as critical to a local government's performance. Local government in South Africa is struggling to establish good relationships with the communities it is meant to represent due to a variety of reasons, including inadequate service delivery, corruption, and poor stakeholder management practices. Shabangu and Anna Oksiutycz (2018:200), as a result, suggests that substantive feedback from stakeholders is essential in order to allocate the benefits of any organization equally. (Shabangu and Oksiutycz, 2018:200 ;) In local government, stakeholder management should be at the forefront of operations. Stakeholder management will improve coordination, confidence, and the overall quality of service delivery.

1.2 Background of the study

1.2 1 Stakeholder management

Stakeholder management has grown in importance as a means of integrating ethics into management practice and policy. Nonetheless, rational criticism continues to call for more information and clarity, emphasizes the model's ability to be improved. Rather than continuing the debate from a conceptual or theoretical perspective, a new and groundbreaking approach has been chosen: the review would return to the origins of stakeholder theory while keeping the graphical structure in context. (Yves Fassin, 2019:114).

It will apply the stakeholder model's graphical representation to discussions about stakeholder meaning, recognition, and categorization, in order to refocus the debate on the stakeholder model's strategic origins. The effects of two major flaws in the popular stakeholder system are examined: the firm's environment's boundaries and degree and the ambiguous role of interest groups and regulators (Yves Fassin, 2019:114).

As a result, handling stakeholders is a crucial ability for construction project teams to possess (Vinten, 2018:12). Throughout the project life cycle, clients, project managers, architects, subcontractors, suppliers, funding agencies, consumers, stakeholders, employees, and local communities all have expectations that must be met (Cleland, 2015: 50). This group includes clients, project managers, designers, subcontractors, suppliers, funding organizations, customers, business owners, employees, and local communities (Newcombe, 2019:842-847).

Since construction project stakeholders have the ability to halt construction projects, several project delays have occurred as a result of project management teams' failure to address their concerns (Bourne and Walker, 2015 56). As a result, a large body of knowledge has developed about how to recognize and sustain stakeholder priorities and relationships. Internal and external stakeholders may be differentiated. (Example Freeman cited by Gibson, 2018:22). Owners, consumers, vendors, and staff are examples of internal stakeholders, while external stakeholders have a direct effect on a company's decision-making process (E.g. neighbors, local community, and public, local authorities).

Internal stakeholder relations, such as procurement and site management, have traditionally received more attention in the construction industry, while external stakeholder relationships

have been viewed as a role for public officers through facility planning rules and legislation to some extent. This special issue for correspondence included a contribution from the writer. This represents existing and emerging stakeholder management challenges that the project owners and their teams tackled. Stakeholder management has evolved to include topics such as sophistication, risk, ethics, empowerment, and sustainability (Olander, 2017:50).

The various writers in this special issue highlight areas where we need to improve our stakeholder management abilities. Their results indicate that in today's project management, there is a critical idea that practitioners must fully comprehend as well as solid theories and principles. According to Olander and Landin, official offices are generally thought of as defenders of outside stakeholder interests. They talk about the factors that affect stakeholder management during the project's implementation. Two ventures were investigated, both with identical criteria but with slightly different stakeholder management process outcomes (Newcombe, 2013:842-847).

The contributors to this special issue identify areas where we can improve our stakeholder management skills and where more research is required. The project comparisons can be used to infer that stakeholder management efforts can have both positive and negative consequences. According to Olander and Landin's paper, stakeholder management will improve overall project efficiency by highlighting the positive aspects of stakeholder management (Newcombe, 2013:842-847).

Rather than being treated as a separate part of project management, this approach allows the full impact of stakeholder issues to be integrated into a comprehensive project uncertainty management process. Another factor to consider is how stakeholders' expectations for a project change over time. In this way, they conclude that a systematic approach to stakeholder management necessitates the use of both a structured project management insecurity mechanism and a project-wide uncertainty management method. (Newcombe, 2018:842-847).

1.2.2 Service delivery

Providing services in developed countries is normally fraught with difficulties. According to Wild, Chambers (Ndebele and Lavhelani, 2017:341), and public service delivery in many developing countries remains a challenge despite increased funding. In a similar vein, Kimenyi (2018)

claims that delivering quality social services to people in developing countries, such as education, health, water, and sanitation, is one of the most difficult problems they face (Ndebele and Lavhelani, 2017:341).

The South African local government has not been immune to these issues. In a similar vein, Kimenyi (2013) believes that providing quality social services, such as education, health, water, and sanitation, to people in developing countries is one of the most challenging challenges they face. The South African municipal government has taken care of these issues. Bad service delivery is common in many neighborhoods, leading to frequent and sometimes violent citizen demonstrations calling for better services (Ndebele and Lavhelani, 2017:341).

Protests against Service Delivery Service delivery in developed countries is often contentious. Despite substantial increases in resourcing, public service delivery in many developed countries is still struggling, according to Wild, Chambers, King, and Harris (2012). Protests against the Delivery of Services in developed countries, service delivery, is often problematic, according to Wild, Chambers, King, and Harris (2015:150).

According to a growing consensus, many developing countries' public service delivery networks are still struggling despite significant increases in resourcing. Bad service delivery is widespread in many communities, leading to frequent and sometimes violent protests by people requesting better services (Ncube, 2014; Mpofu and Hlatywayo, 2015:345). According to Koelble and Siddle, there isn't a day that goes by without a service delivery protest taking place anywhere in the world (2014). Public frustration with poor governance and corruption is rising, according to the National Treasury, resulting in poor service delivery in many municipalities (2011) (Ndebele and Lavhelani, 2017:342).

The concept is used in a "technocratic" view of the citizen-government relationship, according to (Harber 2019:120). As a result, the government can provide, and the people can get. Harber uses the word as part of a larger linguistic and philosophical puzzle. On the other side, claiming that the term is a South African invention or monopoly is deceptive. The World Bank, for example, uses the term several times in its 2004 World Development Report (World Bank 2003). Despite the lack of a template3 for effective service delivery, the report places the state in charge of "making services work for disadvantaged people." (World Bank 2013) (Harber 2009:120)

Government intervention in funding, enforcement, and supervision is often required due to the high capital intensity that contributes to monopolistic competition in the development of basic services for the poor, as well as the externalities associated with their provision (Harber 2009:120). According to Harber (2019:125-130), exposure is also important because technocratic "service delivery" lacks citizen feedback and makes it difficult for citizens to comprehend the complexities of policy formulation and implementation (Harber 2019:125-130).

Decision-makers in the service delivery matrix must decide what level of access, quantity, and quality is appropriate, as well as how each of these three components of the service delivery matrix should be weighted differently. Citizen participation in that level of decision-making increases citizen support for government policies and ensures that people are aware of the constraints that control service delivery. Although government "service delivery" figures have been remarkable since 2014, they have been boosted by a range of pro-poor initiatives such as free basic water and free basic energy. On the other hand, demographic trends have hindered progress in the poor's situation (Alexander 2017:110).

Rural-urban migration and declining family sizes, according to the study, have exacerbated service backlogs in poor communities across the nation. Despite a decrease in household size from 4.47 to 4.47 people per household between the 1996 and 2001 censuses, the population of South African cities grew at a rate more than double that of the nation. "While many South Africans rejoice over the delivery of accommodation, electricity, and water, there are still many others who are still waiting," President Jacob Zuma said in his 2011 State of the Nation Address. 2011 is the year (Zuma). He promised that the government would improve service quality, as one would expect (Pillay and Nleya 2012:112)

1.2.3 Participation of stakeholders

To ensure the project's long-term feasibility, the management of stakeholders includes project participants. It is a two-way knowledge sharing mechanism that encourages decision-makers and other stakeholders to work together (Ndebele and Lavhelani, 2017:341). Stakeholder participation, according to the writers, necessitates sending the right message through the right medium, as well as clarifying the project's values and benefits. According to Bourne and Walker (2005), a stakeholder circle is a useful tool for project managers to consider the dynamic of SM effects due to the intensity and control of active participation. It identifies and prioritizes key

project players in this way. An active collaboration engagement strategy can be established (Ndebele and Lavhelani, 2017:341).

Only successful communication techniques can lead to stakeholder participation (Sebola, 2017:26). Engagement, according to Smith and Ansett (2011:5), is a new form of government interaction that prioritizes contact with labour unions, civil society, pressure groups, and other community organizations. For stakeholder engagement to be successful, the elite must make a concerted effort to engage the general public. (Taylor, 2019:113).

There are a number of reasons for the increased participation of local government stakeholders, including the fact that the company and the stakeholders enjoy good involvement. South Carolina Greenwood is a small town in South Carolina State (2017:315). The more a town interacts with stakeholders, the more accountable and responsible it is for those stakeholders. Government participation methods must be strengthened if there are to be substantial improvements in citizen-government relations (Glaser and Denhardt 2017:50).

Furthermore, (Overton-de Klerk and Oelofse, 2018:388) agree that ongoing stakeholder participation, including opposing viewpoints, is critical for building confidence and accountability. Stakeholders benefit from involvement in a variety of ways, including the opportunity to contribute as experts in their fields to policy and program creation, have their concerns heard, and participate in the decision-making process. 2011:2 (Victoria State Government). Communities are more likely to support leaders' tough decisions if decision-making processes are open and accountable to the public, according to previous studies on government communication (French, 2011:254).

Figure 1 - Stakeholder Participation

Source: (Sisto ***et al.*****, 2018: 442)**

1.2.4 Management of construction projects

The discipline of construction project management focused on the way the complex variety of tasks needed for a building project, such as a road or a building, are planned and managed. Skitmore and Brian, Atkin (2018:549). As a result, building project teams need to know how to manage stakeholders. Skitmore and Atkin (2018:549-552). Customers, project managers, designers, subcontractors, suppliers, funding bodies, users, owners, personnel and local communities have standards to comply with during the project life cycle (Atkin and Skitmore, 2018:549-552).

Several project delays have resulted from project management teams' inability to resolve the concerns of building project stakeholders (Bourne and Walker, 2005:15), primarily because construction stakeholders have the financial and technical capacity to halt construction projects. As a result, a substantial body of knowledge has developed about how to recognize and sustain stakeholder priorities and relationships (Olander, 2016:15).

Internal stakeholders are those directly interested in the decision-making process of an organization (for example, owners, clients, suppliers, and employees), while external stakeholders have a significant impact on the activity of an organization (e.g. neighbors, local community, the general public, local authorities). Internal partnerships in the construction industry have historically been prioritized, for example, procurement and management of sites, while external stakeholder relations have been regarded as the role of public officials to some extent through rules and regulations on facility management (Atkin and Skitmore, 2018:549).

Competencies can help firms distinguish themselves from the competition and formalize management strategies within the organization. Competencies are related to their hiring, performance control, training, growth and incentive activities in the organization's core values. The role of the manager to empower employees and promote a positive environment is crucial (Mandson and Selnes, 2015:23-46).

As project managers work across functional and organizational borders, they can play more than traditional functional managers. Traditional problems with project management are more complex. There is no QUESTION of uncertainty, and planning and prediction are critically important. The project manager thus plays a part in holding up the project, and its capabilities affect the success or failure of the project (Danborg, Grisales and Lopez, 2016:47).

The only one who can contact anyone involved in the projects is a Project Manager. And a successful project manager needs to be able to fulfil a variety of roles simultaneously. A failure of the project is often due to inexperienced and skilled project managers. The project director must, therefore, be not only a good manager but also a good leader. A building project requires administration and good leadership. The managers must persuade different project agencies to perform certain project tasks (Gewalal and Beker, 2015:33-45).

1.2.5 Projects failure/Success

A lot has been written about project success, success in project management and success in performance management over the years. In the late eighties, there appeared a nu mber of articles on the factors of critical performance, with success calculated in terms of the degree to which project objectives were achieved. These views, on the other hand, focused on project management processes, recognizing that project success is often measured by the project stakeholders' expectations of the importance of the delivery of the project (Nemathullah and Naik, 2016: 234).

The success of construction projects was linked with the fulfilment of the "golden triangle" set cost, time and efficiency goals. The fulfilment of expectation and satisfaction was an important factor in the recent success of the project (PMI, 2013). Researchers have described effective stakeholder management as a factor for addressing the needs and project performance of stakeholders. (Yang Sutterfield, 2012:52). The achievements of projects in developing countries are crucial to stimulate socio-economic development by means of projects for construction infrastructures (Othman, 2013:52).

In 2000, Ghana Parliament launched the Ghana Education Trust Fund (GETF) Act to improve the delivery and development of education infrastructure in Ghana. GETFund programs were not successful due to numerous issues, such as government frustrations about key stakeholder roles in the GETF funded infrastructure projects in Ghana's public tertiary institutions (March 2013), GETFunds report (Eyiah-Botwe, Aigbavboa, and Thwala, 2015:1297).

1.2.6 Construction projects

The construction industry is undeniably important to South Africa's economic growth. Egyptian pyramids, early Greek colonies throughout the Mediterranean, and Roman Empire temple and structure building can all be traced back to the medieval period Building technology have

advanced dramatically in the last 100 years, paving the way for modern buildings and scientific designs (Blomquist, Farashah and Thomas, 2016:1417-1432).

As a result, engineering construction projects are important not only because they change the physical environment and enhance human life quality but also because they serve as test beds for new collaboration methods. Nonetheless, the 18th century was a renaissance era marked by architectural and industrial revolution importance. Furthermore, the construction industry, especially railways and houses, saw significant advancements in the nineteenth century. (Wambui, Ombuiz and Kagiri, 2015:15-25)

Contractors had acquired expertise in the construction of large structures, roads, petrochemical plants, dams, and reservoirs during the construction of the Suez Canal, which was a multinational undertaking of enormous proportions. Since then, huge projects have been developed all over the world, propelling the national economy. Large engineering ventures, such as airports, transportation, infrastructure, oil, and gas, are among the world's most significant industries. (Hagberg, 2016:33-45).

Because of this huge infrastructure investment, a slew of new businesses has arisen. Companies in the construction supply chain will be able to benchmark their performance to define strengths and weaknesses, as well as evaluate their ability to progress over time. On the one hand, the KPIs framework consists of seven main groups (Hagberg, 2016:33-45):

- ✓ Time, expense, and quality are all factors to consider.
- ✓ Client satisfaction is critical.
- ✓ Changes in the client
- ✓ Output in the workplace
- ✓ Safety and wellbeing

The performance of construction projects is a problem in many ways, particularly in developing countries. Many built projects fail to meet deadlines, cost targets, or other performance requirements. The majority of projects failed due to a variety of evidential factors, including client barriers, non-availability of supplies, road closures, design and drawing amendments, additional works, waiting for a decision, handing over, variation orders, Bill of Quantities (BOQ) amendments, and delays in obtaining drawings (Zulch, 2013:12-35).

Many skilled middle-management-level project managers have left the South African

construction industry in recent years. As a result, several young, inexperienced project managers have been tasked with overseeing massive, complex projects. Furthermore, due to a lack of experts in the local industry, senior project managers who are already practising locally are too busy to mentor and direct the younger project managers. The labor-intensive building process involves handling challenging site conditions and bulky materials. Construction firms are well-diversified, have low capital assets, produce positive cash flow, and often subcontract. As a result, strategic structures decide whether construction projects succeed or fail. Furthermore, construction projects are inherently complex and dynamic, which is why having a unique group of stakeholders and environment is crucial. (Wambui, Ombuiz and Kagiri, 2015:15-25).

1.2.7 Project communication management

Management of project communication refers to the procedures to take to ensure that project information is produced, compiled, disseminated, stored, retrieved and disposed of in an appropriate and timely manner. Project communication management A project manager spends the bulwark of his time interacting internally or externally with team members and other stakeholders. There is, therefore, a protocol for the management of communications, such as (Emmitt and Gorse, 2013:23-36):

- ✓ Plan communications
- ✓ Disseminate information
- ✓ Manage stakeholder expectations
- ✓ Report on results.

Communication includes, on the one hand, data transmission, acceptance, processing and interpretation. Knowledge may also be transmitted orally, non-verbally, actively, passively, formally, informally, consciously, or unconsciously. Project management requires effective communication. Project management It connects acts as a bridge between the various stakeholders in the implementation and implementation of a project and bridges cultural and organizational backgrounds, various levels of expertise and various perspectives and interests (Nielsen, 2014:39).

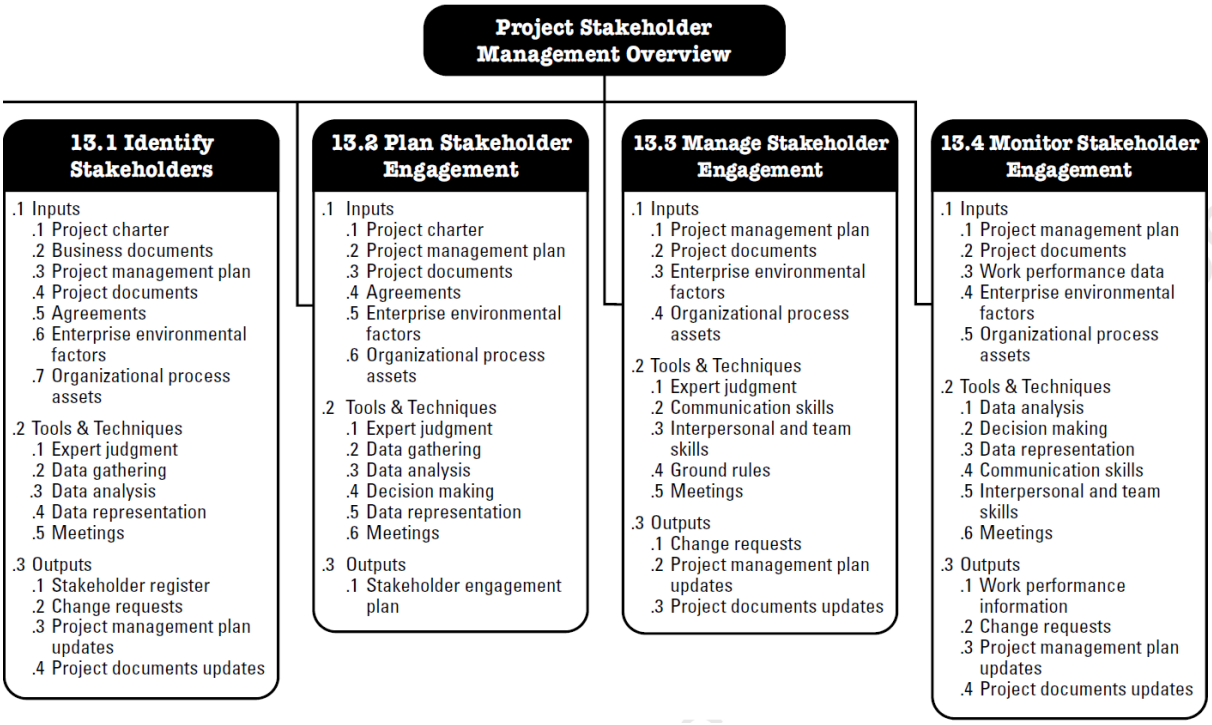


Figure 2 - Stakeholder management overview

Source: *(Mashali et al., 2020:2)*

1.3 Problem question

Furthermore, construction project management causes project results that do not achieve project goals; there is a shortage of efficient communication and the implementation of communication skills. On the one hand, critical success factors assist in determining the areas in which excellent performance is expected. These variables serve as metrics for assessing an organization's project management efficiency. For results, these factors are calculated, controlled, and recorded. Improvements in key performance factors can lead to improved project management outcomes in construction projects. (Clements and Gido, 2012:47).

1.4 Research objectives

1.4.1 Primary objective

- ✓ To be able to pinpoint the actual stakeholder management factors influencing service delivery project failures at Engcobo.

1.4.2 Secondary objective

- ✓ To identify critical stakeholder management factors leading to project failure.
- ✓ Determine the effect of stakeholder's service delivery projects.

- ✓ To look at effective stakeholder management plan that is ideal for influencing service delivery project success.

1.5 Research questions

1.5.1 Primary Research questions:

- ✓ What influence does stakeholder management factors have on the successful execution of service delivery projects at Engcobo?

1.5.2 Secondary Research questions:

- ✓ Does poor stakeholder management have an effect on the construction of the RDP houses project at Engcobo?
- ✓ How does stakeholder management impact service delivery projects at Engcobo projects?

1.6 Research design

Research design is characterized as a strategy for conducting research that involves the translation of someone's research methodology into a specific research approach, which includes data collection and analysis methods. Research design is a plan of action that shows the approach that will be used to analyze a specifically identified problem and research question. Despite the fact that a case study is not the same as ethnography, it is still referred to as ethnography (Noor, 2018:102).

This research will be carried out on the chosen construction projects. According to the Engcobo Municipality's annual report, a developer has been hired to construct 1400 housing units in Ward 12. Both ventures were in the works, with the RDP houses project gaining site clearance. Owing to Citizen's unrest, there were some attacks on blogs, but these issues were resolved. The site clearance cost the municipality as the sewerage lines were already designed. The site clearance that was made and has now grown trees again. (Toor and Ofori 2014:26).

Research design is described as a research strategy that involves transforming someone's research methodology into a specific research approach, including data collection and methods of analysis. The design of the research is an action plan that shows how a specifically identified problem and the QUESTION of research can be analyzed. Although a case study differs from ethnography, Stake (2005:91) maintains that it is ethnographic (Toor and Ofori 2014:26)

1.7 Research approach

In order to address issues and research objectives, the term "methodology" refers to a collection of reasonable and reliable methods for building data and findings. The logic of research methodology must be clearer about how the study meets the research targets of the study since research methodology is an action plan to conduct a study (Malhotra, 2012:23).
In order to achieve important research results, the history of the test and the forecasted results are incorporated into the research methodology. A research design is a special practice during the investigation process. Although qualitative research examines the importance of groups that understand a social problem, it focuses on the results and proposed methods that inform a process of learning the study problems. The researchers opted for a descriptive research design to get a better understanding (description) of the phenomenon understudy (Creswell 2013:41).

The analysis will use a mixture of qualitative and quantitative methods since the target audience includes project management experts who would contribute in-depth information that can lead to the study's success. On the other hand, group participants will be given a questionnaire with the same questions as the interview questions, with the intention of ensuring that the data obtained can be matched while triangulating and finding can be trusted. Since a mixed approach (qualitative and quantitative) would provide a meaningful response to the study's research questions, the study will use it. Brown, Weinstein and Creswell (2019: 2037). Mixed research methodology was chosen because it is compatible with the descriptive design and both qualitative and quantitative methodologies can be conducted simultaneously.

1.8 Research methodology

1.8.1. Target population

The population is referred to as all elements that meet the inclusion requirements of a sample. According to Sekaran and Bougie (2011: 34-48), the population refers to the whole group of individuals, activities or subjects of interest from which the investigator would draw conclusions. The objective audience of the study is divided into three groups. Richards Richard (2019:34):

1.8.2 What is your total population?

- ✓ ***Municipal officials, including ward councilors (55):*** since the municipality management is directly involved from start to finish of the projects, they can have an

overview of how a project manager's stakeholder management influences their performance as the municipality. Since project managers are the engine of the project, it is important to hear from their perspective. The project manager's behaviours influence the stakeholders and project success.

- ✓ ***Project Managers/Administrators, Engineers and Technicians (20):*** the other respondents the Project managers that have a better perspective on the municipal projects
- ✓ ***Community members of various positions in the community and Leaders (65):*** Hence, projects teams and other external stakeholders have a direct impact on project success. It is important to ensure that they are well motivated throughout the life cycle of the project.

1.8.3 Sample

The sample involves the identification of people that will be surveyed through the questionnaires and interviews these are the potential respondents. The same determines the total number of respondents.

1.8.4 Sampling Method

The method of selecting a portion or fraction of a population is known as sampling. The basic idea is that by concentrating research emphasis on a subset of a population's components, the results can be generalized to the entire population. There are two types of sampling designs: probability sampling and nonprobability sampling. The following sections go through these sampling techniques in depth. (Richard 2019:34-58):

- ✓ ***Probability sampling*****:** The study shows that people in public have a well-known chance of being selected in probability samples for the sample. This study may be limited or unrestricted. Unregulated sampling features a simple altered sampling, guaranteeing that all population members have equal opportunities to be selected (Crewell, 2019:56-79).
- ✓ ***Nonprobability sampling*****:** Both types of unlikely samples include comfort sampling and deliberate sampling. Sekaran and Bougie (2019: 34-48) have indicated the convenience of collecting preliminary data from a population that is ready to be accessed by the researcher, highlighting the differences between the two categories (Creswell, 2019:56-79).

The analysis will use a stratified random sample. The proportionate or excessive nature of the randomly stratified sample is controversial. The proportionately laid sample selects a number of components from the strata according to the number of elements in the population, while the investigator can choose the excessive stratified sample by how many elements the strata selects. Proportionate stratified sampling was used to obtain complete data (Sekaran and Bougie, 2019:34-48).

1.8.5 Sample size

The sample size will be a total of 100 respondents from all three departments, with
Characteristics of the sample: the sample under study will be selected as they fit the following criteria:

- ✓ **Municipal Officials including ward councilors (55):** the respondents be required to be employed by the municipality in order to collect accurate and reliable data about their perspective of the stakeholder management in their organisation.
- ✓ **Project Managers/Administrators, Engineers and Technicians (20):** the other respondents the Project managers that have a better perspective on the municipal projects
- ✓ **Registered community members with traceable houses and leaders (65):** The local people who form committees and traditional leaders who are directly and directly impacted by the project.

The study will consider at least a total of 130 respondents with the purpose of securing a generally fair understanding to the reader. The sample size is also determined by the cost of the workout and accessibility to the targeted population. There were approximately 70 from wards 9, 10 and 12 areas for the purpose of getting a satisfactory and open-minded understanding of the outcomes. However, Engcobo Municipal officials, ward counsellors, traceable community members, traditional leaders, community independent structures will participate in the study. Therefore the study will consider approximately 130 respondents, which includes project managers and project teams.

1.9 Data collection instrument

Data is the most fundamental material researchers use and can be obtained by observation. There are different ways in which data can be presented, including graphics and language.

This study will use both questionnaires and interviews because of an accelerated data collection process of the questionnaire, high objectivity and low or no costs compared to other primary data collection methods (Lydeard, 2014:89).

During interviews, participants with in-depth knowledge (experts) or a better interpretation of the investigated phenomenon can voice their opinion and assist research in achieving its objectives. Since a track of positive or negative growth has been confirmed, researchers can transform their views into evidence-based information. On the other hand, selecting one event leads to a better understanding of the path towards development. This improves the confidence of the reader (Gagnon, 2012:5).

1.9.1 Structured questionnaire: The researcher will first determine the information and contents of questions needed for developing a final questionnaire with open-ended questions, and then develop a question phrase, defining the target participants clearly, selecting methods to get the target participants and using a CPUT statistician, put the Questions in a meaningful way.

1.9.2 Interview: The interview question will be the same questions in the questionnaire. The purpose is to ensure that the study does not produce data that is contrary to the one collected using a questionnaire

1.10 Data collection method

According to Sekaran and Bougie (2019: 34-48), A data collection system is referred to as a research instrument. After considering the purpose of the sample, target population, sampling technique, and testing schedule, the research instruments will be carefully chosen. These instruments were found to be the best fit for the target population because they were able to gather all of the necessary information from the study. The instruments have made it easier to collect data in a fair amount of time.

The study questionnaires will be distributed and collected over an eight-week period. The standardized questionnaires that gathered quantitative data will be evaluated on a five-point Likert scale. Since it is the most universal method for survey selection, the scaling method will be chosen, and the scales will be easy to understand. The responses are quantitative and

subject to statistical analysis, and the Likert scale responses account for any undecided or neutral feelings among the participants. (Sekaran and Bougie 2019: 34-48).

1.11 Data analysis

The information gathered will be split into two categories: qualitative information from interviews and quantitative information from questionnaires. An independent psychologist will analyze the qualitative data, while an independent statistician will analyze the qualitative data using SPSS version 21.0.

1.12 Data validation

The ability to generalize from the subset of individuals on which the research was performed to a broad population of individuals is referred to as population validity). The term "population validity" refers to whether a sample of participant responses accurately reflects the target population. The question to ask is if the sample is truly representative of the target population. However, each item in the research instruments will be scrutinized to ensure that the measurements produced by the researcher using the aforementioned scale are reasonably reliable and appropriate to the research. The question of reliability will be discussed in order to ensure that the measuring instrument is consistent (Babbie, 2015: 57)

1.13 Reliability

Reliability is characterized as the likelihood that if a study is repeated, the results will be the same. The accuracy of the data, the robustness of the measure, and whether it is free of randomness are all aspects of reliability. The aim of the validation process is to decide if the interferences and assumptions made about test score bias are correct rather than whether the test itself is valid. (Babbie, 2015: 57).

1.14 Ethical considerations

Ethics refers to a set of principles to be followed by researchers to treat participants with dignity and respect. Research requires not only expertise and dedication but honesty and integrity. This is done to safeguard and respect human rights. The rights to self-determination, anonyms, confidentiality and informed consent, have been respected in order to make the research ethical (Saunders, Lewis and Thornhill, 2009:34). The following ethical practices were investigated in this study:

- ✓ Permission to carry out the analysis: This will be requested first. Written permission to conduct.
- ✓ Ensuring participants' consent will be requested before they complete the questionnaires.
- ✓ Ensure full disclosure of research information: respondents will be informed about the study's intent, data collection methods, and the absence of any potential risks or costs.
- ✓ This research will preserve anonymity and confidentiality by not publishing respondents' names on the questionnaire, and respondents will be asked to sign a consent form that does not include their names.
- ✓ Ensure self-determination: the legal concept of self-determination will be upheld as well. All respondents are told that participation is fully voluntary and not forced to join.
- ✓ Ensure integrity in data management: for the purpose of inquiries, information about the researcher, the supervisor, and the university's research office will be given. When conducting research, integrity is regarded as a vital ethical obligation.

The current 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 Engcobo Municipality office of the Municipality Manager, the researcher will approach respondents to issue structured questionnaire with open-ended questions and conduct the interviews. Dooley and Gullickson (2015:10) 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 written form and at this point, voluntary participation will be emphasized. This includes explaining and guaranteeing confidentiality as well as the right of the participants to withdraw from the study at any time and to refuse to answer questions they would not like to answer. This includes clarification and confidentiality, as well as the right of participants to withdraw from the survey at any time and their right not to answer any questions that they do not want to answer. Everyone is 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 instead of participants' identities.

1.15 Demarcation of the research

Only the Engcobo region, under Chris Hani District Municipality, Eastern Cape, will be studied. Only staff management, project managers, project teams, and local residents from wards 9, 10, and 12 will be used as respondents. The Reconstruction and Development Programme (RDP) Houses will be considered for this report. To ensure that the responses are correct and reliable, only permanent workers will be interviewed.

1.16 Significance of the research

- ✓ This study will enable other researchers who are interested in stakeholder management.
- ✓ This research will allow local people or external stakeholders to understand barriers to efficient service delivery.
- ✓ It will enable project managers to discover factors impeding the successful execution of service delivery projects.
- ✓ It will also enable the decision-makers who want to succeed in projects of the municipality.
- ✓ This study will answer a lot of questions around the causes of project failure and poor service delivery.

1.17 Expected outcomes, results and contribution of the research

- ✓ To be able to identify the harm caused by critical stakeholder management factors in projects
- ✓ To be able to address the importance of efficient service delivery during projects
- ✓ To be able to address the importance of stakeholder management and engagement.
- ✓ To be able to identify success factors of service delivery projects

1.18 Chapter summary

This chapter's aim was to provide a thorough theoretical understanding of stakeholder management, stakeholder participation, service delivery, and project management. The importance of stakeholder management and service delivery is addressed in this chapter, as well as the challenges of stakeholder management and service delivery. Stakeholder management factors of various types are defined and explained. The chapter focused on the stakeholder management issues that hampered Engcobo Municipality's project execution.

The stakeholder management and service delivery are proposed to assist the successful implementation of construction projects and through improved communication. Introduction to Stakeholder management and stakeholder engagement as a tool used by project management for stakeholder recognition and a tool to be used to monitor stakeholders and to make sure all stakeholders are satisfied.

Factors of stakeholder management impending successful implementation of stakeholder management are not well managed by project managers that are leading to project failure. However, the concept of stakeholder management highlights important topics on how a project manager can transition from a traditional to a supportive role in order to improve performance while also improving the team's working environment. The importance of stakeholder identification and classification is to be able to analyze stakeholders as per their interests and roles.

CHAPTER 2: LITERATURE REVIEW ON STAKEHOLDER MANAGEMENT FACTORS INFLUENCING SERVICE DELIVERY PROJECTS AT ENGCOBO

2.1 Introduction

The literary review was performed to give critical stakeholder management factors a theoretical understanding that hinders the successful completion of service delivery projects. The Literary Review provides an overview of previous researchers on the topic. The literary review aims to confirm or demonstrate that the author has knowledge and background in the field of study (Randolphy, 2019:2).

The following logical order is presented: Stakeholders' definition, stakeholder kinds, stakeholder profiling/classification, stakeholder management, stakeholders' engagement and stakeholder impacts, stakeholder analysis and project stakeholder role (Bailey, 2017:1). Stakeholders in a broad range of areas, from broad to narrow, were defined and conceptualized. The earliest broad and classic definitions were introduced by the stakeholder (Freeman 2014:220) as "any group or individual who could have an impact or be affected by the achievement of its objectives".

Cleland (2016:402), influenced by Freeman's theory but interested in project outcomes, provided a more restricted perspective by defining project stakeholders as individuals or bodies under or beyond the authority of the project manager, directly/indirectly affecting the outcome of the project, and having share or stake in, or interest in, the project. The PMBOK Guide (PMI, 2013: 29) defines the parties involved as "individuals, groups or organizations which may have or are perceived to be affected by a decision, activity or result of a projects, who may be actively participating in a project or who may have interests which are positively or negatively impacted by completion of the project performance".

The authors found that the PMBOK Guide Definition became the dominant definition for project management in 2016 for the field of project management. (Littau, Jujagiri, and Adlbright 2018:125). A meta-analysis study on stakeholder theory was conducted in the project management field. Type III defines a project player as an individual or a group or organization (s) having rights or interest (self or morale) in the project and may be affected or affected by the project activity or its results (Littau, Jujagiri, and Adlbrecht 2018:125).

2.2 Stakeholder Overview

2.2.1 Definition of stakeholder

It is a powerful word "stakeholder." Because of their conceptual breadth, one is significant. This term refers to many different things and thus commends praise or disdain from many scholars and practitioners of many university disciplines and backgrounds. The term means many different things. While such a broad interpretation is one of the greatest strengths of stakeholder theory, it's also an important topic for reasoned speech theoretical liabilities. (Sternberg and Jones 2018:321).

The fact that its managerial regulations and implications are virtually unlimited when used without reflection is part of the power of stakeholder theory. When discussed in its four-instrument variation, the theory of parties concerned is nearly not opposed to that of managers (i.e. that managers should attend to stakeholders for other corporate objectives such as maximizing profit or shareholder wealth) (Donaldson and Preston 2018:155).

That interpretation has also provided the remaining critics with a rich source of food. The same broad-scale sieve which allowed business ethicists and social questionss to find anything they initially sought in management scholars have also acknowledged criticism that does not or does not need to apply in stakeholder theory (Jensen 2015:188).

Oddly enough, this has created a situation where it was sometimes difficult to figure out who are critics and advocates among those who write about stakeholders. Main C 2013. In the literature, apologists and critics alike are commonly involved in stakeholder theory and concerned with strict equality among stakeholders, the application of the theory either to the whole economy or too large, publicly-owned corporations. Theories (Phillips, Freeman and Wicks, 2020: 479-480).

2.2.2 Stakeholder management cycle

The project stakeholder management includes procedures to identify persons, groups or organizations that may or may be affected by the project, analyze stakeholders' expectations and their impact on the project, and also develop appropriate management strategies to mobilize stakeholders through their involvement in project decisions and implement them effectively. The stakeholder management also focuses on communication with stakeholders so that they understand their needs and expectations, address issues as they arise, manage

conflicting interests and promote stakeholder commitment to decision-making and activities of the project. The primary objective of the project should be to manage stakeholder satisfaction. This figure provides an overview of the project stakeholder management processes (Riahi, 2017:37-38).

2.2.2.1 Stakeholder's identification

- ✓ This process includes the identification of the individuals, groups or organizations who may influence or be affected by a project activity or its final result. It analyzes and documents relevant information on stakeholders' interests, involvement, interdependencies, influences and potential impacts on project successes. Stakeholder identification is based on project charter data, procurement documents, business environment and organisational assets (Riahi, 2017:37-38).

2.2.2.2 Stakeholder's analysis

- ✓ The analysis of the responsibility, contribution and involvement of stakeholders in the project is part of this step. The analyzes will be useful to aid decision-making when there are conflicting interests between different stakeholders, when resources are limited and when the needs of involved stakeholders are finely balanced. (Riahi, 2017:37-38).

2.2.2.3 Stakeholders planning

- ✓ It involves developing appropriate management strategies to involve stakeholders effectively throughout the project's life-cycle based on an analysis of their needs, interests and potential impact on the project's success. The project manager will be in a position to "develop a stakeholder management plan" based on a project management plan, stakeholder registry, environmental factors of the company and organizational assets. (Riahi, 2017:37-38).
- ✓ The plan, part of the management plan for the projects, will help determine the frequency and information available to stakeholders. A potential project risk is one stakeholder with other concerns. A strategy can be developed based on the

commitment of the participants in order to avoid spending too much time wrongly (Riahi, 2017:37-38).

2.2.2.4 Stakeholder's execution

- ✓ This process includes communication and working with stakeholders to meet their requirements and expectations, tackle issues as and throughout their life cycle to encourage appropriate stakeholder engagement in project work. The project manager uses his personal and management skills to promote stakeholders' involvement by supporting the various communication means previously identified in the Communications Management Plan (Riahi, 2017:37-38).

2.2.2.5 Stakeholders monitoring

- ✓ This process involves general monitoring of the relations with the project stakeholders and an adjustment of their involvement strategies and plans. The aim is to maintain or improve the efficiency of stakeholder engagement during the project life cycle. The project management plan, registry of major problem areas, work performance data and project documents support this process. The project leader can transmit data on the performance of the work to evaluate the overall effectiveness of the strategy taken in the management of stakeholders through this data input and an IT management system (Riahi, 2017:37-38).

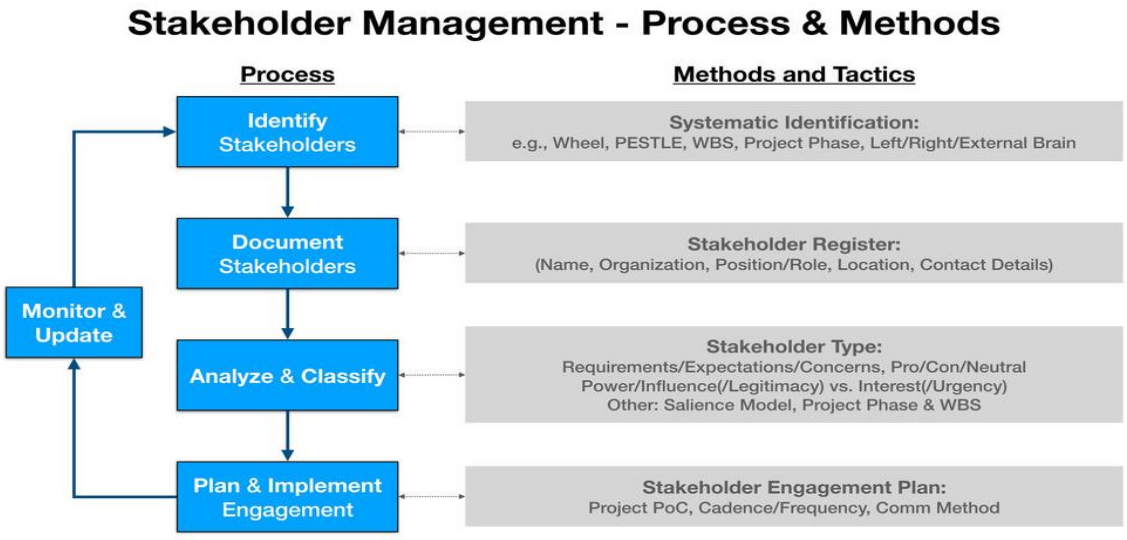


Figure 3 - stakeholder management – process and methods

Source: *(Mints and Kamyshnykova., 2021: 398)*

2.3 Stakeholder identification

Networks of interdependent actors affected by a socio-economic issue are defined by us as a source of appropriate resources and capacity for creating an organisation's value (Rlihli et al., 2015; Sachs and Rlihli 2011; Svendsen and Laberge 2005). The cooperation in bringing these stakeholders together increases value creation by integrating the development of innovative products and services linked to this central problem (Bridoux and Stoelhorst 2015; Savage et al. 2012).

Different from other strategic theories of management, stakeholder scholars view value creation as part of the relationship between a central organization and its actors (Donaldson and Preston, 2015: 549), which states: "A company's capacity to produce sustained wealth over the course of time and thus its long-term value is determined through its relationship with critical actors. By improving this understanding of the creation of interdependent value (Rowley 2007:152), an organization is integrated into a network with several stakeholders. The interconnection and position of a company in the stakeholder network is, therefore, crucial for access to stakeholder resources and the capacity to participate in a value creation process (Lusinga and Fairhurst, 2020: 1-2).

When stakeholders decline and attempt to rotate, they play an important role in the recovery of a company (Trahms et al., 2013). Stakeholder theory provides a theoretical basis for an evaluation of the strategic performance of the business in its relationship with its key players (Freeman, Harrison, Wicks, Parmar, and De Colle, 2010). The Stakeholder Theory serves as the guiding lens to examine the identification and impact of stakeholders in business rescues. In the beginning, it is worth reconstructing the key definitions of stakeholders in accordance with stakeholder theory (Mitchell, Agle, and Wood, 2016: 285). The traditional theory of (Freeman 2017: 2684) describes stakeholder groups as any group that can influence the objectives of the organization or can influence them.

Clarkson (2005: 312) defines the stakeholders further as a group capable of having claims, ownership, rights and interest in and on an organization. In later years, Freeman's classic definition remains the most widely recognized definition of an interesting party (Fassin, 2009). Donaldson and Preston (1995) identify three basic approaches for stakeholder classification and identification (Lusinga and Fairhurst, 2020: 1-2).

The first is a key stakeholder theory based on a stakeholder economic model identification. The second, considered the most basic, is the normative approach which takes the ethical view of cooperation and the community. The third is the descriptive theory of the stakeholders, based on how stakeholders are actually managed in practice. (Mitchell, 2007: 204) introduced a model categorizing actors by controlling power, legitimacy and urgency. The model by Mitchell (2007:22) has been criticized because it overlooks different aspects and the challenge in the practice of separating power and legitimacy (Pajunen, 2006: 65).

Friedman and Miles (2012:56) addressed some of the limitations of previous models by assigning stakeholders to 4 categories based on the compatibility or incompatibility of stakeholders and the necessity or contingent relationship between a company and its stakeholders. This model tries to address why some parties concerned have greater influence and legitimacy on organizations (Lusinga and Fairhurst, 2020: 1-2).

2.3 Stakeholder characteristics

2.3.1 Power: The early Weberian idea, at least in part, is that power derives the majority of current definitions of power from "the probability that a social player would be able to do their

own will despite resistance" (Weber, 2017: 231). We are all agreed that "power may be tricky to define, but it's not that difficult to recognize: it's the power of those that have the power to produce the outcome" (Dahl's, 2018:56) "Defy's power as a relationship among social players, in which a social actor, A, can obtain another social actor, B, for something else B would not have done" (Pfeffer and Weber, 2017:578)

The typology of power bases by French and Raven (1960) is a framework commonly referred to in the organizational literature in answering that issue, but in sociology, it is messy since the sorting logic does not exist to create the mutually exclusive and comprehensive categories required by true typology. Etzioni (2012:586) proposes the logic of a more precise organizational categorization of power based on the type of resource employed to exercise power: coercive power based in force or restraint on the physical resources of force; useful power based on material or financial resources; and regulatory power based on simultaneous resources (Etzioni, 2015:586).

Thus a party to a relationship has the power to impose his will in the relationship to the extent that he has or can gain access to coercive, utilitarian, or normative means. However, we note that this access is, as Etzioni explains, the following kind of power: The use of a pistol, a whip, or an arms lock is physical because it affects the body; the threat to physical sanctions is considered physical because the impact is similar in type to the actual use, albeit not in intensity. Control based on the use of physical resources shall be assigned coercive power. Material rewards comprise goods and services. The award of symbols (e.g. money) that enable the purchase of goods and services is classed as material because the effect on the receiver is similar to that of material resources (Etzioni, 2015:587-588).

The use of material means for control purposes constitutes utilitarian power. Pure symbols are those whose use does not constitute a physical threat or a claim on material rewards. These include normative symbols, those of prestige and esteem, and social symbols, those of love and acceptance. When physical contact is used to symbolize love or material objects to symbolize prestige, such contacts or objects are viewed as symbols because their effect on the recipient is similar to that of "pure" symbols. The use of symbols for control purposes is referred to as normative, normative-social, or social power. (1964: 59) variable, not a steady-state, which is one reason why power is transitory: it can be acquired as well as lost. (Agle and Wood, 2017:865-868)

2.3.2 Legitimacy: Our narrow definition researchers, in particular, those seeking a 'standard core' to the theory of stakeholders, almost exclusively focus on the definition of the basis for stakeholder legitimacy. It is apparent from this analysis. The "Principle of Who, or What Really Counts," is generally based on legitimacy, whether or not this core of legitimacy is found in something at risk, in proprietary rights, in moral claims, or in some other structure. The notion of legitimacy, however, is often implicitly connected with power when people try to assess the nature of the relationships of society, and it is often referred to socially accepted and expected structures or behaviours (DiMaggio and Powell, 2016: 412-430).

Davis, by stating, for example, "in the long run those who don't use power so that society sees itself as responsible tend to lose it, distinguish legitimate from unlawful use of power" (Weber, 2003: 314). Many scholars who seek to narrowly define the stakeholders of a company also imply that legitimate stakeholders are necessarily strong if this is not always the case (e.g., minority shareholders in a firm) and powerful actors are necessarily legally legitime (e.g., corporate raiders in the eyes of current managers). We accept the 2003 Weber proposal that legitimacy and power are different characteristics, despite that common connection that can combine to create authority (defined by Weber as the legitimate use of power) but that can exist independently as well (DiMaggio and Powell, 2016: 412-430)..

An entity may have legitimate stature in the company or a legitimate claim on the firm; however, it does not achieve any significance for its managers without either the capacity to enforce its will in the relationship or awareness that its claims are urgent. That is why a comprehensive stakeholder theory requires separate attention to legitimacy as an attribute of stakeholder/manager relationships (DiMaggio and Powell, 2016: 412-430).

The definition proposed by this report (Suchman, 2019:756) is wide-ranging and recognizes the assessment, cognitiveness and social legitimacy. It defines legitimacy as "an overall perception that a company's actions within a socially built system of standards, values, beliefs and definitions are desirable, appropriate or appropriate." Although this definition is unclear and hard to implement, it represents sociologically based legitimacy definitions and contains several descriptions which are useful in the approach to the identification of stakeholders (Suchman, 2018:756).

We therefore accept and use the Definition of legitimacy by Suchman, acknowledging that the social system within which legitimacy is achieved is a system with multiple analytical levels, the most frequent, individual, organizational and social (Wood, 1991). The definition means that legitimacy is a socially acceptable good, something greater and more than a mere self-perception and that the different levels of social organization can be defined and negotiated differently (Agle and Wood, 2017:865-870).

2.3.3 Urgency: Considering the power and legitimacy of stakeholder-manager interaction as independent variables lead us somewhere in the direction of stakeholder identification but do not capture the dynamics of stakeholder/manager interactions. We propose that the addition of the emergency stakeholder feature helps shift the model from static to dynamic. "Urgency" means "calling immediately" or "pressing" by the Merriam-Webster dictionary. We believe that urgency, including "compel," "driving", and "imperative," only exists if the conditions are two: (1) if a relationship or claim has a time-sensitive nature and (2) if the relationship or requirement has a time-sensitive nature is important or critical to the stakeholder (Agle and Wood, 2017:865-870).

Therefore we argue that urgency is based on the following attributes, in a similar vein to (Jones's, 2013: 63) description of moral intensity as an interdimensional construction:
(1) Time sensitivities — the degree to which management lag is inacceptable to the stakeholder in dealing with the claim or relation, and
(2) Criticalities — the value of the claim or the stakeholder relationship.

We define urgency as to how much immediate attention the stakeholders' demands demand. Although it was previously virtually disregarded in any explicit sense in interested stakeholder literature, it was a topic of problem management and crisis management scholars for decades to focus on various stakeholder relations in an early fashion. (Eyestone, 2018:245) emphasizes the speed with which a problem can become significant to a company, and the key roles symbols play in time emergency: cobb and elder discussed: "Symbols like 'Freedom Now' have an advantage as they have a certain time to take action. If you try to mobilize a public against any external threat, you have to stress how quickly the opponent gains strength" (2002: 139). (Edward and William Wood 2007:865-868).

While time sensitivity is needed, the identification of a claim or "manager's relationship" as urgent is not sufficient. The stakeholder must also regard his claim on the company or its ship to the company as critical or highly important. For example, the following is why a stakeholder considers his relationship with the company critical: ownership - ownership of company property or the properties attached to a company which are not otherwise exploited - loss of value (Hill and Jones, 2016; 205).

We expect the stakeholder to keep it with high value (for example, compensations and benefits for employees); or expose the importance of the stakeholder in what is at risk. The idea is that the company's ownership will continue to provide it with high value (for the employees, for the employed) (Clarkson, 2004:201). Our theory does not specify why stakeholders assess their relationships with firms as critical. Furthermore, our theory does not attempt to predict the circumstances under which "time will be of the essence." Rather, when both factors are present, our theory captures the resulting multidimensional attribute as urgency, juxtaposes it with the attributes of power and legitimacy, and proposes dynamism in the systematic identification of stakeholders (Agle and Wood, 2017:865-872)

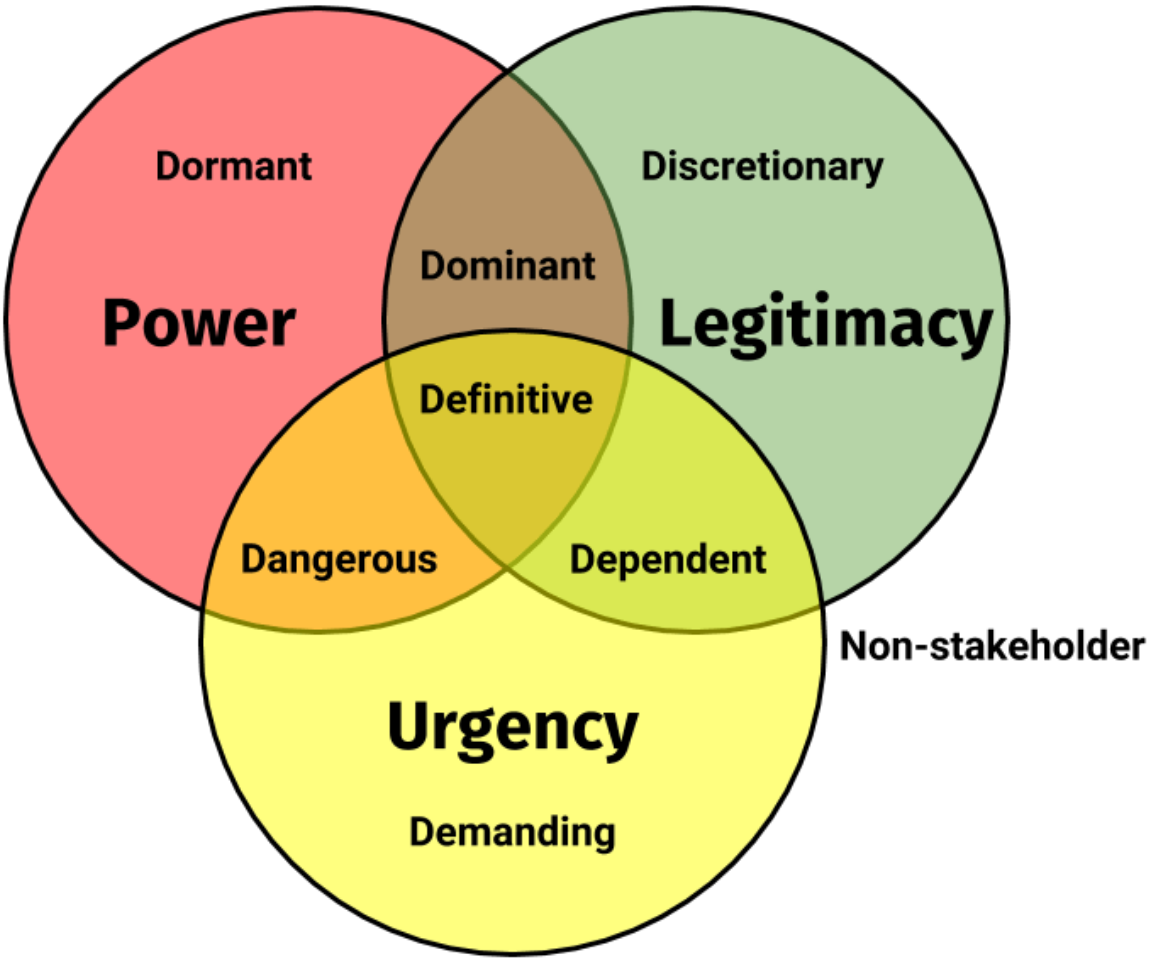


Figure 4 - Stakeholder management – characteristics

Source: (Nguyen and Mohamed., 2018:506).

2.4 Types of stakeholders

2.4.1 Internal stakeholders

Internal stakeholders are directly linked to their projects, and internal stakeholders are managers and project teams that work on the project as general staff in order to earn salaries. The internal stakeholders are sometimes senior management who are investors in a project.

- ✓ Include general groups such as managers and workers in non-profit organizations (and/or volunteers or other types of members). This could, for example, lead management or management teams to market the procurement function, or all staff may have to report changes to purchase policies and procedures**.**

- ✓ The leaders may be tempted to privilege their individual interests against the company's overall interest.
- ✓ The company's shareholders are a special kind of stakeholder. They have no contractual relationship with the company but are co-owners and are therefore interested directly in the company's results in general and in particular in their financial results. You are looking for a return on investment, i.e. dividends.
- ✓ The company's/project team's employees are a fundamental component of the company's capital. They not only ensure the production of a product or service but can also enhance the quality of goods and services in favorable conditions (quality of management and the working environment, incentives autonomy, training and remuneration).
- ✓ Project sponsors, independent institutions and individuals with the main objective, dividends and shareholders, to profit from the project.

2.4.2. External stakeholders

Enterprises are increasingly aware of the need to maintain a positive reputation on the market, and a more inclusive stakeholder management approach may be required which recognizes the legitimate needs, concerns and interests of broader, secondary and indirect stakeholders. External stakeholders may have very different objectives and influences.

Those stakeholders are:

- ✓ Customers: have competitive intensity-based pressure power. Considering clients' expectations, a range of measures must be taken, from the quality procedures to duty-free numbers and satisfaction assessments to improve customer service
- ✓ The suppliers: the company is regarded as co-responsible for the actions of the suppliers since it has the full flexibility to make its purchases conditional on social or ecological criteria.
- ✓ Company competitors, local, national or international: companies may adopt strategies that are more competitive than they are or try to avoid competition in agreements or alliances in order to share the market.
- ✓ The State: governments, organizations and local bodies. The State has a legislative role to play. It may impose restrictions on companies or, on the contrary, improve the environment in which the company operates. Aware of

the value of this actor, companies are engaging more or less the authorities to ensure an environment that is at least as flexible as that of their foreign competitors and regulatory framework.

- ✓ Local citizens: those living in the vicinity of company sites, benefiting or undermining the economic, social or environmental problems related to the operation of the company directly or indirectly. The life and the development of the community are still largely linked to economic spinoffs created by businesses in terms of employment but also professional taxes.

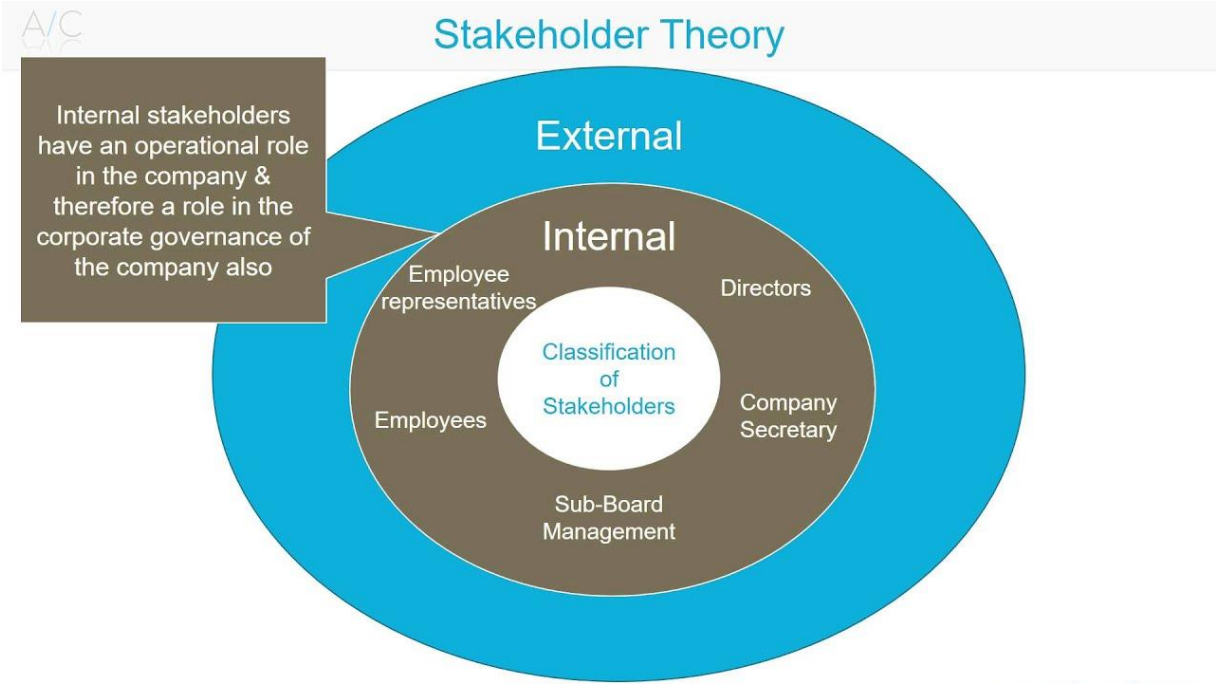


Figure 5 - Stakeholder management – Types of stakeholders

Source: (Marques et el., 2019)

2.5 Profiling/classification of stakeholders

Stakeholders can act as owners and non-owners of the firm; as owners of capital or owners of less tangible assets; as players or actors; as actors in or involuntary to the company; as holders of the rights, contractors or moral claimants; as providers of resource for or as dependent of the firm; as risk-takers or influencers; and as legal directors for whom managers of assets are to take responsibility. There are some broad definitions in stakeholder literature that attempt to

specify the empirical reality that virtually anyone can influence or affect the actions of an organization (Brammer and Millington, 2014:614).

A theory of stakeholder identification, which can reliably distinguish stakeholders from non-stakeholders, is needed. A number of narrow definitions are also in the stakeholder literature, which seek to identify the practical reality that managers simply cannot deal with all current or prospective claims and which propose several priorities for management attention (Rowlinson and Cheung, 2018, 2513).

In this paper, the issue of stakeholder salience – the degree to which managers prioritize competing stakeholder claims – is suggested beyond the QUESTION of stakeholder identification as the dynamics of each relationship entail complex aspects which are not explained readily in the stakeholder framework as it stands. What is needed is also a stakeholder theory that can explain who and what managers really care about. We have not found a single method of identifying stakeholders and the company's behavioral, ecological and institutional dependence on resources and transaction costs theories attribute within a given theory that can guide us reliably on these issues (Wartick and Mahon, 2018:156).

However, we find that one can extract from this literature the idea that just a few attributes can be used to identify different classes of stakeholders in a firm's environment. We begin our analysis with Freeman's definition of stakeholder-"any group or individual who can affect or is affected by the achievement of the organization's objectives" and develop a theory of stakeholder identification drawn from various works of theoretical literature (Rowley and Moldovan, 2015:1524).

We begin with a large definition so that no potential or real stakeholders can be arbitrarily or a priori excluded from the analysis. We then suggest that stakeholder classes can be determined by ownership or by assigning one, two, or all of the following characteristics:
(1) The stakeholder's power to influence the firm,
(2) The legitimacy of the stakeholder's relationship with the firm, and
(3) The urgency of the stakeholder's claim on the firm.

This theory produces an extensive stakeholder typology based on the presupposition that these variables define the field of stakeholders: those entities to which managers must pay

attention. We also suggest a theory of stakeholder salience based on this typology. In this theory, we propose a dynamic model based on the identification type, which enables explicit recognition of situational uniqueness and management perception and explains how managers prioritize the relationships of stakeholders (Rowley and Moldovan, 2015:1524).

We show how the types of identification can be used to predict managerial behaviour for each stakeholder category and how stakeholders change from one category to another, and to what this means for managers. We do not argue in stakeholder theory that managers should be careful about this or that class of stakeholders. In fact, we argue that managers pay special attention to certain types of stakeholders to achieve certain aims or because of perceptive factors (Freeman, 2010:620).

To know what type of stakeholders actually exist makes it easier to identify them and why managers respond to them as our notion of outcomes makes clear, sets the stage for future work in stakeholder theory, which specifies how and under what circumstances managers can and should be able to respond to different kinds of stakeholders (Freeman, 2010:621).

The argument goes like this. First, we review the interested parties' literature and present the various explicit and implicit positions on the "Quiver or What Really Counts Principle." Then we will advocate the three main features of stakeholder class power, legitimacy and urgency and examine the key organizational theories briefly to see how these three crucial factors deal with them. Next, we introduce leaders and leadership to the discussion and analyze the stakeholder classes that are the result of one or two or three of these characteristics, with particular regard for the managerial implications of each individual's existence and perception. Finally, we show more about the dynamic qualities of theory by demonstrating that stakeholders can move from one class to the other and have significant consequences for managers and the firm itself. (Rajablu, Marthandan and Yusoff, 2014:114-115).

2.5.1 The power/interest grid

This tool highlights the interest or influence of potential actors in the project and the strength of influence of an actor to move things ahead and achieve the desired results. This classifies stakeholders according to their power and the level of interest they have in the project. For each of the four regions, it shows the type of relationship that the project manager has to

establish and maintain with each grouping of stakeholders. Quadrant A Interested stakeholders can influence the attainment of goals. The Quadrant B actors are also worthy of attention because they can be destructive because of their power, such as when they are uninformed and neglected. (Freeman, 2014:1046). Quadrant C

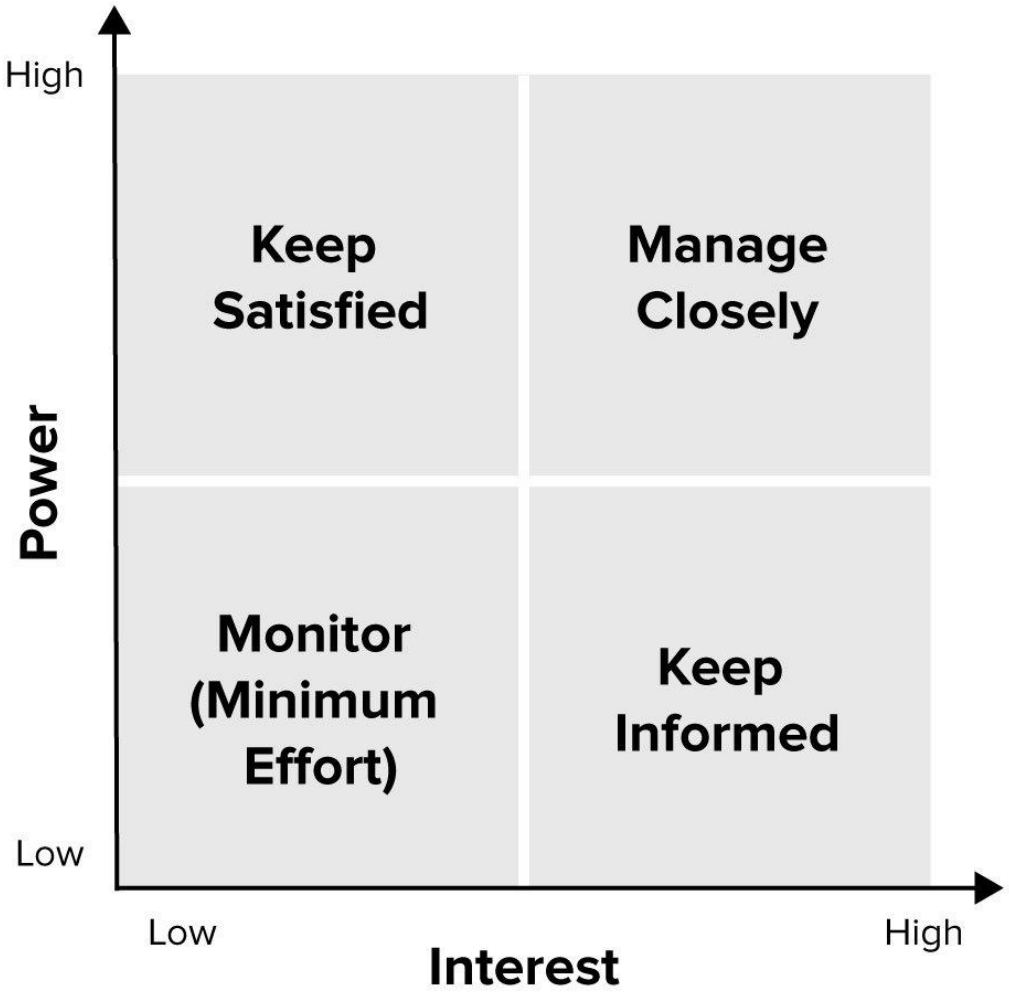


Figure 6 - Stakeholder management – Power/interest grid

Source: ***(Guðlaugsson et el., 2020: 188)***

2.6 Stakeholder management

The term 'stakeholder' has many definitions. Friedman and Miles (2006) present a summary, which shows the depth of views and contexts which may be taken by the term "stakeholder" at least 55 definitions. In spite of a lot of debate, 'stakeholder' is generally accepted as any group or person that can influence the organization's goals or be affected by them (The Shing Conference, 2016:372 – 380). Kenneth Chung and Lynn Crawford Management say project stakeholders are "individuals, groups or organizations that may be affected by a decision, activity, or outcome of a project, or are affected by it." (PMI, 2013: 188).

The Institute of Process Management (PMI) introduced stakeholder management as its 10th knowledge field in its 5th edition (PMBOK). Project Management (PMI) (Chung and Crawford, 2015:372-373). Researchers described the management of project participants as the process by which the project team makes it possible for stakeholders to identify stakeholders, analyze and engage in their six continuous processes, to identify information flows, and to "determine and discuss processes, to agree on and contribute to achieving their goals" " (Similarly and Kerzner 2011:34).

In addition, three stakeholder identification, assessment and prioritization processes were suggested (Eskerod and Jepsen 2013:75). This study has developed its mediating factor by drawing up the key literature stakeholder management processes. The management through stakeholder (MTS) mediator variable consists of five variables observed (www.ccsenet.org/ass) Asian Social Science Vol. 11, No. 3; 2015 - 115) Identify and classify stakeholders, communications, engagements, empowerment and risk management. The purpose here is to investigate the role of MTS mediators in the relationship between stakeholder variables and project success. Therefore, we treated MTS as a latent factor with five indicators observable, in accordance with the investigation goals and the hypothetical model (Little, Cunningham, Shahar, and Widaman 2012: 650).

This signifies the growing importance of this knowledge area – both from a practitioner and academic perspective. It documents the concept of stakeholder management as “including processes required to identify the people, groups or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution” (PMI, 2013: 391). It also adds “while some stakeholders may

have a limited ability to influence the project, others may have significant influence on the project and its expected outcomes."

The ability of the project manager to identify and manage these stakeholders properly can mean that success is different from failure." The concept of stakeholder management is therefore crucial to the extent that projects can be stopped or stopped. In the following sections, we discuss existing stakeholder management approaches, their limitations, the theories on social networking, and how they can be used to improve the management of stakeholders (Chung and Crawford, 2015:372-373).

2.7 Project stakeholder analysis

The project management literature recognizes that for at least four reasons, project stakeholders are important for project success. Second, stakeholders often define criteria for evaluating the success of the project; third, the (potential) resistance of stakeholders can cause different risks and adversely influence project success; and fourthly, it could affect the stakeholders in both a negative and positive way. (Vrhovec, Hovelja, Vavpotic and Krisper, 2015:201).

The literature also identifies common project stakeholders, including investors, providers, clients, users, authorities, neighbors, media, etc. (Turner and Zollin, 2012: 245). Stakeholder analysis plays an important role both to obtain resources for the project and to meet project stakeholders. The aim of the project stakeholder analysis is to enhance the project team's ability to "anticipate project opportunities and problems at a time when the project team has time to maneuver" (Eskerod and Jepsen, 2013:230).

Doing stakeholder analysis serves two purposes:

(1) To help the project representatives accomplish the project by identifying ways to procure the necessary financial and non-financial resources, including avoiding counter actions, and

(2) To help the project representatives understand the interests and concerns of the project stakeholders.

Both objectives relate either to an instrumental approach of stakeholder management or a stakeholder management approach so that stakeholders can do the necessary things to be successfully carried out in the project as well as to a normative or ethical approach (Eskerod

and Huemann, 2013: 564). The first objective (resource procurement) is to find ways for project representatives to enable the stakeholders to provide the resources they need (an instrumental approach) so that the benefits they are seeking to satisfy their needs are achieved (an ethical approach). The second approach (acquisition of knowledge about the needs and concerns of the stakeholders) involves how project representatives find solutions to meet stakeholder needs (ethical approach) while at the same time finding ways for stakeholder satisfaction to enhance project success (instrumental approach).

Building on this argument, we claim that the analysis of project stakeholders increases the possibilities of combining 'of' and 'for' approaches and thereby increases the probability of both successful project management (i.e. completion, budget, specification, and stakeholder satisfaction) and project product success (i.e., fulfilling the purposes of the project and harvesting stipulated benefits for the investor and other stakeholders) (Andersen, 2018:56).

This means that stakeholder analysis helps the Project Manager and the project team to see the project in good time through more lenses, project lenses and stakeholder lenses. To achieve this, however, the methods used to analyze the project stakeholder must be appropriate and not too complex (so that they are difficult to apply or the data produced too overwhelming to make use of tool superficial so that the data produced are not relevant or sufficient). Sadly, many authors within the project management literature argue that the current analysis methods are of limited value for project stakeholders. "The current guidelines for project stakeholder management should not be regarded as instructions for conducting real-world stakeholder analysis but as a conceptual framework, as should (Jepsen and Eskerod, 2015: 200." (Eskerod and Huemann, 2017:335).

International standards and knowledge bodies, such as the PMBOK®, PRINCE2, and the ICB Guides, argue that today’s work forms of stakeholder management have a number of limitations. There are a number of limitations in relation to international standards and knowledge entities. The key argument is that current working formats do not allow project managers or project teams to understand the increasing complexity. Classical analysis methods for project stakeholders are usually a series of steps, which include identification of stakeholders and various stakeholder assessments, for example, and determination of each stakeholder's contribution as well as project requirements, wishes and concerns (Yang, Shen, Bourne, Ho, and Xue, 2018:562).

These evaluations are based on how each stakeholder interacts. Strategies have been selected. Since there may be conflicting interests between the project team and several stakeholders or between one or more of the parties involved, priority planning is often an important part of strategic planning. (Jepsen and Eskerod, 2018:396). Suggest categorizing the stakeholders identified by means of an assessment of three attributes per issue (i.e. issues that lead to the prioritization requirement): power, legitimacy and urgent procedure.

For example, more management attention must be paid to a powerful and legitimate player of urgent interest than a party without the three qualities. Stakeholder priority is also an element of classic work (Freeman 2014:2652) because it differentiates between primary and secondary actors so that limited managerial resources can be properly allocated. The main players are the ones that are essential to the well-being and survival of the organization, while the others are secondary players (Freeman 2018:265).

Table 1 - Stakeholder management – Stakeholder analysis Matric

Stakeholder Analysis Matrix

Stakeholder Name	Contact Person *Phone, Email, Website, Address*	Impact *How much does the project impact them? (Low, Medium, High)*	Influence *How much influence do they have over the project? (Low, Medium, High)*	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
EXAMPLE ***Nurses & Midwives Union***	*Carlos Davida cdavida@nu.org 0998 765 287*	*High*	*High*	*Maintaining working conditions for nurses*	*Agree for union members to implement the new reforms*	*Going on strike*	*Monthly round-table discussions*
Patient Advocacy Group	*Viki Chan vchan@pag.org 888 587 101*	*High*	*Medium*	*Maximising quality of care for patients*	*Communicate with other stakeholders to express their support for reforms*	*Making complaints about quality of service after the reports*	*Information and feedback meetings every 6 months*
Sunday Times Newspaper	*Jane Smith jsmith@stn.com 888 587 101*	*Low*	*High*	*Getting a good story*	*Print stories that support the new reforms*	*Printing stories that oppose the new reforms*	*Quarterly press meetings*

Source: ***(Eskerod and Larsen., 2018:161)***

2.8 Role of stakeholder management in projects

Projects form a strategic organizational tool that leads and produces value for innovation. But its failures and challenges cost international businesses, governments and organizations every year fortune. In addition to the CHAOS report (Standish Group, 2016:, recent studies by the

academia and industry, including studies by McKinsey, collaborated with Ox Ford University (McKinsey Quarterly, 2012:215), and a multi-project KPMG New Zealand (KPMG, 2010), show a high rate of project challenges and failures (McKinsey Quarterly, 2016:215).

There are also great failures and deceit in international development projects. The conclusions show that issues within the stakeholder environment are mainly related to the influence and understanding and management of the stakeholders, requiring comprehensive analysis, broader knowledge and inclusive management methodology, techniques and tools, to be used and managed in order to ensure the well-being and success of projects in an effective way (Beringer, Jonas, and Kock, 2013:1525).

This approach is intended to address issues relating to the management of stakeholders and the success of projects more closely: 1. the use of all key important attributes that can lead to project, organization and success and the use of the main comprehensive stakeholder management processes that can act as mediators (Fageha and Aibinu, 2013:140). The conceptual framework of this paper is drawn from two types of exogenous and endogenous variables directly from the literature as follows:

a) Project stakeholder influential variables, consisting of six latent power, interest, emergency, legitimacy, proximity and network of relations (independent variables) variable; and
b) Project stakeholder-through-stock, consisting of five observed stakeholders identify and classify variables (mediators); and
c) Successful project stakeholder variables (dependent variable).

This study consists of 12 variables. Conceptual framework IV leads the mediator, and the mediator causes the DV by changing its original relationships (Jaccard and Jacoby, 2010). The 12 variables are measured by 68 standard elements. The following section covers the main concepts and variables used in the study. Stakeholders drive the project and driving project success involves achieving stakeholder targets. Cooke-Davies (2012) defines three success levels, including project success management, project success and ongoing project success (Beringer, 2013:162).

2.9 Chapter summary

The purpose of this chapter was to provide a detailed theoretical understanding of Stakeholder management, stakeholder engagement, stakeholder identification/classification and stakeholder analysis, the role of stakeholders on projects. The chapter reveals the importance of stakeholder management and stakeholder engagements during service delivery projects. Furthermore, the challenges of stakeholder management and stakeholder engagement are discussed.

The chapter highlighted the causes of project failure. Stakeholder management is explained further, the factors of stakeholder engagement that may lead to project failure or project delays. While the debate continues regarding the effective implementation of stakeholder management controls during projects, the chapter reveals that stakeholder management is important as more stakeholders want to be involved in the project. Furthermore, this chapter emphasizes the significance of stakeholder engagement and other factors related to project execution. The effect of poor stakeholder management is that the projects become too exposed to risk, and they end up failing or due to risks.

CHAPTER 3: LITERATURE REVIEW ON STAKEHOLDER MANAGEMENT FACTORS INFLUENCING SERVICE DELIVERY PROJECT FAILURES AT ENGCOBO

3.1 Introduction

The focus of this chapter is on a risk factor, the risk of poor management, of stakeholders. This chapter will discuss further risk factors for stakeholder management, communication from stakeholder management and participatory leadership. Risk can be defined in three aspects: uncertainty, likelihood and effect (Breakwell 2014:3). All human activities carry certain risks and insecurities (Olson and Dash Wu 2017:694). As the term suggests, uncertainty is a question or uncertainty.

The Stakeholder management theory views an organization as a complex, dynamic and interdependent multi-dimensional network of interaction with a wide range of players. Performance and competition depend on the way companies manage and nurture these relations strategically to achieve corporate aims and how the stakeholders perceive them to be of interest to them. (Zsolnai 2016:560).

The benefits of advising these stakeholders from a risk manager perspective are numerous: increased trust levels in stakeholder organizations; stakeholders being able to contribute to future decisions; more high-quality information for business decisions; a broader understanding of the constraints on companies in the communities; stakeholders feel more invoked (Loosemore, 2015:155).

Essentially, the stakeholder paradigm is based on the assumption that people are not rational in risk thinking but are influenced by culturally and socially integrated networks. People form their own subjective perceptions of the risk, which often differ from objective evaluations made by managers, experts and scientists. In the end, managers have no other way to interpret risks than in terms of human values, emotions and networks (Berry 2014:201).

This position is endorsed by Barnes (2016), who notes that while risk managers have become more scientifically and technologically advanced in their risk management approach, the majority of the public continues to rely on the cultural and social explanation of risk events that lead to significant differences in perception between the public and the private sector. It is,

therefore, likely that significant institutional "blind points" in many companies may remain that ignore the contextual risk experience and the perceptual QUESTIONs relevant for the public (Loosemore, 2015:156).

3.2 Risk Overview

The closer link between risk and uncertainty is demonstrated by the definition 'Risk is the effect of uncertainty on objectives' as set out by the International Organisation for Standardization (ISO). Whether or not people actually use the term "risk", one common element is always that the future outcome will be uncertain (Tranchard 2018:250). There is a distinction between uncertainty in connection with a known event and insecurity in relation to an unknown event. This event is referred to as a risk. (Kumar and Gregory 2018:275).

The degree of uncertainty around the event determines the risk level. The less clear the decision-maker is as to whether and the outcome of the event, the greater the potential difference between the actual results and the expected result. (Kaminsky and Simchi-Levy, 2019:316) prefer to use 'known-unknown' risk. Some risk sources such as supplier performance, predictive precision and operational problems, according to them, are risks that can be quantified and therefore referred to as known unknown risks, which constitute more controllable risks (Kaminsky and Simchi-Levy, 2019:316).

On the other side of the spectrum is the unknown risk, like difficult to control natural disasters. Between the two extremes are different types of risks, which can be somewhat controlled by certain strategies, such as currency risk reduction. Due to the impact of risk insecurity, the risk cannot be eliminated but can only be mitigated by action to reduce risks known as risk management strategies. (Lockamy 2014:757).

3.2.1 The risk management process

Risk identification, risk evaluation and risk mitigation and control are three important steps in the risk management process (Botha et al. 2016:144-145). The first step in risk management is to identify and assess the various risks, especially to determine the risk profile of the supply chain management. In the next section − Summary Chain and Logistical Risk Management, the identification, assessment and categorization of risks will be discussed in detail (LRM). The second step - Risk assessment assesses the likelihood and impact/effect of the risk on the institution. This step involves considering aspects such as risk appetite that are defined as "the

amount of risk and the type of risk an organization is prepared to take, maintain or retain" (IRM n.d.) and using a risk matrix to determine the likelihood of the risk and the extent to which the risk affects the sustainable existence of the institution. Figure 1 shows an impact against the probability risk matrix that helps determine the risk scores and risk profile of each identified risk.

The likelihood of a risk happening is assessed on a 5-point basis. The L shows a poor probability/impact, M a medium probability/impact, and H a high probability/impact. This matrix can determine a score for each risk. For example, if the risk is high (say 4) and the risk is high (say 4), the risk score is 16, which makes it a very high-risk item that requires high management attention and action. The third step in the risk management process is to determine the risk response strategy or the risk management action plan, also known as risk management and control. There is also risk management or risk reduction. The following options should be considered when managing risks: Risk reduction, risk assumption, risk reduction, transfer of risk (Hugo and Badenhorst-Weiss 2018:103-104).

Risk avoidance means that drastic measures are taken to prevent loss. In practice, it means changing suppliers by using different materials, stopping some past operations or selecting a location for a company where there is no certain danger. In the field where flooding is impossible, for example, the risk of flood can be eliminated by locating the organization's stock storage facilities. Risk assumption means that the loss consequences will be borne by an exposed party to a loss possibility, which is often a conscious decision on risk management. Many risks are assumed as the loss consequences are insufficient to justify additional risk management measures. This usually applies to minor, unusual losses. Risk removal introduces the necessary standards, procedures and actions to remove risks. For example, the remote location of a backup facility will remove data loss by fire. Risk reduction aims to reduce the probability of loss (Hugo and Badenhorst-Weiss 2018:104)..

3.2.2 Project risk management

The PMBOK defines project risk as uncertainty that can have a negative or positive effect on meeting project objectives (Project Management Institute 2018:275). (Project Management Institute 2018:275). The International Organisation for Standards in its ISO31000 risk management standard defines risk as the “effect of uncertainty on objectives” (International Organisation for Standards 2019: Internet) (International Organisation for Standards 2019:

Internet). He argued, however, that while the definition of risk seems clear and unambiguous for the ISO, the definition focuses only on five words: 'effect' instead of 'uncertainty' (Hillson, 2019: internet). It also states that the management effect would be quite different to the management of uncertainty, but the risk of uncertainty is managed (Hillson, 2019: Internet).

Many problems are related to project risk management, for instance, the apparent failure of many organizations to actually implement risk planning, surveillance and control. This has been demonstrated in several encompasses such as (Ibbs and Kwak 2018:34), which assessed the maturity of the project management. The results revealed that project risk management is, among other things, the least implemented area of knowledge. This is because the implementation of project risk management does not necessarily have visible artefacts, and yet the lack of project risk management will certainly negatively influence a project's success when the risk occurs (Ibbs and Kwak 2018:34).

Project risk management includes project risk planning, monitoring and risk management. Project risk management involves the development of project risk plans, risk identification, qualitative and quantitative risk analysis and the assessment of risk responses during project planning (Project Management Institute 2008:53). As the project progresses, risks require monitoring, either when the risks are triggered or when the risks themselves occur, so as to implement contingency plans. Risk is distinct from a security threat and a vulnerability; however, all of these terms are included in most systems development literature (Project Management Institute 2008:53).

As far as safety is concerned, a threat is anything that can intentionally or by accident use the weakness of the system to achieve, damage or damage what the system tries to protect. The entity against whom the system tries to protect is, therefore, a threat. A vulnerability in a system could be exploited as a weakness or a gap in order to gain unauthorized access to a system. Therefore there is a risk of system loss, damage or destruction because the vulnerability is exploited as a result of a threat. It will become inevitable to identify the source or root cause of a risk if this whole concept is used for the project management. Risks occur when a hazard could successfully exploit a vulnerability within projects processes internally or externally; hence, the risks can be managed more effectively by dealing with their root causes, i.e. vulnerabilities in projects or threats to project processes (Project Management Institute 2008:53).

3.2.3 Community risk behaviour

Many participants mention human behaviour as an important factor in the progression of risk in the community. Participants share different theories as to why people put themselves in dangerous positions, from despair to strategic drives due to lack of training, disregard or lack of options. The lack of understanding among community residents that housing is not available is a challenge that all the stakeholders face. Once a zone, e.g. for services, is opened, it is filled with new homes instantly.

There are also problems with the lack of sanitation and the habit of using the hillside as a public toilet. In Imizamo Yethu, fires are mentioned as a massive problem, and it is argued that if housing is built at a particular distance and/or are not built above fire hydrants and the streets kept, clearly the consequences of fires are less devastating. Another important issue is the number of informal homes built on the pipe from the Hout Bay water reservoir on the top of the settlement. These constructions prevent and make repairs on the pipes and also become a political one.

Basic infrastructure and land use planning are crucial to address risks, but risk reduction efforts also need to have an educational focus so that people are able to take responsibility for their own situation. However, at this point, the lack of space and resources limits the residents' opportunities to improve their situation. It should also be noted that if a community is struggling with day-to-day challenges, disaster risks are unlikely to be considered important and long-term perspectives are not necessarily a part of their decision-making process. Risks that are considered acceptable are not necessarily reflecting the actual risk level but the subjective determination (Coburn, 2015: 156).

Reducing the risk of disasters requires not only the officials but also the community's owners. When people feel that their controls are poor, they often undermine their efforts to reduce the risks that affect their everyday lives (Nomdo and Coetzee, 2002). Certain Community risk behaviours, where they consider that the authorities have failed, can also be seen as vain efforts to address the challenges themselves. Without alternative solutions or instruments for improving things, in accordance with social rules, people are forced to sit and wait for the various spheres of government to be added.

3.2.4 Stakeholder Involvement

Diverse levels of stakeholder involvement appear appropriate to ensure the quality of the participation process, depending on the combination of complexity, uncertainty and ambiguity. In accordance with the risk governance framework and described below, four kinds of "discourses" that describe the extent of participation are proposed (Renn 2018:280).

Type 1: Linear Risks to address linear risk questions (related to low rates of complexity, scientific uncertainty and socio-political ambiguity), hardly changes in conventional policymaking are required. Statistical analysis, legislation, or statutory requirements set out overall and special objectives, provide data and information on such linear (routine) risk issues, and the role of public policy is to ensure the implementation and enforcement of all security and monitoring measures required. (Renn 2018:281).

Traditional cost-benefit analysis and efficiency criteria are the instruments of political choice for finding the right balance between risk-related activities and goods under- and overregulation. Monitoring is also important to avoid unexpected effects. Departmental and agency personnel and enforcement personnel of state governance institutions can well deal with linear risk issues. The goal is to find the most economical method for a desired level of regulation. Stakeholders can be involved in the deliberations where necessary since they have information and know-how to make the action more effective (Renn 2008:282).

Type 2: Complex Risks Resolving complex risk issues requires dialogue and expert discussion. The main objective is to scan and examine existing knowledge of the causal relationships between an agent and its potential consequences, characterize the insecurity and examine the evidence supporting such inferences. It is the most promising step for reliable and valid assessments on the complex nature of a certain risk to involve people from diverse communities demonstrating expertise and competence (Renn 2018:282).

With respect to the analytical-deliberative involvement model, the analytical part is characterized by complex issues that attempt to develop functional solutions to problems. The aim of such a process is to find the most consistent description and explanation of the complexity in issue and to clarify dissident views (for example, by addressing the QUESTION of which environmental and socioeconomic impacts are to be expected, in which areas, and in what time frame) (Renn 2018:283).

Type 3: High Uncertainty The identification and assessment of risks—and the development of appropriate risk reduction and control options in highly uncertain situations pose special challenges. How can risk managers assess the severity of a risk problem when the potential damage and the risk are unknown or highly uncertain? Therefore, scientific input is only the first step in a number of steps that make up a more advanced process of evaluation. In order to inform risk characterization processes, it is crucial to compile information concerning the various type of uncertainties (Renn 2018:283).

The result of the risk characterization process provides the basis for broader discussion, in which not only policymakers and scientists but also direct stakeholders and groups of public interest should be involved. Thus they can discuss the "right" equilibrium and the trade-offs between over- and under-risk protections. The deliberative forum is the best way of addressing uncertainty issues in the analysis and deliberative model of stakeholder involvement (Renn 2008:283).

Type 4: High Ambiguity Where there is high ambiguity associated with risk problems, it is not enough to show that risk management or regulation addresses the public concerns of those directly involved. In such cases, the assessment process must be open to the public and new forms of discussion. That begins by revisiting the issue of proper structure. Is the matter a problem of risk, or is it a QUESTION of lifestyle or vision for the future? In addition to the risks, the benefits are often challenged *(Renn 2018:284).*

The discussion on 'the Designer of Babies' shows that observers may not only be concerned about the social risks posed by intervening in human genetic code but also the acceptability of the desired objective of improving individual performance. The controversy is, therefore, often far greater than direct risks. The goal is to reach a superposed consensus on the dimensions of ambiguity that need to be dealt with when comparing risks and benefits and balancing for and against. High ambiguity would require the most inclusive participation strategy because it would not only be possible for those affected directly but also for the affected parties to participate in the debate (Renn 2018:284).

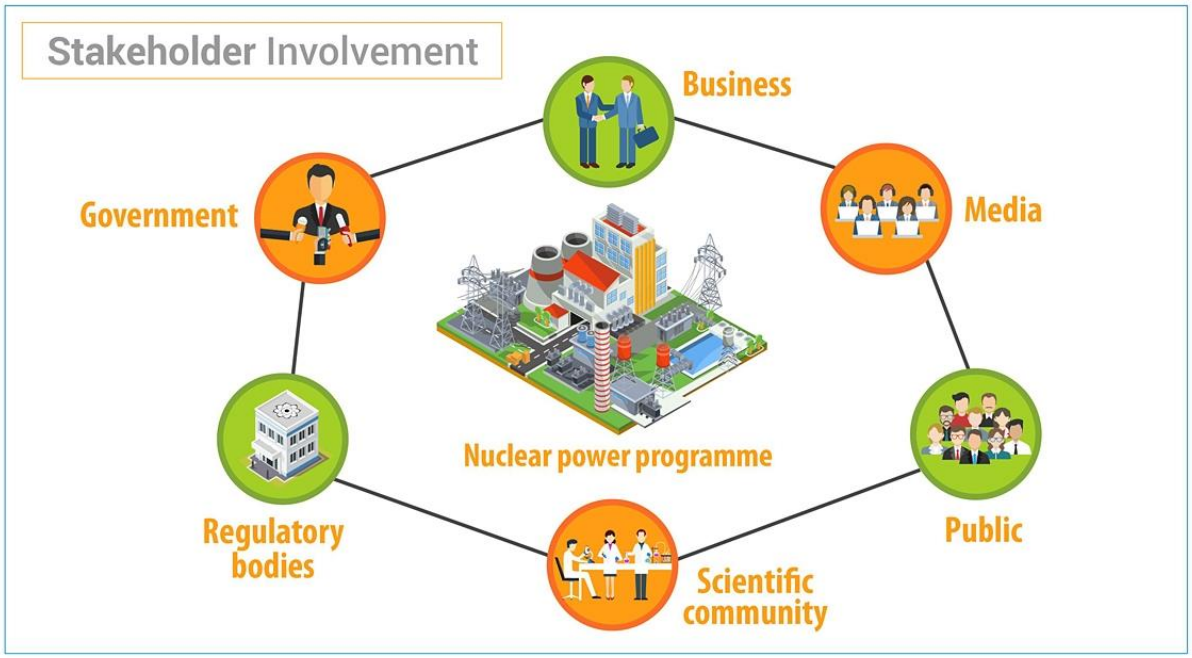


Figure 7 – Stakeholder Involvement

Source: ***(Wamsler., 2017: 148)***

3.3 Stakeholder communication

A communication plan, which is part of the entire project plan, is the finalized product of a stakeholder analysis. Communication efforts, method and frequency, depending on the expense and extent of the stakeholder's influence. Some of them need simple and rare news; others need regular, detailed and frequent communication. Include tools for communications: Official meetings: with strong stakeholders. Informal meetings: with people interested. Mailing list: distribute information on the progress of the project to individuals. Newsletters: by mailing list, mailing or printing. Information screens: visual representation in public places of the project's progress (Riahi, 2017:41-42).

Website: regular project updates in 'self-service.' Individual briefings: for those with more interests and willingness to participate. Tours and demonstrations: for external stakeholders and organizations. Public fora: more suitable if community stakeholders exist. Reports on major project milestones in the press releases. Mailings and advertising: journals, magazines, billboards. Liaison Committee: large-group representatives (Riahi, 2017:41-42).

Effective communication can help to manage stakeholder relations systematically at many levels. The process and practice of communication and stakeholder engagement is often described as «soft», because it is difficult to deal with people (stakeholders) and create appropriate communication for the exchange of information (communication) because the behaviour of people is unpredictable and because it is difficult to develop objective (tangible) means to make progress or to effectively engage stakeholders (Bourne, 2016). Unless the project teams are able to manage the communications right, the time spent on developing plans and controls will be dissipated because the right information has not reached the right people, or it has been ignored or misunderstood and is therefore ineffective (Bourne, 2016:312).

Stakeholders' expectations are very important. But this is not possible without proper information flow. Incomplete or incorrect communication produces incorrect perceptions. Without proper communication, the stakeholder relationships can be negative. The success or failure of a project also depends on how well it meets the expectations of the stakeholders and their perceptions. Effective communication can help manage stakeholder perceptions and expectations (Rajhans, 2018:49).

Figure 8 - Effective communication strategy

Source: ***Purnomo., 2015:147***

3.3.1 Role of Communication in Stakeholder Relationship Management

Burnside-Lawry and Bakens (2017:120) pointed out that establishing positive organizational-stakeholder relations demands effective communication between the organization and stakeholders. In his work on stakeholder management, (Young 2016:150) says that "effective communication is key to good stakeholder management." Many studies have confirmed that 'Communication' is an important factor in stakeholder relation management (Karlsen and Landin, 2018:1230). The project stakeholder management PMI (2014) defines the "systematic identification, evaluation and planning of communications actions and the impact of stakeholders."

XII, No. 4, presentations for 2018 Consider that a well-defined communication strategy supporting the structured facilitation of the relationship activities is essential to stakeholder interpersonal relations management success. They also point out that relationship management is useful to improve project performance and satisfaction for customers. According to Bourne (2009), in the form of regular reports, meetings and the IUP Journal of soft skills, the stakeholders will receive strategic or tactical value in the strong processes and practices to manage their relations with the interested parties by targeted communication required. It says that the stakeholders' value is also achieved by managing all stakeholders' expectations regarding what they are delivered as well as when and how it is delivered (Rowlinson and Cheung 2018:152).

Efficient communication can be successfully managed. Correct, timely and structured information flows make the project team more efficient, and processes commence to produce in a time that has a positive impact on the outcome of the project. Management of stakeholder communication is required for the start and progress of each project while also addressing relationships and project team motivations. (Rajhans, 2018:51-52).

Naqvi et al. (2017) stated that efficacy is crucial to the success of the project in stakeholder communication management. According to them, communication between stakeholders and the project team is a continuous activity, which must be carried out with due care and responsibility throughout the life cycle of the project. The study (Naqvi 2011:152) concluded that project managers need a formal communications framework to include all external and internal project actors (Naqvi, 2019:152).

The document shows that the right strategies should therefore be formed and implemented in order to effectively manage stakeholder relationships, in order to have a positive effect on stakeholders and also to minimize their negative influence. The positive or negative impact of every stakeholder depends on the situation and the problems involved. However, the support of the positive stakeholder can be maintained, and better communication can be provided to support the negative stakeholder. In fact, communication is a key instrument for managing relationships in this case (Rajhans, 2018:51-52).

3.3.2 Major Problems in Managing Stakeholder Relationships The main issues according to the interview participants in managing stakeholder relations were:

- ✓ Information distortion
- ✓ Delay in information Effective Communication Management: A Key to Stakeholder Relationship Management in Project-Based Organizations 55
- ✓ Miscommunication between important stakeholders
- ✓ Conflicts between the client and the contractors or internal conflicts amongst the project team
- ✓ Lack of single point of contact
- ✓ Lack of trust amongst the stakeholders if we look at all these issues closely, all of them are related to communication.

Even the literature review shows that stakeholder relationship management problems are mainly caused by wrong communication or lack of communication. In and around any project activities, the management of relationships between parties involves balancing conflicting needs and expectations of parties involved. Stakeholders are central to success and failure in different ways. But "people are the key", and the key to managing people effectively in every effort lies in communicating with each other. (Bourne, 2019:142).

The next two important QUESTIONs asked the participants were whether communications could be used to better manage the relations between stakeholders and to help create value in the relationship management process in different ways. All participants agreed that communication is extremely important in order to successfully manage project relations. They believed that effective communication not only facilitates better relations but also contributes to adding value to the entire stakeholder management process. When asked how communication can be used to build value in the stakeholder management of relations, the participants of the interview suggested some key issues, which were subsequently validated by the survey. In the field of stakeholder relations management, communication was the main one. (Rajhans, 2018:51-54):

- ✓ Managing stakeholder expectations
- ✓ Managing stakeholder engagements
- ✓ To facilitate project monitoring and control
- ✓ To overcome resistance to change

- ✓ For better performance of the project team
- ✓ As a tool for risk management
- ✓ For effective project leadership
- ✓ A link between projects and organizational strategy
- ✓ To facilitate project operations
- ✓ Building long-term relationships

3.3.3 Communication Framework for Stakeholder Relationship Management

The analysis shows that efficient communication management is a key instrument for efficient management of stakeholder relations. It also shows that the interaction between stakeholders is essential to the project's success and its results. The consolidation and preservation of healthy, long-term stakeholder relations require stakeholder involvement, support and participation in the project work. (Rajhans, 2018:51-54).

Proper communication can contribute to stakeholder management by promoting positive perceptions and managing stakeholder expectations appropriately. The study shows that the effective management of interpersonal relations by communication management requires a well-planned strategy. If we follow a methodological approach and plan to achieve certain aims, communications can certainly be used to foster and maintain strong relations between stakeholders. Therefore, interviews and surveys conducted for this investigation are based on the results of a two-phase study in order to systematically develop and manage stakeholder relations, research work, the framework or methodological approach (Rajhans, 2018:51-54).

Communication is presented here at different phases of project implementation based on the study results as a framework related to various project stages, which can be carried out as a strategy during the planning phase and at the operating level while project execution is being carried out. If each step is followed by systematic monitoring of the framework across the project, communication can certainly create value and serve as a tool to manage stakeholder relationships (Rajhans, 2018:51-54).

3.4 Participative leadership

A compelling argument against participating leadership (McCrimmon 2006, 12) is being put forward. He claims that 'participatory leadership is not possible because management requires one person to persuade others to do something they wouldn't do otherwise. Leadership is

always one-way." The problem arises when decision-making is confused with leadership, he says. According to McCrimmon (2006: 12), decision making concerns management, not leadership (McCrimmon, 2016: 12).

He believes that leadership "inspires people to change their way." There is, therefore, no participatory leadership, according to him, because no two people can inspire others to change their direction at exactly the same time. It is not in the interest of this article to engage in scientific discussions about or otherwise the significance of participatory leadership or to participate in a scholarly debate on the differences between leadership and leadership. I will adopt the attitude as stated by my practitioner rather than an assistant leader (Owens 2008: 217), who states that "educative leaders, like all leaders, must be able to manage." I will, however, admit that it is an error to imagine that the dean would be able to fully delegate his/her responsibilities as head of the faculty under hierarchical organizational structures, including higher education institutions (Gwele, 2018:323).

As (Mohr and Dichter 2018: 345) have pointed out, "It is important to know who this is when decisions are being shared, no matter how much decision making they are. However, a working relationship can be created that values and encourages constructive involvement and dialogue on issues that call for strategic direction decision-making. Participatory management, therefore, refers not in this article to a particular style of leadership but rather to a committed working relationship between the doctor and those who are responsible for line management (Gwele, 2018:324).

Participatory leadership refers, specifically, to the process of engagement between the dean and faculty line managers to develop an agreed vision, mission, and goals of the faculties, as well as to strategies for their implementation and supervision. This involves a process (Gwele, 2018:325).

a) Getting to know the institution and the faculty,
b) Creating space for constructive engagement,
c) Analyzing the context,
d) Deciding on key strategic areas of intervention, and
e) Helping the faculty stay focused.

3.4.1 Creating space for constructive engagement

The doctor is the faculty face. He/she must set the tone and direction of the faculty. The first step in this task is the development of the faculty strategy. If you want a vision of the job that you are applying for, you usually hope that the appointment is based on that view. This vision should offer a point of departure, a symbol of what he/she believes in, but it should not be more (Codling 2015: 323-326)..

To inspire them to pursue his vision, the dean should still involve all of its management (school and administrative staff). It is the faculty's responsibility to translate the vision and task into faculty strategy through its management personnel. Space must be established in order to engage academic and administrative faculty managers constructively. Early in his/her tenure, it is important for the faculty to be sure that the Dean as a new leader is committed to taking over the faculty. The ideal schedule should be for a strategy development workshop not later than three months after a new Dean Takes office. The workshop should be held on campus so that all participants concentrate on their work (Codling, 2015: 325).

The first day in the morning is to clarify the expected results of the workshop and the expectations of the participants. The nature of the expectations of participants that would be considered should be subject to limits. Please make sure that the workshop doesn't get lost. For inclusion in the workshop program, only expected results should be considered that have the potential for adding value to the development of a faculty strategy. If employee expectations are not included, the workshop would certainly sabotage even before it starts. To clarify both the doctor and the participants' expectations means trying to find common grounds for the rest of the workshop. Leadership involves the administration of a faculty strategy. In doing so, the Dean can minimize imbalances that may result from poor expectations between the Dean and other participants of the workshop (Codling, 2015: 326).

3.4.2 Analyzing the context

In terms of "Phipps 2014, 87," successive leaders lead by providing the context in this new and changing environment in which all the stakeholders, including the leader, can create a vision, mission or objective together that they can jointly maintain." The analysis of the current situation in higher education should help academic leaders understand the impact that the environment has on universities and in the context of universities and their health sciences faculty in

particular (Phipps: 2014, 87), including "changes in the broader higher education system, demographics, regional and global economics and technology".

The Dean must contextualize the vision to which he/she intends to call upon its executives. (Askling and Stensaker, 2017:1070-1077) warned that the interpretation, translation and linkage of excess pressure might be more important for managers than trying to offer employees solutions. A standpoint that states "not me" in advance but the institution and the need to respond to internal and external higher education demands creates the opportunity for academic leaders to engage with current higher education issues and to begin to address the implications of the context in a conscious manner for the directions of the faculty.

Thus, a brief exposition of the rapidly changing university environment that increasingly is characterized by demands for quality and accountability of large public funds, which governments continue to spend globally in the system without real discernible benefits in social and economic development could involve the deconstruction of the context (Askling and Stensak:2017: 1072).

3.4.3 Helping the faculty stay focused

Not uncommon for all the hard work accomplished by participatory dialogue, the strategic plan of the faculty is lost on the shelves. Strategies must be implemented to ensure that the plan does not only remain: a plan. The author has identified the following strategies to enhance the capacity of the faculty to focus their energies on agreed goals and goals (Hendry and Dean 2012; 56). These include:

- ✓ Developing an operational plan
- ✓ Building a core of strategy working groups
- ✓ Supporting strategic interventions through resource allocation
- ✓ Conducting periodic review and monitoring of implementation processes
- ✓ Monitoring individual performance in alignment with faculty strategic goals.

3.4.4 Developing an operational plan

Developing a short-term business plan presents a set of goals on which the faculty can focus within an academic year. A third-party independent facilitator recommends the guidance and structuring of discussions on the development of a business strategy. This would ensure that the results are fair and representative of all the views that emerge from the debate. Whether

the process is led by an independent facilitator or the dean, it is important that the discussion sessions of operational strategy determine causes and impacts between defined goals and measurable results, including "whats to make the process easier (Yielder and Codling 2015: 263).

The complexity of causal and impact relationships in higher education demands explicit declarations regarding the person responsible for ensuring that each objective, strategies and or factor are achieved, measurable success indicators and timescales for achieving them (Knoess 2015, 37). The dean can manage the department’s micro-management without an operational plan. Differentiate between strategy and tactical leadership in citing the DIO International Research team (Cassar, 2019: 215). While it is much easier for the personnel to accept management leadership in strategic decision making, management disagrees with tactical decision-making (Gwele, 2018: 327).

This is because tactical decision-making demands operational work knowledge in order to carry out the job successfully. On the basis of a study investigating the interaction between participatory and favorable employment attitudes among middle managers from Malta (Cassar 2019, 5), organizations trying to improve participatory programs should adequately check their general management style and preparedness to allow 'free workspaces' to make task decisions by knowledgeable employees and employees (Gwele, 2018: 328).

The academic department leaders are responsible for decision-making at the university level in the context of a faculty. Department heads are responsible for their departments' performance. The Dean is responsible, however, for keeping them accountable in clear timescales for the agreement on performance indicators. It would be difficult, if not impossible, to manage the implementation of the faculty strategy without an operational plan (Gwele, 2018: 328).

3.5 CHAPTER SUMMARY

However, stakeholder management is the top management's responsibility; the top management has to implement stakeholder management before the execution of the project so that stakeholders can feel involved in the project. In this chapter, the detailed stakeholder risk is provided and discussed. Furthermore, the chapter provides the basic risks that are associated with stakeholder management. The discussion in the chapter reveals that proper use of stakeholder management plays a significant role in risk mitigation and prevention. The concern is the perception that stakeholder management can only be implemented in bigger projects.

This chapter was intended to offer a detailed theoretical understanding of stakeholder risks within construction projects. This also unpacks communication as a factor impeding the successful execution of construction projects. There are several risks associated with poor stakeholder management during the execution of projects as the stakeholders have the power and interests in the projects.

CHAPTER 4: RESEARCH METHODOLOGY AND RESEARCH DESIGN

4.1 Introduction

Research is a systematic and logical search for new and useful information on a particular topic, according to (Rajasekar 2016: 152). The research is conducted through objective analysis in order to find solutions to scientific and social problems. It is a quest to know, i.e. to find the hidden truths. Knowledge here means information on issues. It is possible to collect the information from various sources such as experiences, people, books, newspapers, nature etc. New contributions to current knowledge can be made by research. Only in a field can progress be made through research. The study, experiment, observation, analytical, comparative and reasoning research are carried out. Indeed, research is omnipresent. In particular, the research aims at predicting events and explaining them, relationships and theories (Rajasekar, 2016: 152).

The chapter begins with a comprehensive research introduction. The research methods and methods used in particular in information systems will then be discussed. There was considerable effort to clarify and distinguish between the methodology of research and the method of research. During this research, it was found that many researchers use the two interchangeably when examining the literature on research methodology and research methods. Consequently, the two sections on research methods and methods have been discussed separately. A section comparing and differentiating the two will first be presented, followed by the research methodology section. The two main types of research methodology, namely qualitative research methodology and qualitative research methodology, will be discussed (Sechrest and Sadani, 2015:891).

The research methodology used in the research is discussed and why the particular method of research was selected with adequate justification. Then research methods are discussed in general, and research methods suitable for research into information systems are discussed. The differences between qualitative and quantitative methods of research are examined. As secondary data sources were used in this study, a section is added to discuss the differences between them and explain the benefits of the use of secondary research data sources. Then, the research method is described, and the justification is given for why the particular research

method, in this case, the real data collection and analysis method, was selected (Leech, 2005: 365).

4.1.1 Research design

Research design can be considered the structure of research. It is the “glue” that holds all of the elements in a research project together. In short, it is a plan of the proposed research work. Research design is defined by different social scientists in different terms; some of the definitions. “A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure”.2 Research design is the plan, structure and strategy and investigation concaved so as to obtain ensured to search question and control variance”. The study had applied the explanatory research design. (Manheim, 2021:45) says that research design not only anticipates and specifies the seemingly countless decisions connected with carrying out data collection, processing and analysis, but it presents a logical basis for these decisions. The researchers opted for a descriptive research design to get a better understanding (description) of the phenomenon understudy (Jahoda, Deutch and Cook, 2012: 1456).

4.1.2 Research methodology

The methodology of research is a way to resolve the research problem systematically. It can be understood as a science in the study of scientific research. In this paper, we examine the different steps a researcher usually takes to explore his research problem and the logic behind it. The researcher needs to know not only the methods and techniques of research but the methodology. Researchers need not only to know the development of certain indications or tests, the calculation of mean, mode, median and standard deviation, or chi-sq, the application of specific research techniques, but also to know which of these techniques or methods is relevant and which is not and how and why (Onwuegbuzie and Leech, 2015:251).

Researchers must also understand the assumptions behind the different techniques and know what criteria they can use to decide whether certain techniques and procedures are applicable to certain issues and not others. All this means that the researcher needs to design his methodology to deal with his problem as it can differ from problem to problem. For example, an architect who designs a building must evaluate the basis of his choices consciously, i.e. he must assess why and on what basis he chooses a particular door, windows and ventilation

settings, uses specific materials and not others and the like. Likewise, before research decisions are implemented, the scientist needs to disclose them to be evaluated. You must clearly and precisely specify what choices you choose and why you choose them to also evaluate them by other parties. Mixed research methodology was chosen because it is compatible with the descriptive design and both qualitative and quantitative methodologies can be conducted simultaneously. Mixed method is the research methodology used in this research (Onwuegbuzie and Leech, 2015:251).

4.1.3 Types of Research Methodologies

Quantitative methodology of research is the way in which the importance of your hypothesis is tested, and that is to say, how much does it respond? Has a relationship been there? Quantitative methods of research tend systematically to use numbers. However, the quality methodology is the type by which your observations and descriptions depend. It's not facts subjectively and descriptively. This method is used to assess people's knowledge, behaviours, and opinions based on the subject of your research. Researchers use their opinions and experiences in this type of method, which is completely unsuitable as a quantitative method. In view of this distinction, purists maintain that research issues usually focus on quantitative or qualitative directions and that these two methodologies should not go hand in hand (Howe, Smith and Heshusius, 2016: 124).

Consequently, (Myers, 2012: 115), in his latest publication on 'Qualitative research in business and management,' the purists' perspective of separating both research philosophies is encouraged by citing examples of investigation techniques under the two main categories. Qualitative research methods, therefore, include action research, case research, ethnography, grounded research, semiology, speech analysis and hermeneutics, while quantitative research methods include surveys, simulation, mathematical modelling, and experiments with laboratories, statistical analysis, and econometric and structured equation modellings. Consequently, (Myers, 2012: 115).

In his latest publication on 'Qualitative research in business and management,' the purists' perspective of separating both research philosophies is encouraged by citing examples of investigation techniques under the two main categories. Qualitative research methods,

therefore, include action research, case research, ethnography, grounded research, semiology, speech analysis and hermeneutics, while quantitative research methods include surveys, simulation, mathematical modelling, and experiments with laboratories, statistical analysis, and econometric and structured equation modellings. (Onwuegbuzie and Leech, 2015:178)

In this respect, mixing qualitative and quantitative methods offers the opportunity to confirm the results of various methods for the more rigorous investigation of a given phenomenon (Neuman, 2017: 654). Although pragmatic researchers argue that research on a single method is dangerous for the development of social science and question how stakeholders can develop confidence in findings using unique methods, they support the fact that the choice of research methods has to reflect questions of research being dealt with. Researchers, especially inexperienced, might find it hard to choose appropriate methodologies for a particular study in the midst of this discussion. Fundamental and applied studies can be quantitative, qualitative or both. The quantity or amount measurement is the basis of quantitative research. Here, one or more quantities of the process are expressed or described (Newman and Benz, 2008: 112).

Qualitative research deals with quality qualitative phenomena. It is non-numeric, descriptive, uses thinking and words. Its objective is the meaning, the sense and the situation to describe. In the study of substance or structure, we measure and weigh things. Can we weigh patterns or measure patterns? No pattern can be measured or weighed. But we have to map a relationship configuration in order to study patterns. This means that structures have quantities, but patterns have qualities. It is qualitative research if you want to explore why certain data are random. If the purpose is to study how random the data are, the meaning of the function of difference and distribution. It is a qualitative description to explain the way food digestion takes place in our bodies. No numbers or data and no volumes shall be included. Appropriate quantitative analysis of the exact amount of a specific compound present in a volume (Tashakkori and Teddlie, 2015:145).

Qualitative and quantitative methodology for research the description of the types of research methods shows that two basic approaches to research, namely the quantitative approach and the qualitative one, exist. The former involves the production of quantitative data in a formal and rigid manner that can be rigorously and rigorously analyzed. The measure of the quantity or amount is based on quantitative research. This shall be applicable in terms of quantities to phenomena. Qualitative research, on the other hand, deals with qualitative phenomena, i.e.,

qualitative or kind phenomena.

Attitude or opinion research, for example, is also qualitative research aimed at finding out how people think or think of a specific topic or institution. Reviewing these definitions of quantitative versus qualitative research can help identify the reasons for using each method primarily separately and for continuous discussion of the relative value of each approach among researchers. The arguments can be complicated and often philosophical, but they basically distinguish between them. The word qualitative means that processes and meanings are stressed that are not carefully studied or measured (if measured at all) in terms of quantity, amount, intensity, or frequency (Tashakkori and Teddlie, 2008: 157).

Qualitative researchers emphasize the socially constructed nature of reality, the closer relationship between the scientist and the study and the situational limitations involved in the investigation. In contrast, the measurements and analysis of causal relations between variables rather than processes are emphasized in quantitative studies. The investigation is supposed to be within a value-free framework, although it can be somewhat naive to define the differences between qualitative and quantitative research in such a way that we definitely understand the nature of the debate by understanding common divisions and fundamental definitions. In other words, the words 'qualitative' and 'quantitative'. Quantitative research generates data as numbers, whereas qualitative research tends to produce data in prose or textual forms. Qualitative and quantitative research tends to use different methods to produce different types of data. Using Researcher Methodology-Data Framework terminology, a non-contextual methodology—applied across the population world is used to generate a broad coverage and analysis of a country or region. (Hentschel's, 2010:415).

Table 2 - Differentiating quantitative from qualitative research

Quantitative [positivist approach]	**Qualitative [anti-positivist]**
1.focus on observable behaviour	1.focus on laws of relationships
2.focus on universal relationship laws	2.focus on human experience
3.focus on causes of phenomenon	3.focus on experience of phenomena
4.uses the natural science model	4.uses the experiential model
5.is aided by firm checks and balances	5.does not have firm checks and balances
6.emphasis measurement and analysis	6.emphasise investigating processes
7.have natural science-built structures	7.have socially built nature of reality

8.focus on causal relationships and variables	8.focus on object relationship with researcher
9. ideal for objective data with numbers	9.uses subjective data from opinions
10. uses rigidly structured methods	10. uses flexible exploratory methods
11.tries to understand from outside	11.tries to be involved with subjects
12. needs a static environment	12 work with non-static realities
13. uses of particularistic approach	13. uses holistic [wide data] approach
14. uses large samples	14.uses small samples

Source: Jowah, 2015: 103

4.2 Target population

All elements that meet the requirements for inclusion in a sample are referred to as the population. The population, according to (Sekaran and Bougie 2011: 34-48), refers to the whole group of people, activities, or objects of interest that the researcher wants to draw conclusions from. The study's target audience is split into two groups. Richard (2009:34):

- ✓ ***Municipality management/Project Managers*:** since the municipality management is directly involved from start to finish of the projects, they can have an overview of how project manager's stakeholder management is influences their performance as the municipality. Since project managers are the engine of the project, it is important to hear from their perspective. The project manager's behaviours influence the stakeholders and project success.
- ✓ ***Project teams*:** Hence, projects teams and other external stakeholders have a direct impact on project success. It is important to ensure that they are well motivated throughout the life cycle of the project.
- ✓ ***Local residents*:** Traceable local residents from various wards are regarded as external stakeholders, the community, committees, councilors and traditional leaders, trade unions and employees.

4.2.1 Sample

The sample is the identification of people that will be surveyed through the questionnaires and interviews these are the potential respondents. The same determines the total number of respondents.

4.2.2 Sampling Method

The method of selecting a portion or fraction of a population is known as sampling. The basic idea is that by concentrating research emphasis on a subset of a population's components, the results can be generalized to the entire population. There are two types of sampling designs: probability sampling and nonprobability sampling. The following sections go through these sampling techniques in depth. (Richard 2009:34-58):

- ✓ ***Probability sampling*:** According to the study, individuals in the population have a known chance of being selected for the sample in probability sampling. This type of study can be restricted or unrestricted. Unregulated sampling is characterized by simple random sampling, which ensures that all members of the population have an equal chance of being selected Creswell (2009:56-79).
- ✓ ***Nonprobability sampling*:** The two types of nonprobability sampling are convenience sampling and purposive sampling. The distinctions between the two categories were highlighted by (Sekaran and Bougie 2011: 34-48), who stated convenience sampling is the collection of preliminary data from a population that is readily available to the researcher, whereas purposive sampling is the collection of data from a specific population. Creswell (2009:56-79).

Stratified random sampling will be used in this analysis. The proportionate or excessive nature of stratified random sampling is debatable. According to the number of elements in the

population, proportionate stratified sampling selects a number of elements from the strata, while excessive stratified sampling allows the researcher to choose how many elements from the strata to pick. Proportionate stratified sampling was used to achieve well-rounded data. (Sekaran and Bougie, 2011:34-48).

4.2.3 Sample size

140 respondents from all three divisions will be surveyed, with the following breakdown:

- ✓ 55 Project Managers/Teams/Administrators
- ✓ 20 Engineers/technicians
- ✓ 65 Local citizens/traditional leaders//ward councilors/PR councilors/contractors

4.2.4 Sample characteristics

The participants in the analysis will be chosen based on the following criteria:

- ✓ ***Project Managers/Teams/Administrators*****:** Permanently hired by the municipality: respondents must be employed by the municipality in order to gather accurate and reliable data regarding their organization's stakeholder management.
- ✓ ***Engineers/technicians*****:** Other respondents include municipality management/project administrators, who have a greater outlook on local projects**.**
- ✓ ***Local citizens/traditional leaders//ward councilors/PR councilors/contractors*****:** The people who make up the committee, as well as traditional leaders who are directly affected by the initiative**.**

4.3 Data collection instrument

Data is the most basic material that researchers work with, and it can be obtained by observation. Data can be presented in a variety of ways, including graphs and language. Due to the questionnaire's accelerated speed of data collection, high degree of objectivity, and low or no cost relative to other primary data collection methods, this study will use both questionnaires and interviews. (Lydeard, 2019:89)

Participants with in-depth experience (experts) or the best interpretation of the phenomenon under investigation will be able to express themselves during interviews, assisting the research in meeting its objectives. However, since there is a track of positive or negative growth that has been confirmed, it is a way for researchers to convert their opinion into information that can be supported by proof. Selecting a single event, on the other hand, leads to a greater understanding of the development path. This adds to the reader's trustworthiness. (Gagnon, 2010:5).

4.3.1 Structured questionnaire: When developing a final questionnaire with open-ended QUESTIONs, the researcher will first decide on the information needed and the content of the QUESTIONs, then develop the question phrasing, clearly define the target participants, choose methods of reaching the target participants, and, with the help of a CPUT statistician, put the QUESTIONs into a meaningful format and order.

4.3.2 Interview: The interview question will be the same questions in the questionnaire. The purpose is to ensure that the study does not produce data that is contrary to the one collected using a questionnaire.

4.3.3 The disadvantages of using a questionnaire

Though the questionnaire has its positive uses, which assisted in the collection of the required data, it was necessary to assess the negative impact of using the questionnaire. These were identified as;

- ✓ If not administered face to face (for example, by email attachment or online), there is a possibility of a low response rate (not getting many questionnaires back).
- ✓ No way of knowing how representative people are in some website/internet-based surveys (that is, it depends on whether people can access a website.
- ✓ Questions cannot be explained to respondents and can be misinterpreted (unless administered face-to-face), and answers cannot be put in any real-world context.
- ✓ Questionnaires cannot tell us about the context and meaning behind a response.
- ✓ Likelihood of socially desirable responses to certain questions.

These disadvantages were weighed against the positives and considering that the researcher conducted the research face to face, the questionnaires were the most appropriate. And because there was a section with open-ended questions, it was possible to interact directly with the respondents and thereby reduce a low response rate, as well as remove any ambiguity in the questions.

4.3.4 The reliability and the validity of the questionnaire

Reliability is the guarantee that the same questionnaire used by different people would convey the same information, thereby creating a standard answer (Kobus, 2016:238). To achieve that, the questionnaire was subjected to different reliability tests, namely;

- ✓ Test-retest reliability
- ✓ Equivalent form reliability
- ✓ Split-halves reliability, and
- ✓ Internal reliability

The ability to generalize from the subset of individuals on which the research was performed to a broad population of individuals is referred to as population validity). The term "population validity" refers to whether a sample of participant responses accurately reflects the target population. The QUESTION to ask is if the sample is truly representative of the target population. However, each item in the research instruments will be scrutinized to ensure that the measurements produced by the researcher using the aforementioned scale are reasonably reliable and appropriate to the research. The QUESTION of reliability will be discussed in order to ensure that the measuring instrument is consistent (Babbie, 2015: 57).

Reliability is characterized as the likelihood that if a study is repeated, the results will be the same. The accuracy of the data, the robustness of the measure, and whether it is free of randomness are all aspects of reliability. The aim of the validation process is to decide if the interferences and assumptions made about test score bias are correct, rather than whether the test itself is valid (Babbie, 2015: 57).

4.4 Data collection technique

The data was collected through the use of a structured questionnaire. Each one of the lecturers was given to respond to the questions. Because there was ample time, the respondents were free to ask questions or request clarity from the researcher since the researcher personally administered the questionnaires. All areas that needed explanation were addressed, and the

questionnaires were collected at the end of the exercise, giving a 100% return rate on the questionnaires. The open-ended sections of the questionnaire attracted more discussion (QUESTIONs) with the respondents, thereby allowing them to fill in what they thought. This was the qualitative aspect of the questionnaire in line with the decision to use the mixed methods approach for the survey.

4.5 Data analysis

The ability to generalize from the subset of individuals on which the research was performed to a broad population of individuals is referred to as population validity). The term "population validity" refers to whether a sample of participant responses accurately reflects the target population. The QUESTION to ask is if the sample is truly representative of the target population. However, each item in the research instruments will be scrutinized to ensure that the measurements produced by the researcher using the aforementioned scale are reasonably reliable and appropriate to the research. The QUESTION of reliability will be discussed in order to ensure that the measuring instrument is consistent (Babbie, 2015: 57).

4.6 Ethical considerations

Ethics refers to a collection of guidelines that researchers must follow in order to treat participants with dignity and respect. Conducting research necessitates not only expertise and commitment but also honesty and integrity. This is done in order to protect and honor the rights of human subjects. In order to make the research ethical, the rights to self-determination, anonymity, confidentiality, and informed consent were all observed (Saunders, Lewis and Thornhill, 2009:34). The following ethical practices were investigated in this study:

- ✓ Permission to carry out the analysis: will be requested first. Written permission to conduct.
- ✓ Ensuring participants' consent will be requested before they complete the questionnaires.
- ✓ Ensure full disclosure of research information: respondents will be informed about the study's intent, data collection methods, and the absence of any potential risks or costs.
- ✓ This research will preserve anonymity and confidentiality by not publishing respondents' names on the questionnaire, and respondents will be asked to sign a consent form that does not include their names.

- ✓ Ensure self-determination: the legal concept of self-determination will be upheld as well. All respondents will be told that participation is entirely voluntary and that they will not be forced to participate.
- ✓ Ensure integrity in data management: for the purpose of inquiries, information about the researcher, the supervisor, and the university's research office will be given. When conducting research, integrity is regarded as a vital ethical obligation.

The current 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 Engcobo Municipality office of the Municipality Manager, the researcher will approach respondents to issue structured questionnaire with open-ended QUESTIONs and conduct the interviews. Dooley and Gullickson (1995:10) 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 written form and at this point, voluntary participation will be emphasized. This includes explaining and ensuring confidentiality, as well as the participants' right to withdraw from the research study at any time and their right to refuse to answer any QUESTIONs they do not wish to answer. This includes explaining and ensuring confidentiality, as well as the participants' right to withdraw from the research study at any time and their right to refuse to answer any QUESTIONs they do not wish to answer. 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.

4.7 Limitations of the research

While carefully and objectively, the research was handled as central to research activities, the research has its own limitations. Although this could be avoided, the realities of the availability of other factors, the cost to cover more respondents other than the current case study are important. The constraints are, specifically:

- ✓ The study only focused on the Engcobo region (ward, 9, 11 and 12) institution, which might give results that could be seen as unbalanced.
- ✓ Time, costs and getting permission were factors that constrained the researcher from covering more wards in Engcobo.
- ✓ The participants might not have taken the study as a critical analysis of the university and government endeavors to address a perennial problem in the country.
- ✓ The questionnaire being in English might have resulted in the misinterpretation of the questions as, for the most part, English is the second language of the participants.

However, despite the limitations, the research was objectively carried out and the processes clearly outlined and followed scientifically. The results are expected, therefore, to be objective, and any other researcher using the same methodology may come to the same findings as recorded in the coming chapters.

4.8 Chapter summary

From this study, the background literature was reviewed, the study divide was established, and the problem question was understood later. The aims were defined, the research issues, the decision on mixed methods, population identification, construction and testing of QUESTIONs, data collection methods and data analyses were established and analyzed. It is hoped that this approach will give the situation of Engcobo construction projects a solution or a better understanding of what has caused project failure.

It is hoped that the methods used will give more accurate information. The research approach is expected to give us feedback which we may utilize for drawing a conclusion. These are the mechanisms to be used to be able to diagnose the actual problems that lead to project delays and project failure at Engcobo as the project of constructing a mall and RDP houses was approved seven years ago, but still, nothing has been done to start the projects.

CHAPTER 5: REPORTING DATA, ANALYSING AND INTERPRETATION OF DATA

5.1 Introduction

The study's findings from the fieldwork are presented and interpreted in this chapter, as detailed in the previous chapter on Research Methodology. To collect data, a structured questionnaire containing closed (quantitative) and open-ended (qualitative) items was employed. This is the chapter in which graphs will be analyzed in order to arrive at conclusions. The study will concentrate on stakeholder management variables that influence service delivery, as well as project failures at Engcobo. The goals were to figure out what was preventing Engcobo's service delivery projects from moving forward.

The questionnaire was divided into three pieces, as mentioned in the previous chapter: Section A – Biography, Section B – Likert scale, and Section C – Open-ended questions. In each part, there were multiple questions requiring specific information. The purpose of Section A was to analyze the value and participation of respondents in the study, hence it was mostly biographical. The Likert scale was used in Section B to assess variables such as perceptions, opinions, expectations, and experiences, as well as to allow respondents to voice their perspectives on stakeholder management. The

respondents were instructed to reply to open-ended questions in the final section (Section C).

The data was gathered and evaluated using an Excel spreadsheet, which was then utilized to create a report (graphs, tables, bar charts, bar graphs, tables and histograms). These graphs and tables are used to highlight the findings and show the relationship between the study's variables. The results are presented on the following pages.

Section A: Biographical information

A question is posed with a brief overview of the question, followed by an answer, and diagrams and/or tables to support the response. Because there was a defined research target group, the biographical section questions were designed to qualify respondents to participate.

Question 1: How old are you this year?

This question was presented to determine which age groups the Engcobo region unit's employees belong to. This permitted an evaluation of how long the respondents worked and stayed in the area, as well as their experience during that time.

Response: The survey was conducted by 130 persons in total, and the results are presented as percentages. The majority of the participants were expected to be in their late four ties. The outcomes are depicted in Figure 9 below.

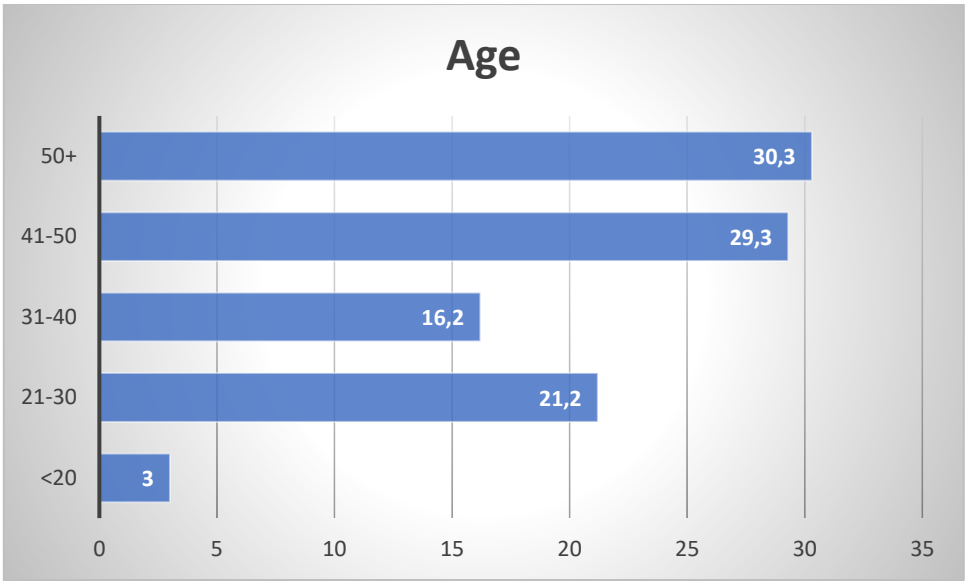


Figure 9 - Age range for the respondents

Source: own construction

When it came to age, there were some slight differences in the number of answers, with the biggest range being 50+ years with 30.3 percent, followed by 41 years to 50 years with 29.3 percent. These two age groups provide solid proof that elderly people are the most involved in service delivery efforts. 16.2 percent of respondents were between the ages of 31 and 40, while 21.2 percent were between the ages of 21 and 30, indicating that the youth is gradually emerging. 3 percent of responders under the age of 20 years old were project interns at the entry level.

Question 2: What is your gender?

Response: Patriarchal and unequal societies stifle the capacity of men and women in service delivery efforts. The purpose of this inquiry was to assess the gender disparities in service delivery initiatives in the Engcobo Region. Figure 10 depicts the gender of responders in Engcobo service delivery programs.

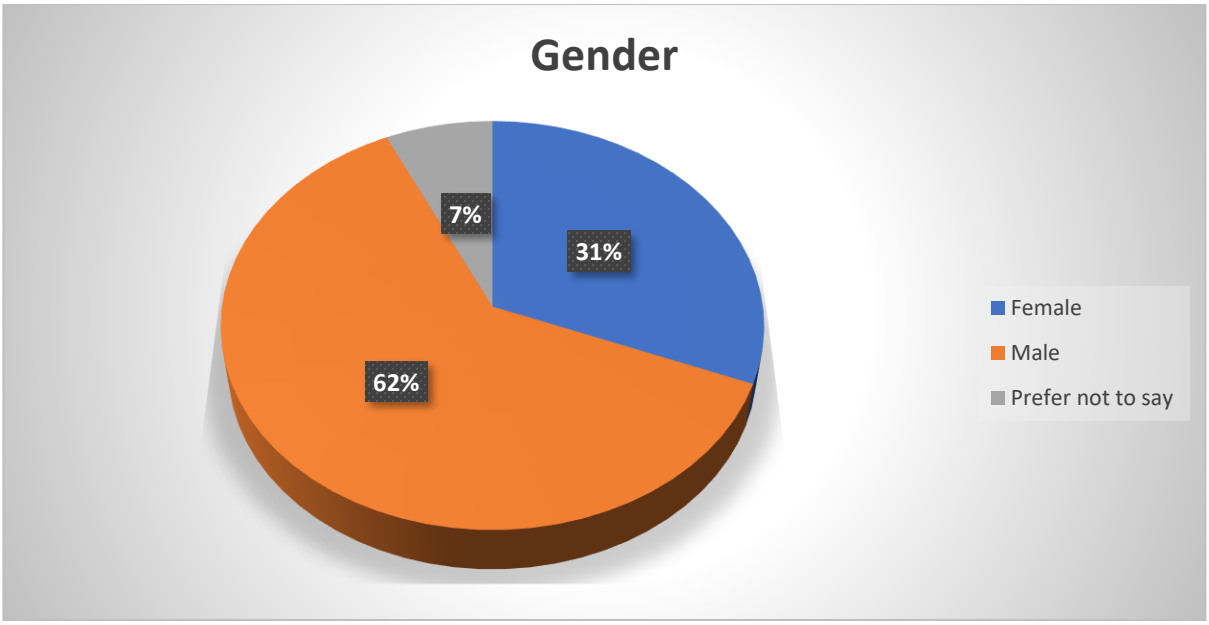


Figure 10 - Gender

Source: own construction

Table 3 - Gender

	Male	Female	Prefer not to say	Total
Percentage	62%	31%	7%	100%

Source: own construction

The study's findings suggest that there is a gender gap in service delivery initiatives between male and female personnel (see Table 3). Male respondents made up 62 percent of the total target population, while female respondents made up 31 percent. The undisclosed population, who prefers not to reveal their gender, accounts for 7% of the total population, which is a small number. This disparity can be ascribed to the municipality's and leadership's heritage of male dominance, based on the idea that males are stronger leaders in the political realm than their female counterparts.

Question 3: What language do you speak?

Response: This question aimed to figure out how many respondents have responded in the questionnaire and which languages do they speak, as the area of Engcobo is a diverse place even though it is known to be a place of Xhosa speaking people.

The responses in figure 5.3 are reported surveys made to accommodate all people of the Engcobo region as per their tribes and skin color; this is the most inclusive questionnaire that gave a platform to people to voice out their opinions on service delivery project quality in the entire region.

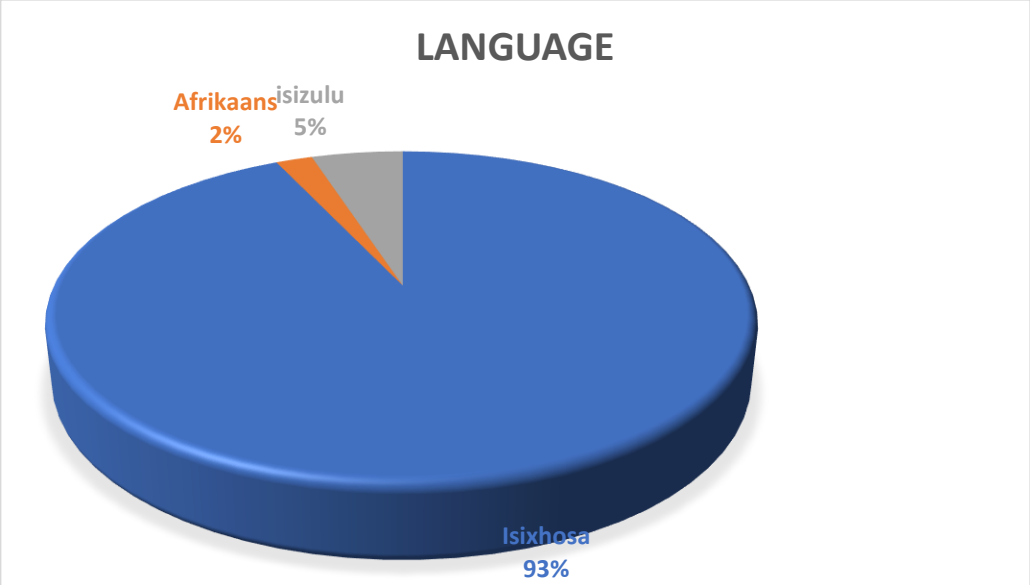


Figure 11 - What language do you speak

Source: own construction

Only 2 percent of respondents are Afrikaans speakers who live and work in the Engcobo district, according to the findings. There are another 5% of respondents who are Zulu speakers who live in the Engcobo region, making them the second largest group of people from the Xhosa speaking population. The Xhosa tribe, whose language is the major one in that area, is a diverse group of people (93 percent). This is the most populous group of individuals in the country.

Question 4: What is your current/highest qualification to date?

Response: The purpose of this question was to determine each respondent's educational level. Some of the respondents qualify themselves in some way. All replies must have diplomas, degrees, or doctorates in order to participate in community projects. The findings are depicted in Figure 5.4.

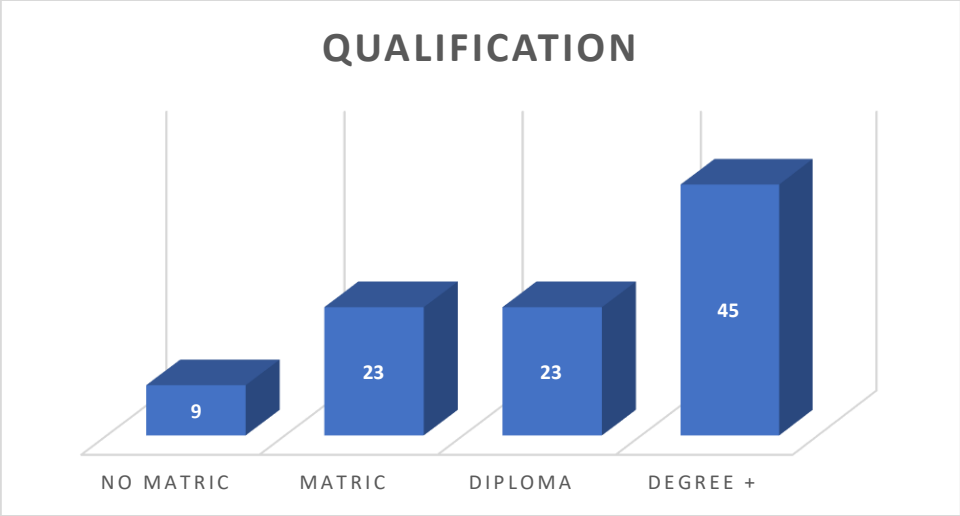


Figure 12 - Levels of Qualifications in the organization

Source: own construction

Figure 12 shows the respondents' highest formal qualifications, indicating that each has received either a secondary school diploma or a tertiary degree. There is a group of people in the list of responders who have no qualifications but have been involved in initiatives for the longest time, and their total percent is 9%. Then there are some who have matric national senior certifications (23 percent). Only 23% of the respondents have received a diploma as a result of their study. The majority of respondents had a bachelor's degree, and 45 percent of respondents consider this as one of their highest qualifications. These are people who have earned degrees, honors degrees, and doctorates.

Question 5: What is your role/position in the organisation?

Even those who are ineligible may receive questionnaires and be able to reply. Questionnaires from people who do not fit the candidate profile will be excluded from the analysis and will be considered spoilt.

Response: In the column graph below, the different ranks of the responders, as well as the percentages or frequencies, are shown (Figure 13). The respondents were people who work on stakeholder management projects on a regular basis. Anyone who wasn't on the specified list was given space to figure out where they fit in the organization. SMME's Technicians, Engineers, community leaders, municipal management, and ward councilors are among the administrators, teachers, and local citizens. Figure 13 depicts the responses.

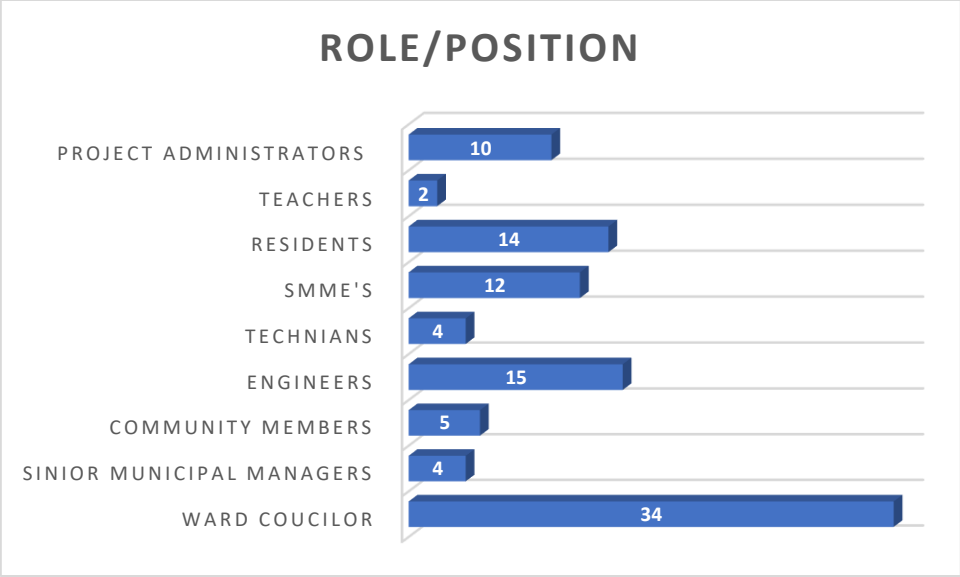


Figure 13 - Positions of the respondents in the organization

Source: own construction

As previously stated, 10% of the respondents were project administrators, 2% were instructors who also work in the community, 14% were permanent residents in community projects, and 12% were SMME's who also work in local projects. Project technicians, who work on these projects on a daily basis, make up the remaining 4%. Project engineers make about 15% of the workforce, and they include project planners, developers, and project managers, depending on the project. The remaining 5% is made up of community leaders, who are self-contained entities within communities who are brought in early on to ensure that community members approve the idea. Municipality management refers to the group of people that make up the council members and vote on whether or not projects should be implemented. Ward councilors are the last group of responders, accounting for 34% of the total, making them the largest group of people involved in community leadership. They also have authority and sway in their own communities.

Question 6: How long have you been involved in projects?

Response: This was an important question to try to measure whether respondents were exposed to service delivery projects or not. Years of experience help to determine the admissibility of respondents' stakeholder management projects. The response from the participants is shown in figure: 14 below.

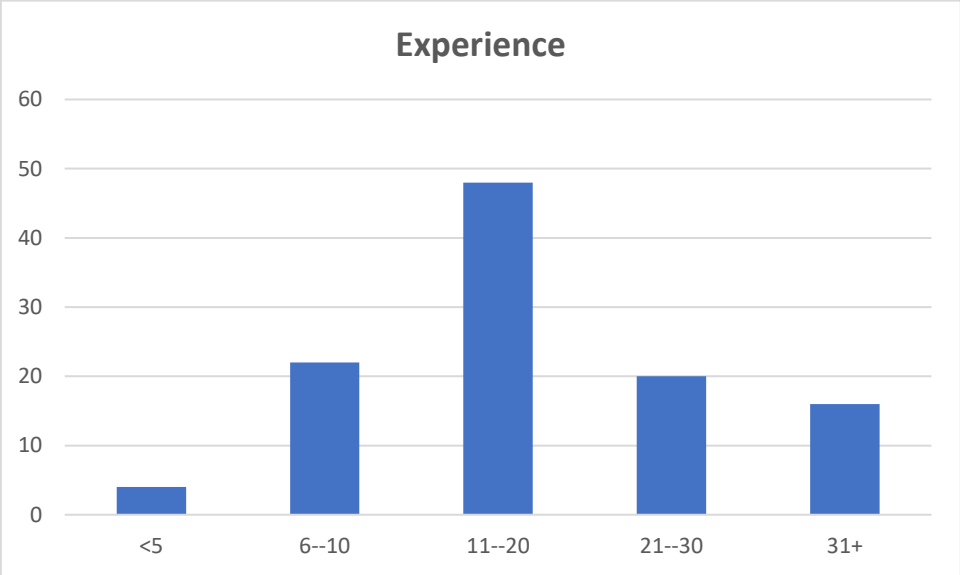


Figure 14 - Years of experience been involved in projects

Source: own construction

Table 4 - Years of experience been involved in projects

Years	Frequency
< 5 years	21%
6-10 years	24%
11-20 years	27%
21-31 years	15%
30+ years	13%

Source: own construction

Table 4 shows the various years of experience in project engagement by individuals. (13%) of the responders have worked on projects for more than 30 years; these are legends who have worked on service delivery projects in the Engcobo region. However, there appears to be a 15% decline in those who have been active in projects for 21-31 years, indicating that older or experienced people are declining in projects. According to figure 6.1, those with 11-21 years of experience are the largest respondents, accounting for 27% of all respondents. The following range is 6-10 years which 24% of the respondents is which forms the second-biggest percentage of respondents. <5 years with (21%) respondents. Most of them may be in the middle, but they still have a substantial amount of expertise and power.

Question 7: What type of projects have you/are you working on?

Response: This question aims to determine what types of projects the respondents have previously worked on and what types of service delivery projects they have received. This will be used to assess their service delivery experience and skill. The researcher will be able to determine how many people have been directly involved in service delivery programs as a result of this. This will help the researcher to learn about the types of service delivery projects to which people have been exposed. As a result, there are important projects in the Engcobo region. The response to the meetings' regularity is depicted in Figure 15.

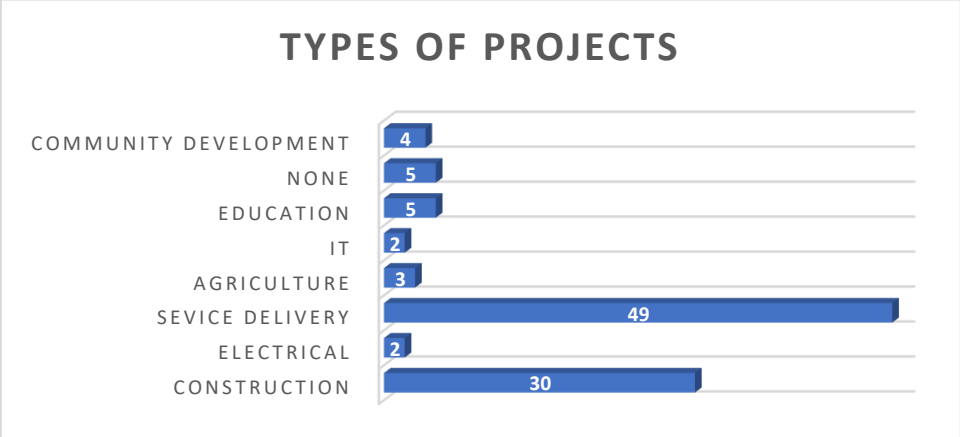


Figure 15 - The types of Projects

Source: own construction

A tiny percentage of respondents (4%) said they had previously participated in community development programs. The second group of respondents (5%), who have chosen not to respond to this question, stay anonymous, while the third group (5%), who have previously participated in educational programs, remain anonymous. A small percentage of respondents (2%) said that they were involved in IT-related projects in the Engcobo area. It suggests that several of the responders were involved in agricultural operations. A sizable percentage (49%) claim to have previously participated in service delivery programs. Following that, 2% of respondents said they have been involved in electrical projects. Thirty percent of respondents said they have been involved in construction projects. Most meetings are held at regular times, according to the results given in figure 5.6. For a good project flow, it is critical to hold meetings for various project updates at all times.

Question 8: Are you directly involved with construction projects in the Engcobo area

Response: The goal was to find out how much individuals had been involved in construction projects in their areas, as well as their level of comprehension of construction projects, stakeholder management, and direct control over the projects. People that have direct control over projects will always be aware of the project's dynamics and logistics. The findings are depicted in Figure 16 below.

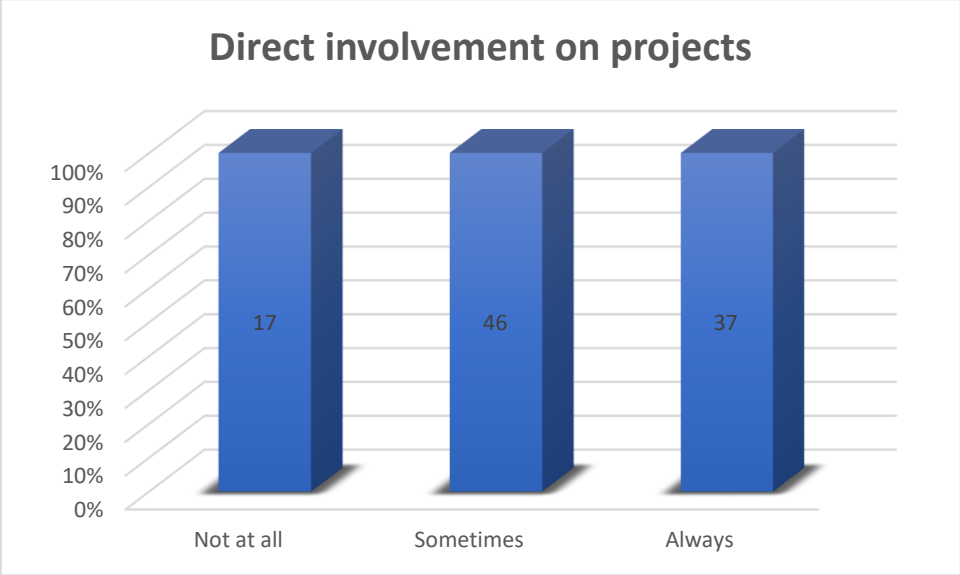


Figure 16 - Direct involvement in construction projects
Source: own construction

Figure 16 reveal that Demographics show that 17% of respondents have never been part of construction projects. The second group of respondents is (46%) which sometimes do become part of these projects. The third group of respondents is (37%) they are always part of the projects.

Question 9: Anything else you want to say about construction service delivery projects at Engcobo area, list them

The major goal of this question was to find any components of the study that the researcher might have overlooked. Many people will bring out important features of a study that the researcher may have ignored. This aids in the development of potential studies or the recognition of things that the researcher would normally dismiss as trivial because scholars may place a high value on them.

Table 5 - Opinions on service delivery projects

NO	PARICIPANTS RESPONSES
1	The identified sites must be developed for RDP houses after stakeholder engagement between the community and the municipality.
2	There is no political will to change and transform service delivery from the municipality and other stakeholders involve.
3	There's poor service delivery in Engcobo area, there is this road between Engcobo and Mthatha if I'm not mistaken it's been 7 years now they been constructing that road, there's no clean drinking water from the taps, there are potholes in town and their municipality is not doing anything about that, they are areas such as Beyale the gravel road needs to be redone
4	Service delivery projects like construction projects of Engcobo are awarded to foreign people that are not from the region of Engcobo
5	Construction projects take longer than expected, there is no strategic plan for project execution.
6	poor quality of the final product due to limited financial budget quality of construction projects is poor and projects prolong
7	Skill transfer dies as the projects reach completion and local people are used as laborers not technical and conceptual level thus the projects are done in isolation not as stimulus for growth and development in terms of spider web economy.
8	poor turnaround time of completion, quality of construction of access roads is poor, performance standards, community unrest
9	There is no accountability about the progress of the projects
10	Most projects are behind the schedule
11	Procedures and policies are not followed there is always poor service delivery
12	They take more than the budgeted amounts. the is more irregularities on appointment of service providers they are awarded to same companies all over again
13	Insufficient budget. poor stakeholder engagement poor stakeholder management
14	There is lack of monitoring big projects, quality is always compromised in bigger projects.
15	Projects are closed and contractor are paid without the proper inspection and authorization of the projects.

Source: own construction

Response: Interestingly, neither of the respondents had any suggestions or comments to make. The reason that the question was not answered is indicative of the satisfaction of the respondents and that they felt nothing had been omitted.

5.2 Section B – Likert scale

In this portion, the respondent's views and opinions are measured against specific questions originating from the research question, problem question, and research objectives using the Likert scale. The Likert scale questions were graded on a range of 1-5, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating neutrality, 4 indicating agreement, and 5 indicating strong agreement. Respondents were asked to rank these questions based on their feelings about how well they understood them. The same procedure as in the Biographical part is employed here, with the question appearing in the form of a questionnaire and an answer in illustrative form. The questions that follow are repeated below.

Question 1: Proper stakeholder management gives successful project execution.

Response: Stakeholder management is a critical aspect in whether a project succeeds or fails. The goal of this inquiry was to determine the impact of stakeholder management on project execution success. Stakeholder management is thought to play a critical part throughout the implementation of service delivery projects, as the philosophies above attest, because a good project leader should focus on the team members' talents in order to reach their strategic goals. The results are depicted in Figure 17 below.

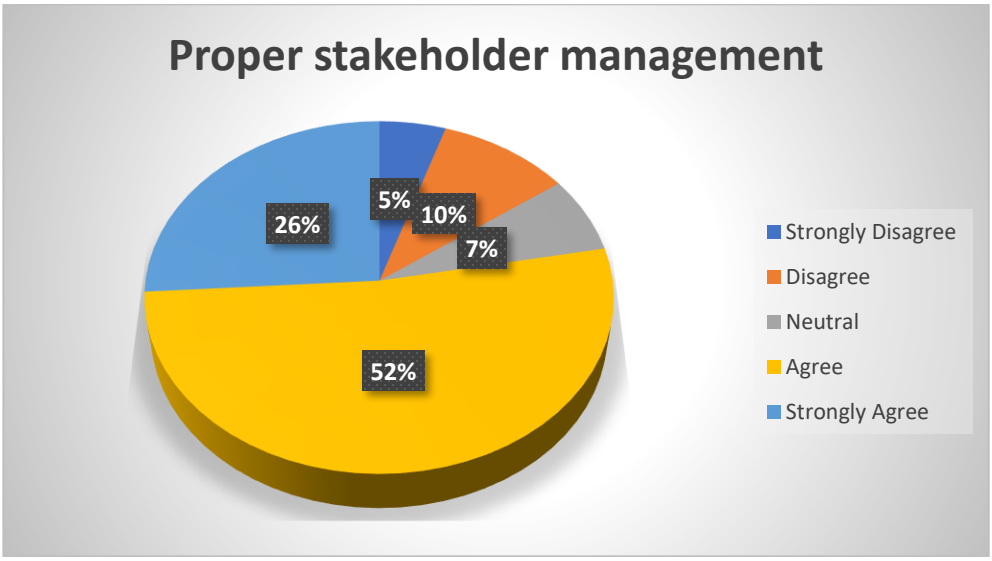


Figure 17 - Proper stakeholder management
Source: own construction

The biggest percentage of respondents strongly agree to this issue is 26%, followed by those who agree (52%), and the neutral respondent (7%). These are respondents who did not select a response to the preceding question. Ten percent of those polled disagree, with five percent strongly disagreeing.

Question 2: Biased stakeholder plan may lead to project sabotage by the community.

Response: This question aimed to assess the extent to which stakeholder planning is significant during individual problem solving is encouraged by the project manager of the respondents. The findings are illustrated in figure 18 below.

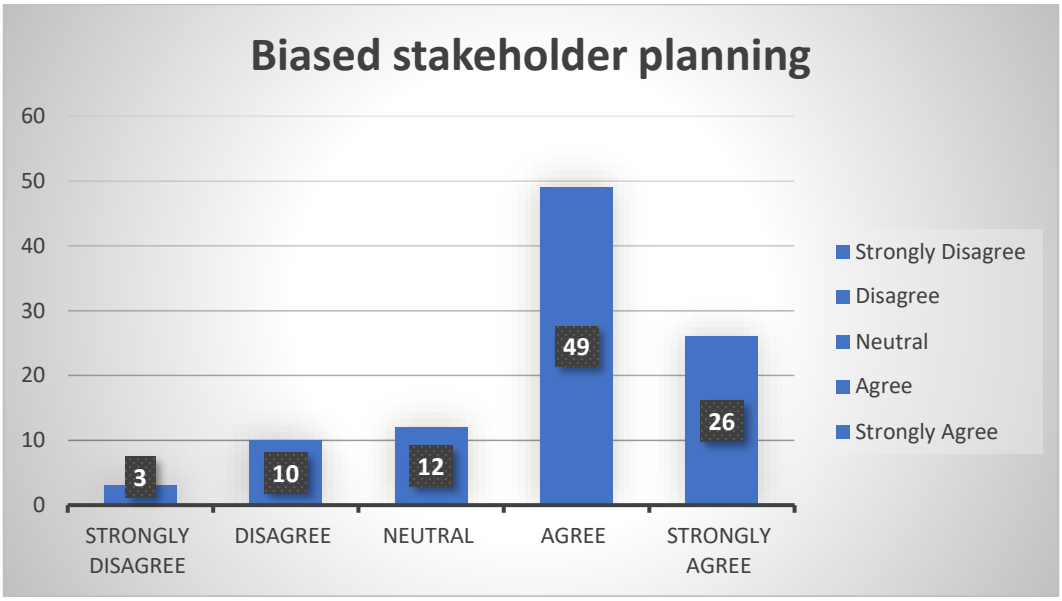


Figure 18 - Biased stakeholder plan

Source: own construction

The vast majority of responders (75%) agree or strongly agree with this statement (agree – 49%) and strongly agree – 26%). Only 12% of respondents agree with this assumption, while 10% disagree and 3% strongly disagree, showing that they believe skewed stakeholder planning could lead to community sabotage of projects.

Question 3: Detailed Stakeholder management plan should be drawn from the onset.

Response: Stakeholder management is a strategy for dealing with public concerns about stakeholders. To address all stakeholder-related issues within the community, stakeholder management must be in place. A stakeholder management plan is a way to deal with strikes and other activities that could cause a project to fail. At the start of the project, the project

manager must create a project management plan to show all stakeholders that they are valued and participating in the project.

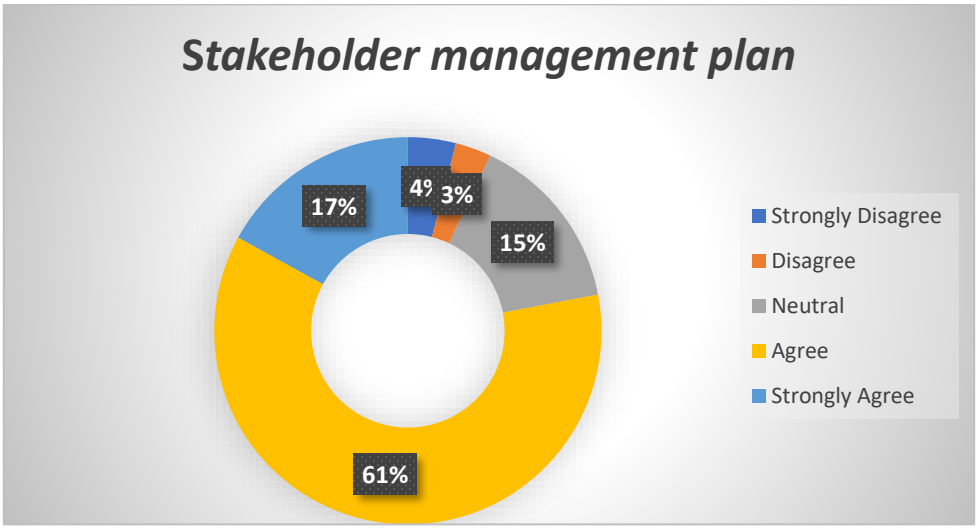


Figure 19 - stakeholder management plan
Source: own construction

The Respondents agreed with 61 percent of the question on the importance of a stakeholder management plan, with 17 percent strongly agreeing. 15% of respondents are undecided, 3% disagree, and 4% strongly disagree.

Question 4: Stakeholders have a major impact on project success/failure.

Response: The project manager's commitment to the project determines whether it succeeds or fails. During project execution, the project manager must take the lead and involve all stakeholders, both internal and external. A project leader who fails to assign clearly defined responsibilities to the team may cause the project to fail, causing the team members to become conflicted and unsure of what they should perform. One of the responsibilities of project managers is to involve all project stakeholders both before and after the project is completed. Figure 20 depicts the answer to question 4.

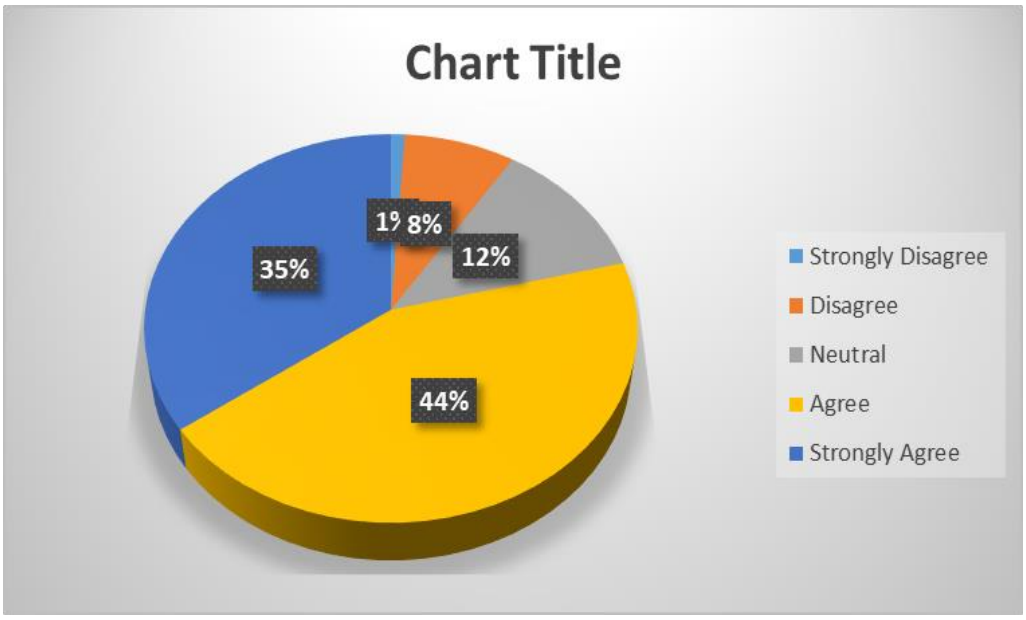


Figure 20 - Impact on project success/failure

Source: own construction

The goal of this question was to collect feedback from respondents on the influence of stakeholder management on projects. About 44 percent of respondents agreed, while 35 percent strongly agreed, and the remaining 12 percent were undecided. According to the findings, just 8% disagree and 1% strongly disagree that stakeholder management has a significant impact on project success or failure on Engcobo projects.

Question 5: There are always good outcomes when stakeholders are well managed.

Response: While managing all stakeholders involved in the project, project managers must encourage and inspire people in their work area, as well as motivate everyone else to believe in their work. While building a good relationship with stakeholders, project managers should provide support services, motivate and empower project stakeholders. Because stakeholders have the capacity to sabotage projects if their interests and requirements are not met, stakeholder management is critical during project execution. The response to statement 5 is depicted in Figure 21.

Figure 21 - Outcomes of good stakeholder management
Source: own construction

The overwhelming majority of respondents (85%) agree or strongly agree with this proposition (agree - 50 percent and strongly agree - 35 percent). A total of 11% of respondents are undecided. They are undecided, as contrast to 4% of respondents who disagree or strongly disagree with this notion (disagree - 4 percent and strongly disagree 0 percent).

Question 6: Good project leadership does not need to manage project stakeholders.

Response: Leadership is key for projects. Where there is good leadership, there is no need to manage stakeholders. This question was imposed to determine the relationship between good leadership and stakeholder management. Good leadership requires project managers who are problem solvers. The results of this question are indicated in Figure 22 below

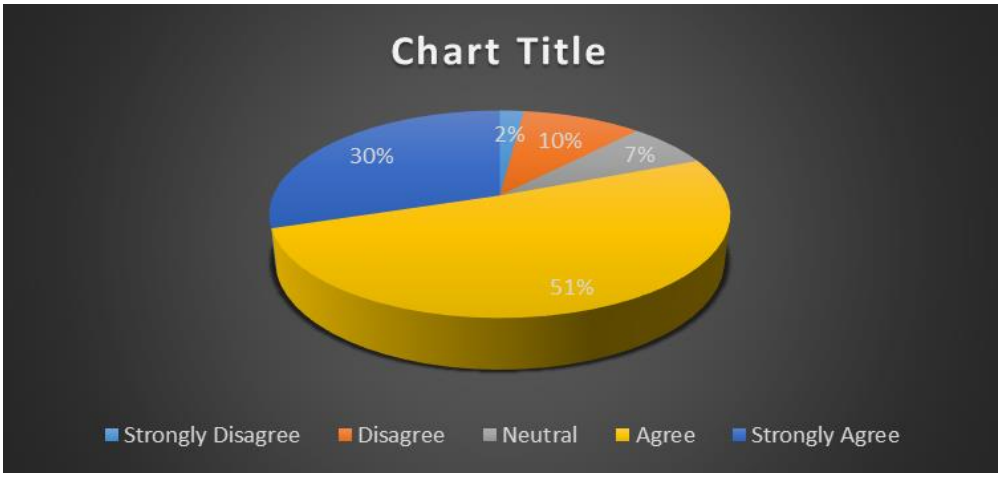


Figure 22 - Project leadership

Source: own construction

The overwhelming majority of respondents (85%) agree or strongly agree with this proposition (agree - 50 percent and strongly agree - 35 percent). A total of 11% of respondents are undecided. They are unsure, compared to 4% of the population.

Notably, 81 percent of respondents think that excellent leadership does not need managing project stakeholders (30 percent strongly agree and 51 percent agree). About 7% of those polled were uncertain, believing that successful leadership does not necessitate managing project stakeholders. This question was strongly discordant, with 10% disagreeing and 2% strongly disagreeing, implying that competent leadership does not alleviate project stakeholder management challenges, which may result in the project failing to meet its objectives and aims.

QUESTION 7: Stakeholder classification needs to be done for effective management.

Response: Stakeholders must be identified initially, then classified according to their level of interest and authority. Project managers are responsible for properly implementing projects and achieving projected outcomes that fulfill stakeholder objectives. Stakeholder classification is essential for effective project management. To avoid misconceptions amongst stakeholders, project managers should set goals with stakeholders early on. The answer to this question is depicted in Figure 23**.**

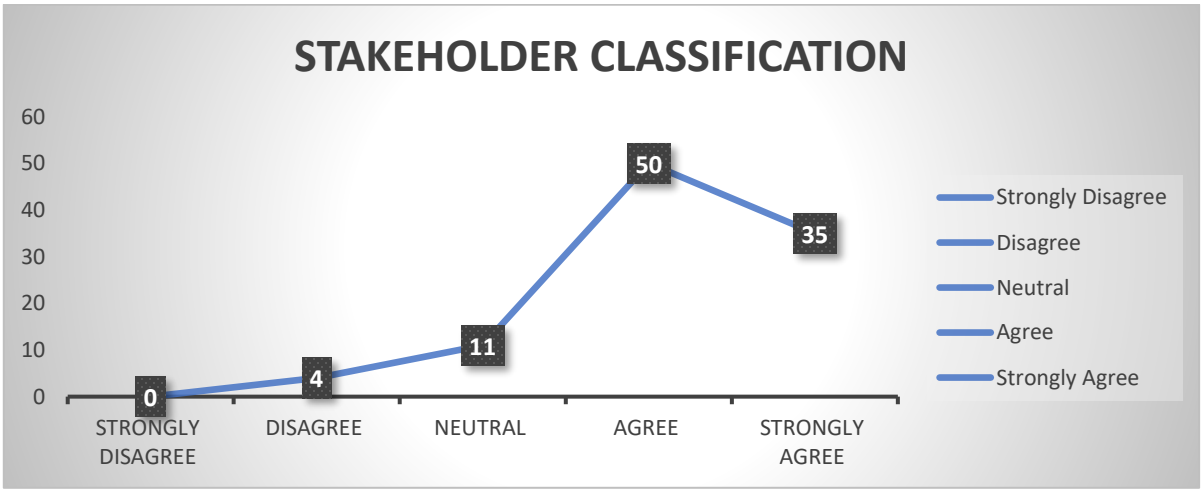


Figure 23 - stakeholder classification and effective management

Source: own construction

According to the data analysis, 85 percent of respondents agree (50 percent agree strongly) with this question, indicating that stakeholders are not yet identified and classed during projects, resulting in ineffective project management. When compared to the 4 percent (4

percent disagree and 0 percent strongly disagree) who disagree with the assertion that projects are likely to fail owing to inadequate leadership and management. According to the data analysis, 85 percent of respondents agree (50 percent agree strongly) with this question, indicating that stakeholders are not yet identified and classed during projects, resulting in ineffective project management. When compared to the 4 percent (4 percent disagree and 0 percent strongly disagree) who disagree with the assertion that projects are likely to fail owing to inadequate leadership and management.

Question 8: Stakeholders are critical for the eventual success of a project deliverable.

Response: The claim was made to determine the impact of stakeholders on the success of project deliverables. The specifics of those responders are shown in Figure 24**.**

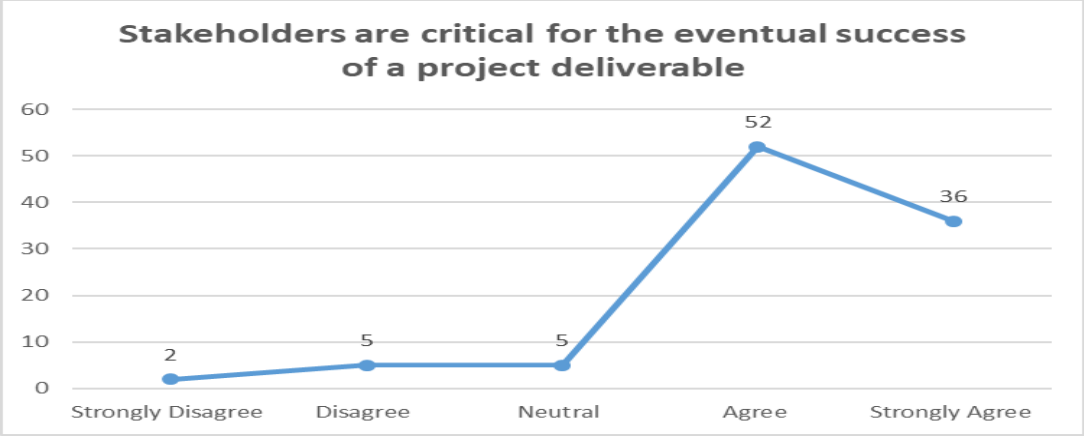


Figure 24 - Stakeholders are critical for eventual success of a project deliverables

Source: own construction

Stakeholders are crucial to the success of project deliverables, according to 7 percent of respondents (2 percent strongly disagree and 5 percent disagree). Respondents who disagree believe that stakeholders are unimportant to the project's ultimate success. The remaining 5% of respondents were unsure, whereas 88 percent agreed with the premise (36 percent agree strongly and 52 percent agree). Based on these data, it can be assumed that the majority of participants agree that stakeholders are still important for the project's ultimate success.

Question 9: Stakeholder consultation allows for a reduction in dysfunctional conflicts.

Response: The aim of this question is to analyze the effect of stakeholder consultation on before and after project execution. Stakeholder consultation is significant to resolve all the possible stakeholder conflicts. Lack of stakeholder consultation results in conflicts and disputes that compromise the project progress. Stakeholder consultation is crucial because poor stakeholder consultation leads to dysfunctional conflicts. The Project stakeholders feel more

involved in the project when project managers conduct proper stakeholder consultation. Table 5.4 below shows the opinions of the respondent.

Table 6 - Stakeholder consultation allows for a reduction in dysfunctional conflicts

Stakeholder consultation allows for a reduction in dysfunctional conflicts	Percent
Strongly Disagree	0%
Disagree	7%
Neutral	7%
Agree	50%
Strongly Agree	36%
Total	100%

Source: own construction

Stakeholder consultation, according to 86 percent of respondents (50 percent agree and 36 percent strongly agree), helps improve service delivery projects, resulting in a reduction in dysfunctional confrontations. Strikes and conflicts occur as a result of poor stakeholder consultation, jeopardizing the project's progress. 7% of those polled are undecided, while 7% disagree (strongly disagree 0 percent to 7 percent disagree). It is self-evident that stakeholder consultation is extremely important.

Question 10: Service delivery results are from effective stakeholder engagement.

Service delivery projects are the projects within the municipalities where the projects are based on improving people's lives. There are factors that lead to poor service delivery projects; one of the major factors is stakeholder engagement during the projects. Effective stakeholder engagement is the fundamentals of service delivery results.

Response: The goal of this inquiry was to determine whether the service delivery outcomes were the consequence of effective stakeholder engagement. One aspect that leads to better service delivery outcomes is effective stakeholder involvement. The replies are shown in Figure 25.

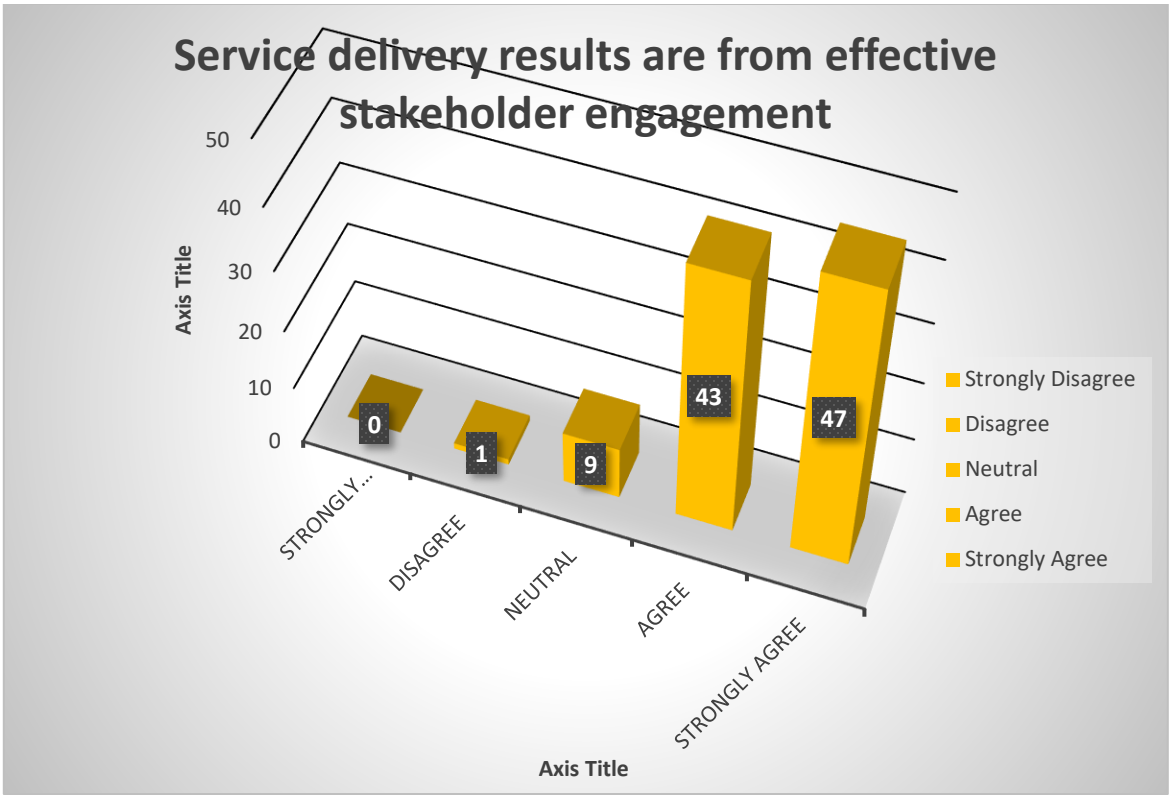


Figure 25 - Service delivery projects
Source: own construction

A total of 1% of respondents disagreed, 1% disagreed, and 0% strongly disagreed with the question, indicating that their project leader is interested in and encourages teamwork. Nonetheless, 9% of participants were undecided about whether their project leader supported teamwork. 90% of respondents agree or strongly agree (agree 43% and strongly agree 47%, respectively) that their project leader does not encourage teamwork.

Question 11: stakeholders sometimes compromise Service delivery projects.

Response: The aim of this assertion was to determine the effect of stakeholder management on service delivery projects. Stakeholder behaviour can affect the service delivery project in such a way that it may cause delays. Figure 26 below shows the responses.

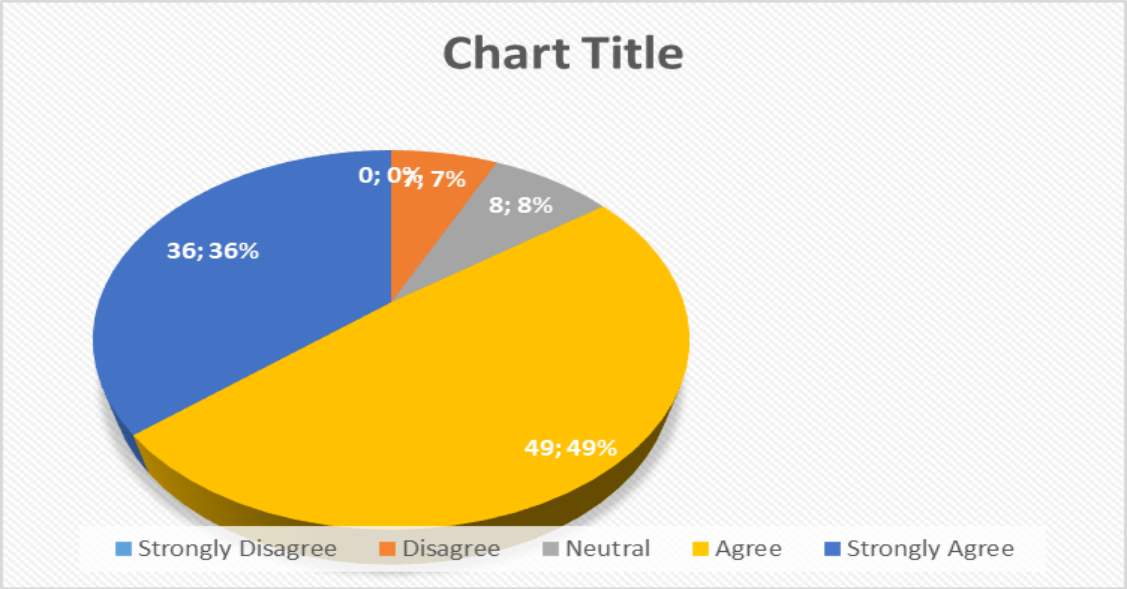


Figure 26 - Stakeholder's compromise service delivery projects
Source: own construction

Stakeholders can have a detrimental impact on service delivery projects, according to 85.85% of respondents who agreed or strongly agreed (49.49 percent agreed and.36 percent strongly agreed). Stakeholders are sometimes the driving force for project compromises since they have their own agendas for the project. Stakeholders do not compromise service delivery projects, according to 7 percent of respondents who disagree or strongly disagree (7 percent disagree and 0 percent severely disagree). 8.8% of those polled said they were undecided about the subject.

Question 12: Municipal top structures must interact with communities frequently to improve service delivery quality.

It is anticipated that a successful municipal top structure or leadership must interact with communities frequently. The municipality management will then be able to engage communities to listen to their own demands and all that can work effectively to get rid of conflicts that lead to community unrest. This encourages everyone to stakeholders to feel involved during project execution and allows stakeholders to work together in order to get better outcomes. Stakeholders want recognition and involvement from project managers that enhance their level of commitment to the project.

Response: This has been predicted by the literature and widely held beliefs about project managers who inspire stakeholders after stakeholder identification. Project managers have the role of involving stakeholders in the project so that projects are not sabotaged. In Figure 27, the response to this characteristic is shown.

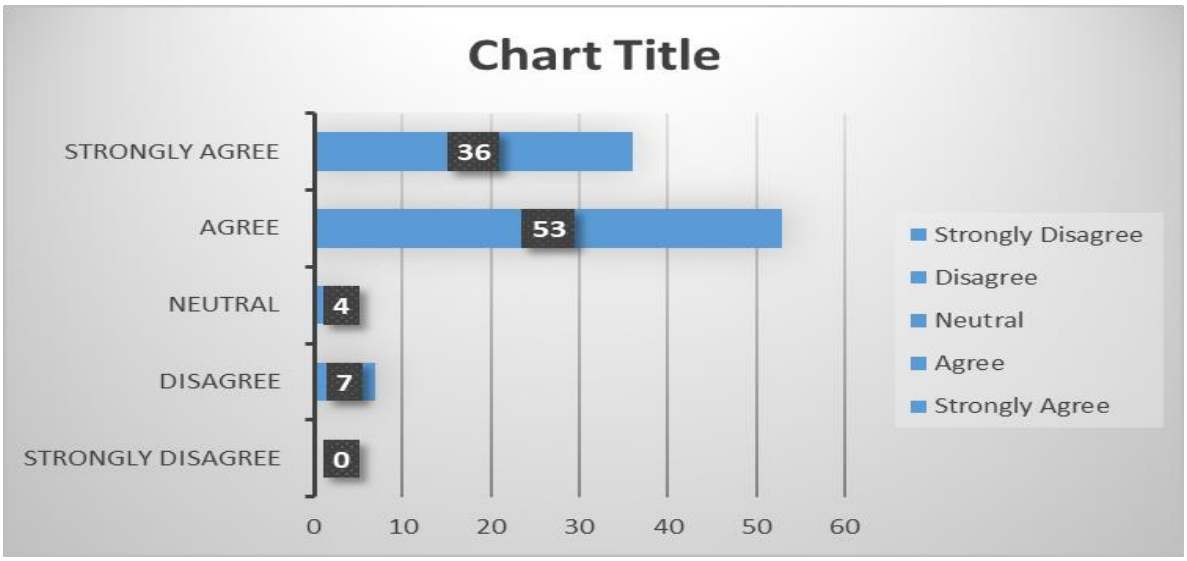


Figure 27 - Municipal top structures interact with stakeholders Service delivery

Source: own construction

Figure 27 demonstrates that the majority of respondents (89%) agree that top municipal institutions or leadership have the responsibility to connect with project stakeholders (36 percent strongly agree, 53 percent agree). Stakeholder contact has been proven to improve project quality, efficiency, and stakeholder effectiveness. While 4 percent of respondents were neutral, 7 percent disagreed, and 0 percent strongly disagreed with the issue, believing that project managers or top municipal authorities did not need to contact with project stakeholders.

Question 13: Unsatisfactory conduct by project leaders leads to community unrest.

Poor stakeholder management by project leaders causes community dissatisfaction. There will be moments when stakeholders are dissatisfied with how things are going during the project, which will result in project delays, failure, and poor progress. Because they realize they provide value to the project, stakeholder's desire acknowledgement from project authorities. Because they have interests in the initiatives, stakeholders want to be involved before and during the project.

Community discontent, which cost the project a lot of money, is how the project stakeholders exhibit their dissatisfaction. The responses shown in Figure 28 are the rationale for the stakeholders' strikes.

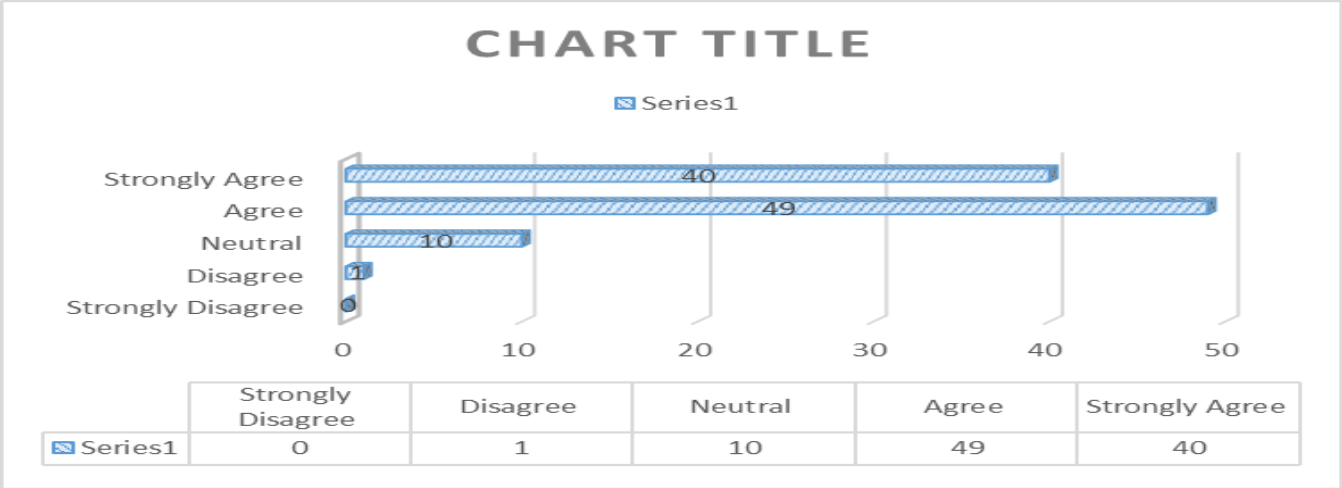


Figure 28 - Unsatisfactory conduct

Source: own construction

Unsatisfactory project leadership promotes community unrest, according to 89 percent of respondents (49 percent agree and 40 percent strongly agree). Those who were neutral (10%) remained higher than those who disagreed (1%), and those who strongly disagreed (1%). (0 percent strongly disagreed and 1 percent disagreed). The vast majority of participants (89 percent) agree that project managers'/authorities' bad conduct promotes more strikes, resulting in project delays.

Question 14: The community must be involved in projects to avoid disruptive strikes on service delivery.

Response: This question was intended to assess the level of involvement of the community in service delivery projects. Communities have a crisis of disruptive strikes caused by unsatisfied stakeholders, both internal and external stakeholders. Most community members do not feel involved in the community projects of service delivery in their regions. In Figure 29 below, the respondents clarified their opinions.

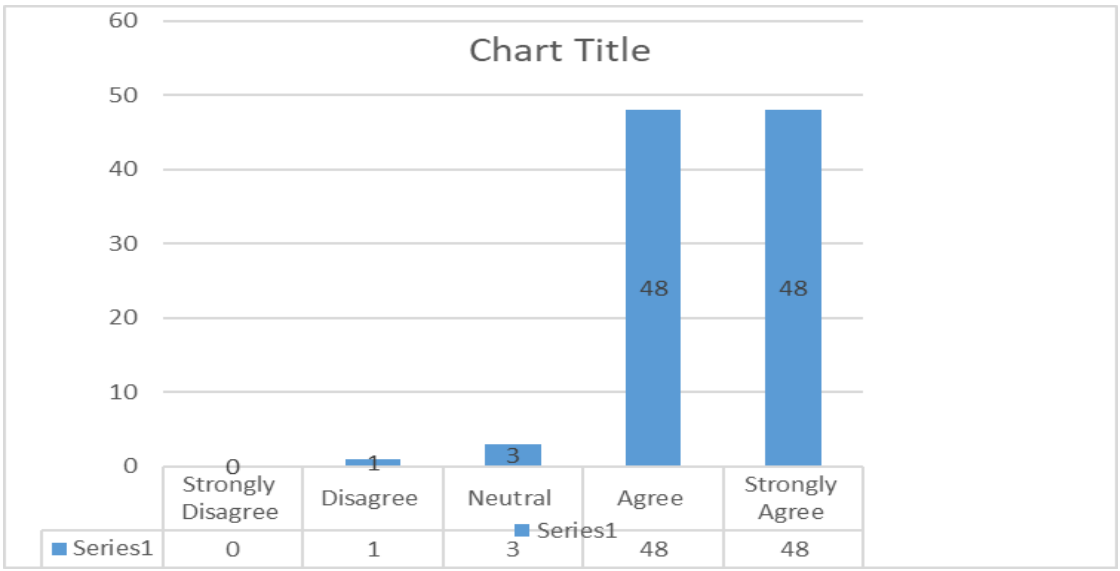


Figure 29 - community involvement
Source: own construction

Many (96%) respondents agree with the question above that community must always be involved during the project execution. Most community members do not feel involved in the projects. They are not hired for vacancies for professional services. They are only taken for hard labour. (3%) of the respondents were unsure about the community involvement during the projects because they always saw people who work in projects not knowing where exactly they come from. Those who disagreed were low in number (1%) simply because their project teams do not accomplish what is required to complete tasks. As a result, a project manager who places a premium on team happiness will be more engaged, focused, and willing to work.

Question 15: Project Managers must engage all stakeholders before project initiation.

Response: This question attempts to encourage project managers to engage stakeholders, listen to them take their inputs on the project. All stakeholders must be recognized and invited into a meeting to stay informed about the project scope and deliverables. An engaged project stakeholder improves project efficiency and ensures that no one is left behind during implementation. Project managers must engage in-depth discussions with project stakeholders about project concerns and address them in a courteous and professional manner, as they are also contributing to the project's success. The findings to the question are shown in Figure 5.30.

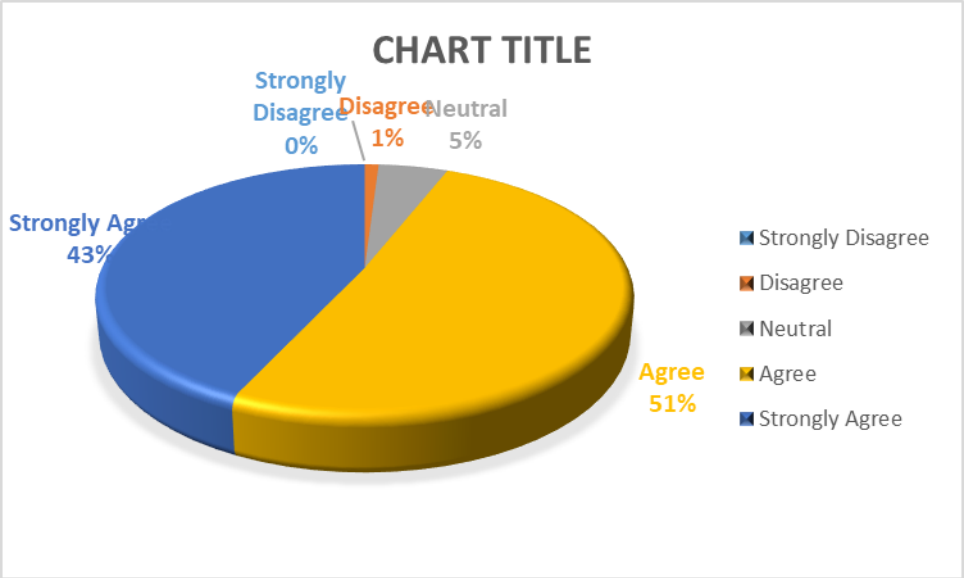


Figure 30 - community involvement

Source: own construction

A minority of respondents disagreed with the preceding question that project managers must involve all stakeholders equally before stakeholder initiation, which is in accordance with the majority of respondents (1% strongly disagree and 1% disagree). There is a sum (94 percent) of those who agree (51 percent) and strongly agree (43 percent), as well as those who are unsure and dubious. The findings show that project managers must communicate difficulties with their teams for solutions and engagement, since they do not project issues with their teams.

Question 16: Appropriate strategies should be used to manage stakeholders effectively.
The appropriate strategies must be in place to manage project stakeholders from the beginning of the project till the end. Stakeholder management is very important during and after the project. Stakeholder management enables smooth project execution. Stakeholder management has been proven to assist the project to be successful. All stakeholders have interests in the project, and some add so value as donors and funders. Within the space of project management, there are stakeholder management strategies used to control stakeholders during the project.

Response: This creates a false sense of security in the workplace; stakeholders must be micro-managed to the project's essence, since many activities must be integrated and blended

to produce a coherent final output. Figure 31 depicts the respondents' perspectives diagrammatically**.**

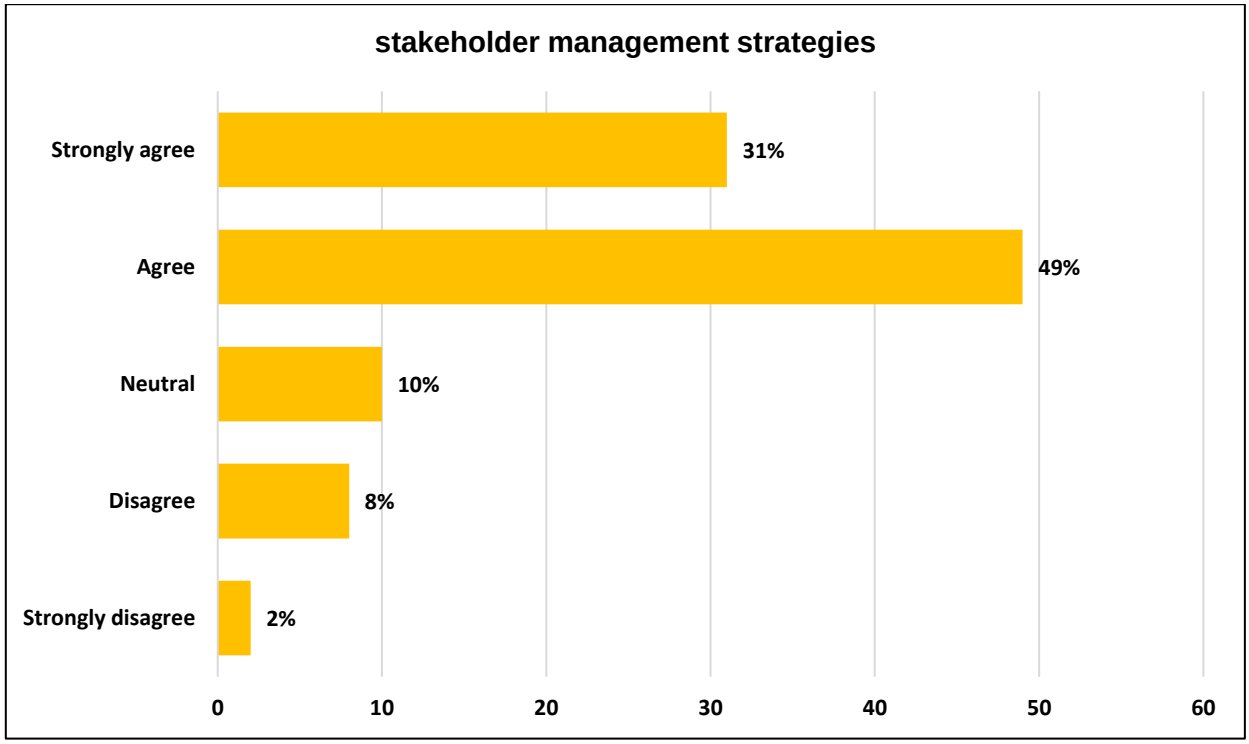


Figure 31 - Stakeholder management strategies

Source: own construction

Stakeholder management strategies are not in place throughout the execution of Engcobo projects, according to 80 percent of respondents (agree 49, strongly agree 31 percent). However, stakeholders believe that strategies must be in place before and after the project. Only 10% of respondents disagree or strongly disagree (8 percent disagree and 2% strongly disagree) with the statement that there are stakeholder engagements taking place during projects, but people do not attend meetings, while 10% of respondents have a neutral answer. As a result, strong stakeholder management practices may be generalized to lead to project success and increased project efficiency.

Question 17: There is no need to engage stakeholders if the project leader is good.

Stakeholders are engaged with the aim to get their own opinion, views and contributions to the upcoming project. A good project leader means a project leader that has the ability to lead and manage all stakeholders. All stakeholders must feel involved and satisfied.

Response: The purpose of this question was to ascertain whether there is a need to engage stakeholders if a project leader is good. A good project leader is a project leader that is able to communicate and manage all stakeholders effectively. There is always a need to engage stakeholders regardless of how good the project leader may be. Stakeholders form part of the project. Once they are no longer engaged during the project, they feel like they are sidelined, and it is for them to stand against the project cause chaos to delay the project until they are considered as stakeholders. The responses are illustrated in Figure 32 below.

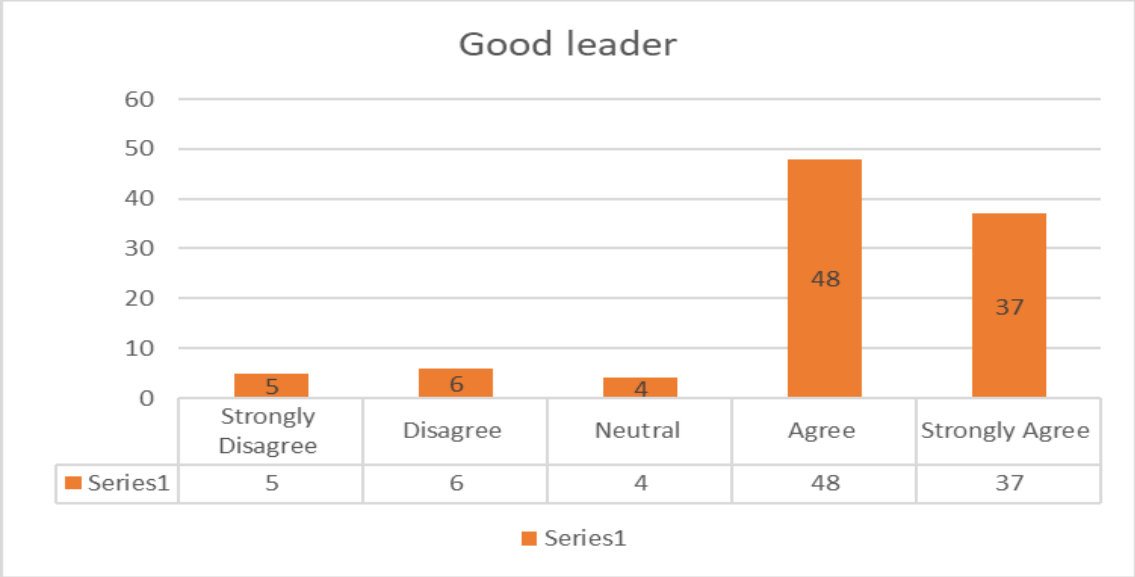


Figure 32 - Good leadership

Source: own construction

When asked if there is no need to involve stakeholders if the project leader is good, 11 percent of respondents appear to disagree or strongly disagree (strongly disagree 5 percent and disagree 6 percent). Some respondents (4%) were undecided on the accompanying question, leaving them indifferent. The question that if the leader is good, there is no need to involve stakeholders received 85 percent agreement or strong agreement (agree 48 percent and strongly disagree 37 percent). They will always be taken care of, and they will always feel part of the project.

Question 18: Certain leadership styles promote engagement and mitigate project failure

There are leadership styles within the space of project management that promote stakeholder engagement while mitigating project failure. A good project leader is one that applies good

leadership styles that promote stakeholder engagement. If stakeholders are well engaged and controlled through good leadership styles, project failure is mitigated. Project leaders will forever have a role to make use of the ideal leadership styles. The responses are illustrated in Figure 33 below

Response: While the project leader and project team are accountable for the project's success and ensuring that it meets its objectives, it is critical for the project leader to seek out an optimal leadership style that can be used to address all stakeholder management difficulties.

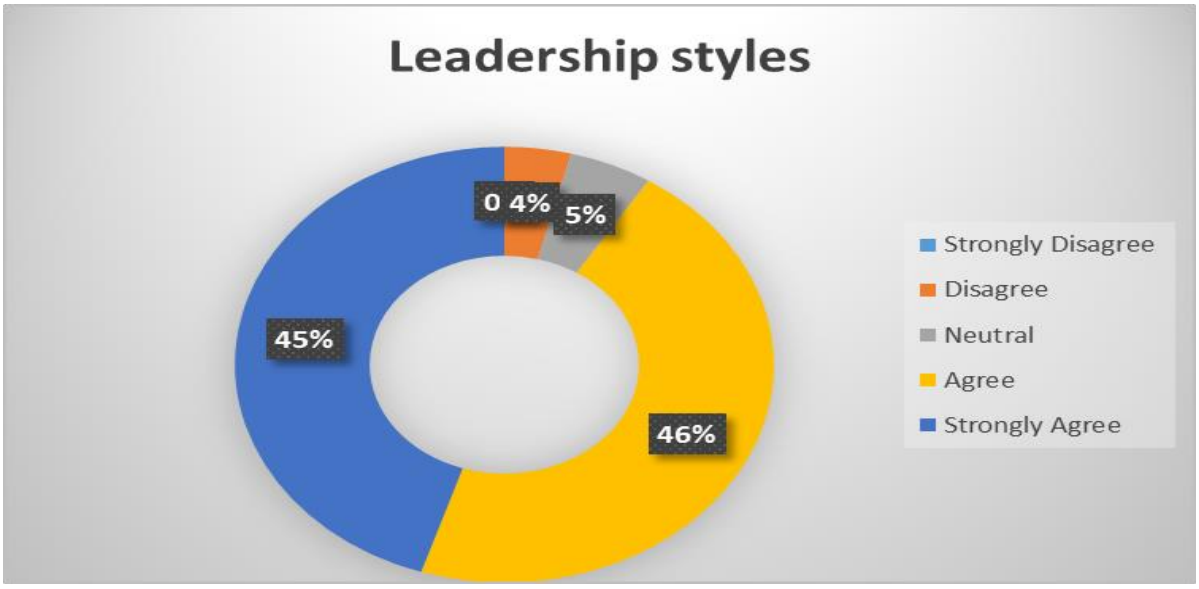


Figure 33 - Leadership styles

Source: own construction

In reality, the majority of respondents (4%) disagree or strongly disagree that specific leadership styles enhance participation and project failure mitigation. The remaining 5% are undecided and refuse to recognize that their teams' positions are defined, whereas 91 percent agree or strongly agree that some leadership styles do promote stakeholder management while mitigating project failure.

Question 19: Failure to engage stakeholders may lead to the project being behind schedule.

Response: Project failure is something very common in the space of project management. Project failure can be caused by a number of factors during the project execution. Failure to engage stakeholders is also one of the factors that contribute to project delays. Poor stakeholder engagement is dangerous for any project and could result in team conflicts and misunderstandings as different stakeholders have different interests in a project. Projects have

time frames and budgets. If there is a conflict amongst stakeholders or disputes, projects are likely to delay because the arising conflicts may cause project delays. The respondents' opinions about this are illustrated in figure 34 below:

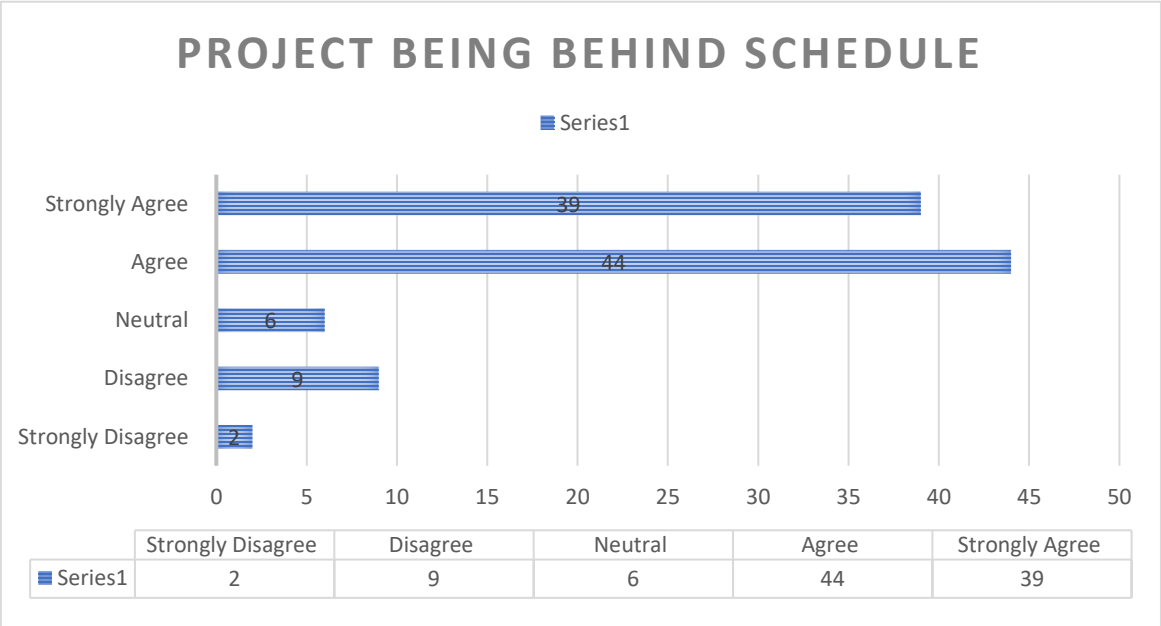


Figure 34 - Project behind schedule
Source: own construction

Figure 34 shows that while 11 percent disagree and strongly disagree (2 percent strongly disagree and 9 percent disagree) that failing to involve stakeholders may result in the project falling behind schedule, there is a minority that disagrees with the above question, while 6 percent are unsure. Finally, 83 percent (44 percent agree, 39 percent strongly agree) agree or strongly agree that insufficient stakeholder participation may cause the project to fall behind schedule.

Question 20: Too much stakeholder engagement may cause more confusion and delays.
Response: The project managers and teams have an obligation to engage internal and external stakeholders about the project plans, scope and project projections. Stakeholders found it difficult to engage because they have their own interests within the project, and some stakeholders are difficult because they make claims of being born in that place now, forcing everything to be done in their own will. Stakeholders are dangerous in such that they can cause

chaos and confusion because they have their own agenda. The answers to this question are depicted in Figure 35.

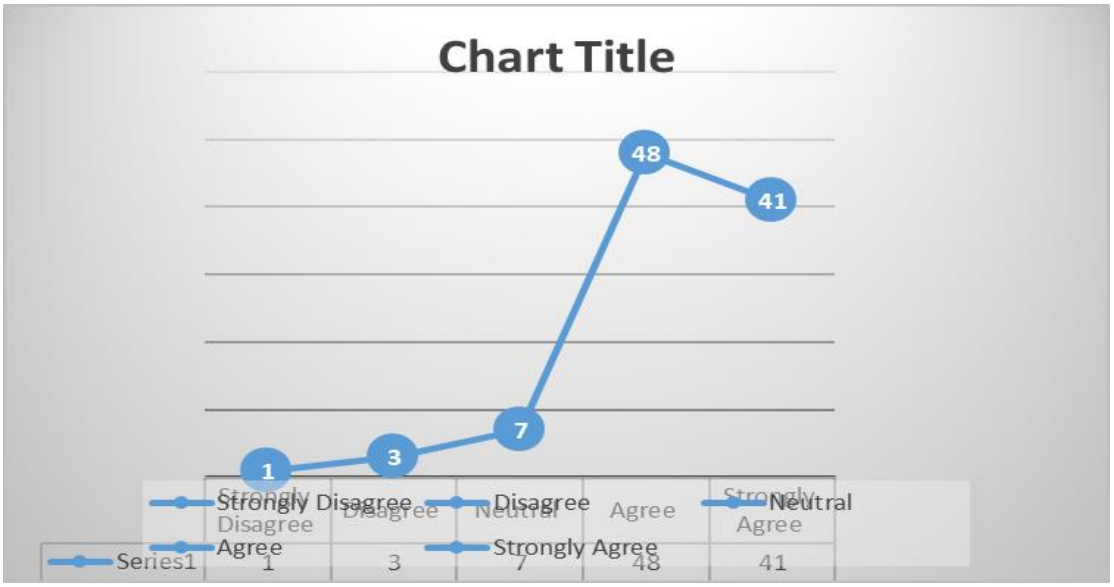


Figure 35 - Too much stakeholder engagement may cause more confusion and delays

Source: own construction

According to the data shown in Figure 35, a majority of respondents (48%) agreed that too much stakeholder participation could lead to increased uncertainty and delays throughout the project, with 42% strongly agreeing. Seven percent of respondents were undecided, three percent disagreed that they personally know their stakeholder engagement perspectives, and one percent strongly disagreed with the notion. Based on the findings, it can be concluded that the vast majority of respondents were aware that excessive stakeholder engagement generates confusion and delays.

Question 21: Stakeholder classification is imperative for successful project execution

Stakeholders are classifiable into two group's internal and external stakeholders. Stakeholder comes after stakeholder identification by a project manager. The effort to identify and classify stakeholders is to try and recognize all stakeholders and run a project with all the stakeholders so that no group of people is left behind during the project execution. Stakeholder classification helps classify stakeholders as per the matrix; stakeholder classification helps us allocate stakeholders as per their matrix. We are then able to classify stakeholders by power and influence on projects, which will help us know which stakeholders to approach for what we can approach them. Some stakeholders provide resources for the project, while some

stakeholder's stakeholders form part of the project through being part of the staff members within the project. Stakeholder classification is very important for successful project execution.

Response: stakeholder classification is basic for successful project execution. During the project execution, project managers need project teams, which are formed by a mix of stakeholders and the process to appoint stakeholders, must remain fair. Well-classified stakeholders assist at all phases of the project until the completion. Well-classified stakeholders cause a smooth transition during the project execution. The findings or obtained are given in Table 7 below.

Table 7 - Stakeholder classification

Stakeholders' classification is important for project success	Percent
Strongly Disagree	4%
Disagree	0%
Neutral	6%
Agree	44%
Strongly Agree	46%
Total	100%

Source: own construction

Table 7 depicts Stakeholder classification is critical for successful project execution, according to 44% of participants, and 46% of respondents strongly agree with the question. Stakeholder classification is not crucial for successful project execution, according to 6 percent of respondents who remained neutral, and 0 percent of respondents who disagreed with the question. A quarter of the respondents (4%), however, strongly disagree. Many respondents agree that stakeholder categorisation leads to successful project execution, based on the findings.

Question 22: A properly classified stakeholder lot allows for effective management.

Response: The goal of this claim is to see if stakeholder categorisation has an impact on good stakeholder management. Project managers have a responsibility to categorize stakeholders according to their strength and influence over the project. Proper classification entails being

able to place stakeholders in the appropriate roles so that everyone is satisfied and contributing to the project. The participants' replies to this allegation are depicted in Figure 36.

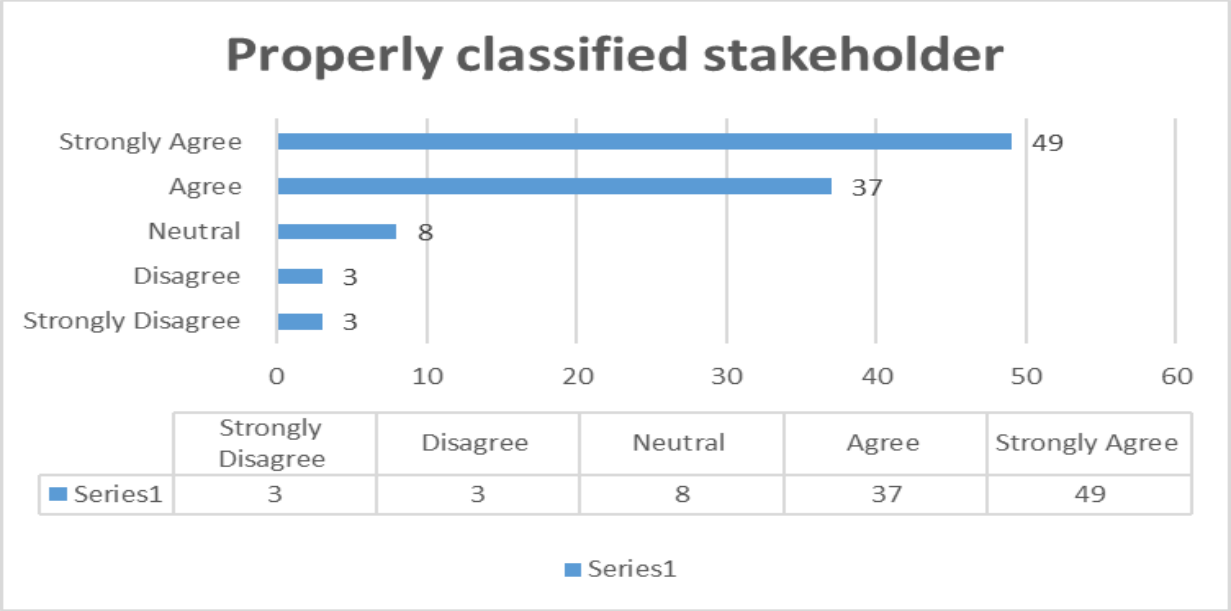


Figure 36 - A properly classified stakeholder lot allows for effective management.

Source: own construction

Figure 36 shows that 6 percent of respondents disagree (3 percent disagree strongly disagree) with the statement that properly classified stakeholder lots allow for successful management. 8 percent of respondents were undecided, while 86 percent said that adequate stakeholder categorisation contributes to good management (37 percent agree and 49 percent strongly agree). Based on the findings, it is clear that community members believe stakeholder categorisation is critical to project success..

Question 23: When the impact of stakeholders is known, it is easy to pre-empt problems

Stakeholders need to be identified fully for them to contribute to the entire project. Stakeholder impact is discovered through identifying stakeholder impact on the entire project. A project is very dynamic such that it requires useful stakeholders who are able to apply a mind in problems relating to the projects.

Response: Projects differ as the product and specification differ. Stakeholders are required to come with solutions to every problem of the project, working hand in hand with the project manager. Stakeholders must be impactful in a project, all that will help them be able to address project problems effectively. Delegating stakeholders into the project to address the issues of

the project may help effective management in the project. Project managers must orientate stakeholders as regards everything that is required of them. Stakeholders also form part of project teams as project teams form part of the project, project team's work at the supervision of the project. Stakeholders must learn to play a role in the project space within their communities before blaming the municipality and project managers. Figure 37 below shows the responses to this question.

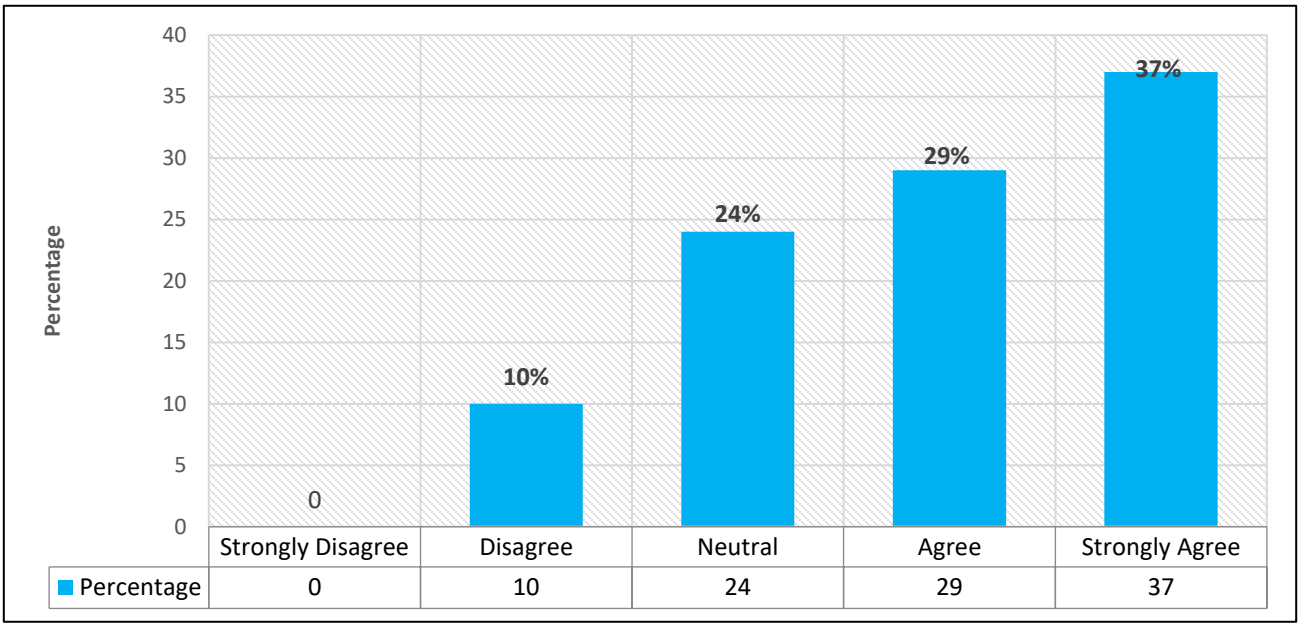


Figure 37 - impact of stakeholder

Source: own construction

Figure 37 shows that (37%) of respondents strongly agree that knowing stakeholder effect makes it easy to anticipate project challenges, and (29%) agree with this question. A quarter of the participants (24 percent) were still uncertain. When the project's stakeholder impact is recognized, it becomes easier to anticipate problems, according to the 10% of respondents who disagreed with the question. They were given complete freedom in their projects to handle concerns. Given these findings, it is clear that a substantial proportion of respondents agreed with the statement that a known stakeholder had an impact on project problem prevention.

Question 24: Proper identification of stakeholders and classification reduces conflicts.

A good project manager/leader makes sure that all stakeholders are recognized and represented in a project. Stakeholder identification in the local municipal projects helps to work together in teams to improve service delivery to people. The project leader needs to identify all

stakeholders and make sure they are all engaged and happy about the project scope, deliverables and costs. The mandate of the project manager is to link all the stakeholders into the project to reach one common goal.

Response: Project leaders are responsible for creating an atmosphere in which project stakeholders can achieve personal growth through projects and ensure that they are included in the project so that members of the project team can realize their vision for the project. Everyone was involved and had something to say. Figure 38 depicts all of the participants' responses.

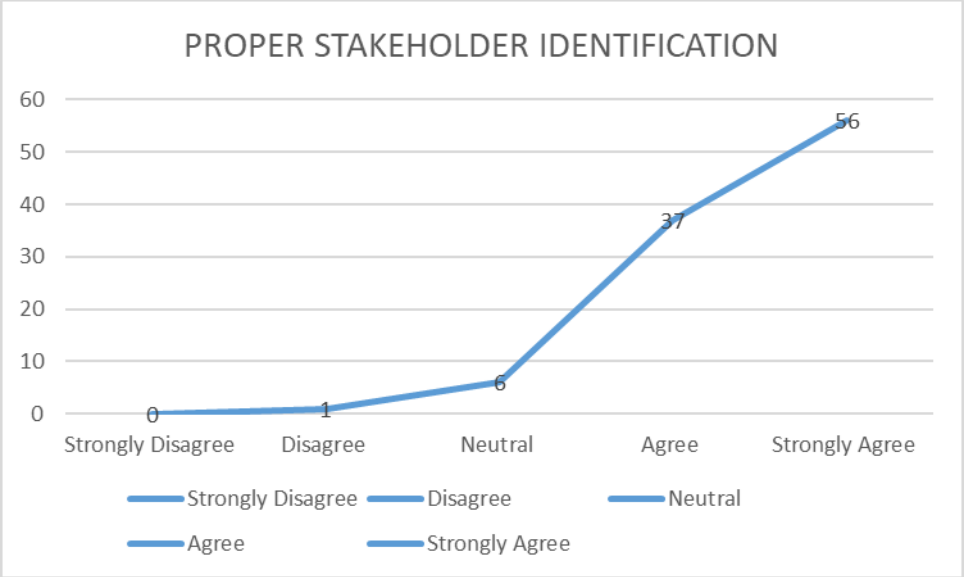


Figure 38 - Proper stakeholder identification

Source: own construction

Figure 38 shows that 1% of respondents disagree or strongly disagree (1 percent disagree, and 0 percent strongly disagree) with the question, implying that more stakeholder identification and classification is needed in their projects to reduce disputes. 6 percent of respondents were undecided about the question and remained neutral. Correct stakeholder identification and classification results in disputes, according to 18% of respondents (37 percent agree and 56 percent strongly agree). The results show that a high proportion of people agree with or strongly agree with the assertion.

Question 25: Stakeholders are classifiable into internal and external stakeholders.

This question reflects the project stakeholder's ability and their ability to deliver service delivery projects to the community of Engcobo. There are two types of stakeholders, internal and

external stakeholders. Internal stakeholders are the stakeholders that work for Engcobo local municipality, while external stakeholders are a group of people whose interests are within the project of RDP houses.

Response: The importance of classifying stakeholder's help you know what to expect from which stakeholder and stakeholder classification creates roles and responsibilities amongst project stakeholders. Internal stakeholders hold more power in the projects because they are consulted more often about what has to be done on the project, while external stakeholders do not come on a daily basis into the project. External stakeholders do not necessarily have to benefit from the project. Their focus is not on the outcome but rather on what is coming for them, just like jobs. Internal stakeholders are sometimes donors and funders of the project, and some are project owners. Figure 39 below displays all participants' responses.

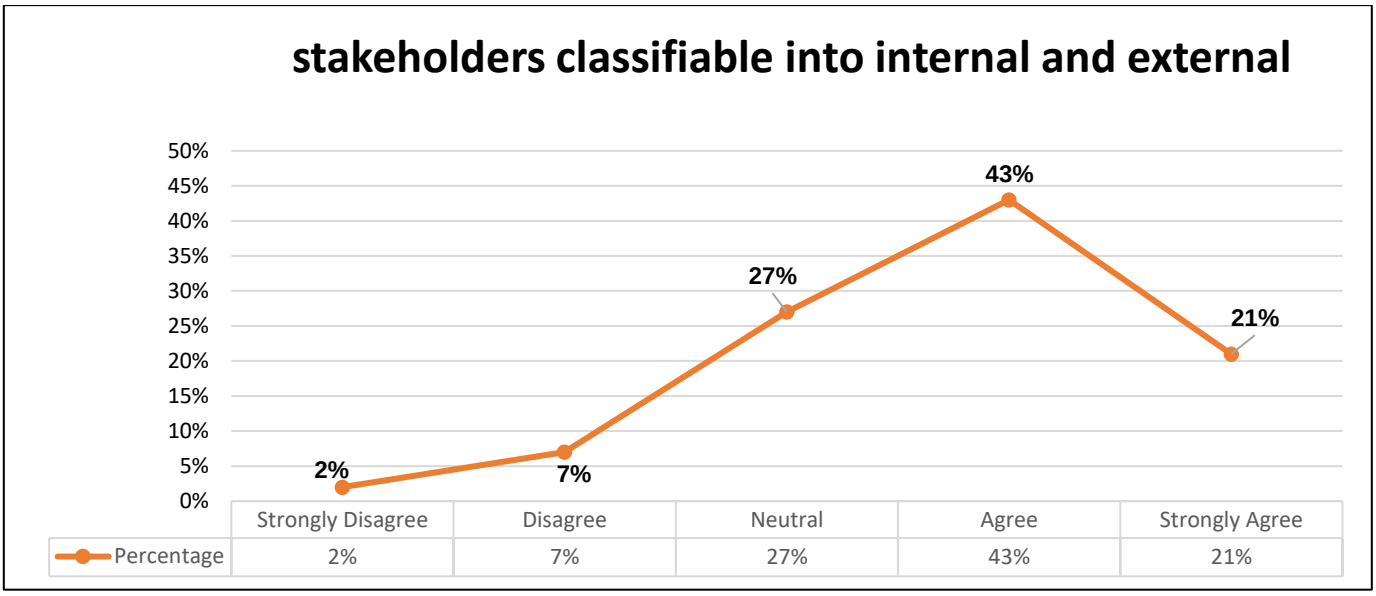


Figure 39 - stakeholders classifiable into internal and external

Source: own construction

Stakeholder classification was done by their project leaders, according to 64 percent of respondents (43 percent agreed and 21% strongly agreed). 7 percent disagree and 2% strongly disagree with the question, implying that their project leader did not categorise stakeholders according to their class. To improve project efficiency and fulfill project goals more efficiently, project leaders should categorise stakeholders.

Question 26: High power high-interest stakeholders are managed closely.

Stakeholders are a group of people with interests in the project for their personal gain. Stakeholders differ as regards power and influence. Those with high power do not necessarily have high interest; high power high influence stakeholders are managed closely. Therefore, in order to prevent project conflicts that have to do with high power and influence amongst stakeholders, all stakeholders need to be managed closely.

Responses: The purpose of this question is to evaluate whether project leaders can guide, able to classify stakeholders as per their power and influence on projects. Figure 40 below shows the response to the assertion.

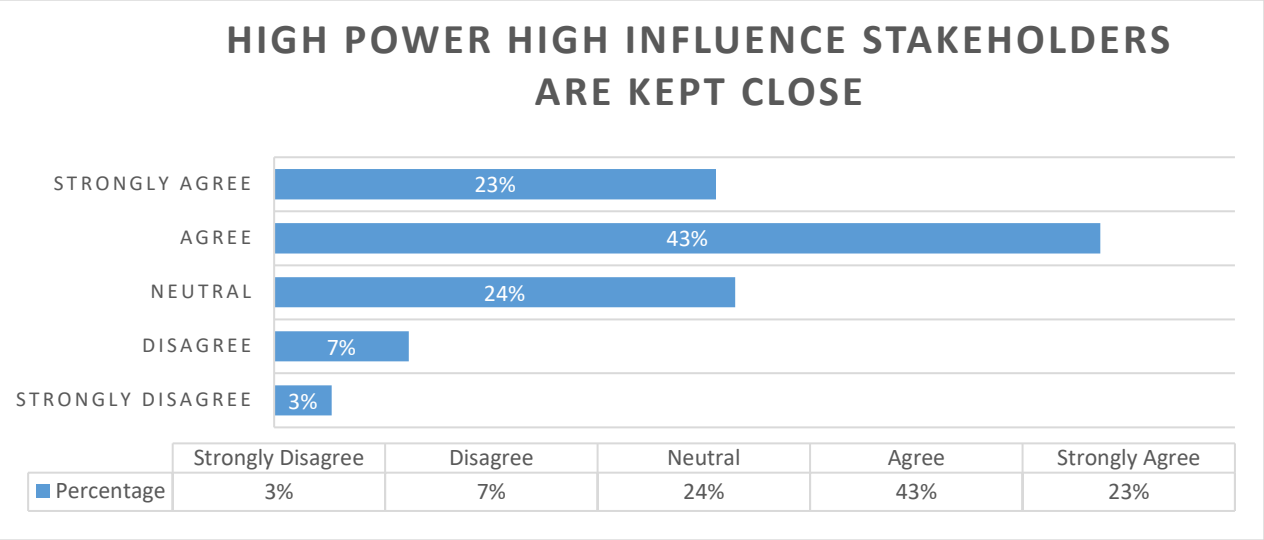


Figure 40 - High Power high influence stakeholders are kept close
Source: own construction

The vast majority of respondents, 66 percent (43 percent agree and 23 percent strongly agree), agree or strongly agree with the statement that high-power and high-influence stakeholders are kept close. There is 10 percent (7 percent disagree and 3 percent strongly disagree) of the respondents who disagree or strongly disagree with the question, while 24 percent have remained undecided. Stakeholder categorisation, in general, remains critical for project efficiency. There are no project delays if project stakeholders are appropriately handled.

Question 27: Projects suffer because stakeholders are not treated the same project managers prioritize stakeholders with more resources to support projects.

Many projects within the Engcobo local municipality suffers because project stakeholders are evaluated through their affordability range, not by their impact on the entire society. There are so many unrecognized stakeholders who would like to participate in the local projects, but because they have never been engaged for their input or contribution, they feel sidelined in the entire project. Project leaders have a duty to empower stakeholders equally so that they can feel part of the project.

Response: The intent of this question is to determine the effective systems used by project leaders to identify stakeholders. Community members, which is external stakeholders, accuse project authorities of being selective in stakeholders that they do not consider everyone for project opportunities. Local SMME's are also complaining that they are not granted a chance to subcontract on the local projects. The response to question 15 is represented in Figure 41 below.

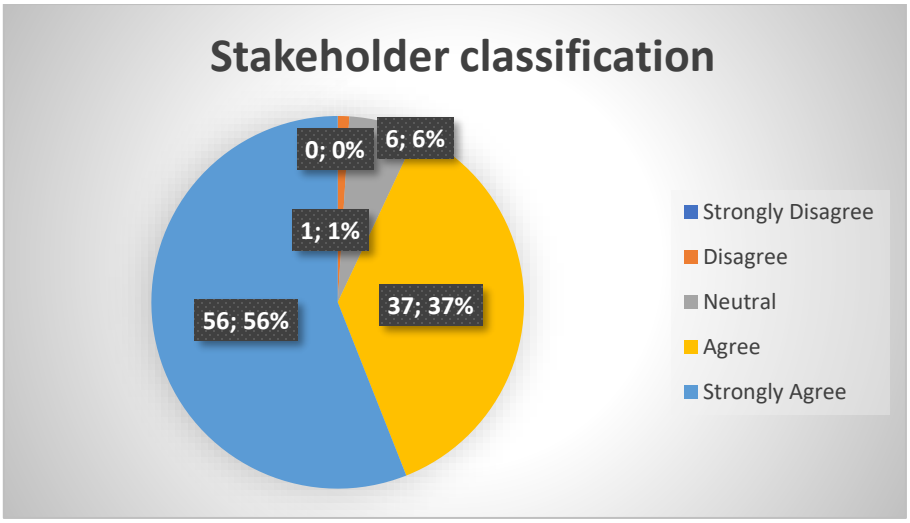


Figure 41 - Stakeholders are classifiable to less influential and more influential groups

Source: own construction

Figure 41 illustrates that 93 percent of respondents who are majority agreed or strongly agreed that they are not treated equally throughout project execution (56 percent agree and 37 percent strongly agree). For participation in local projects, community people are unfairly chosen. The community is uninterested in how the project should be planned and carried out. They are not permitted to offer their ideas and suggestions in the project, even if their contributions may be beneficial, while 6% remained neutral, and 1% (1 percent disagree and 0 percent strongly

disagree) of the respondents disagree or strongly disagree with the question. When comparing the answers, it's evident that a large number of people agreed with the question.

Question 28: Proper Stakeholder identification leads to project acceptance.

Projects scope comes as a plan or model to the community that have no idea of what has to be done. Once stakeholders are poorly engaged and the plan does not seem to be clear enough, project ideas are accepted by project stakeholders at some point. Once projects are not clear enough, stakeholders refuse to accept the project, and that leads to the project being stopped from continuing.

Response: The goal of this inquiry is to see if stakeholder identification has an impact on project approval or rejection. Introverted members of the community are less inclined to converse during talks, and people are frequently lost in inventive paths because they do not feel like they are a part of the project. Figure 42 depicts the answer to the following question.

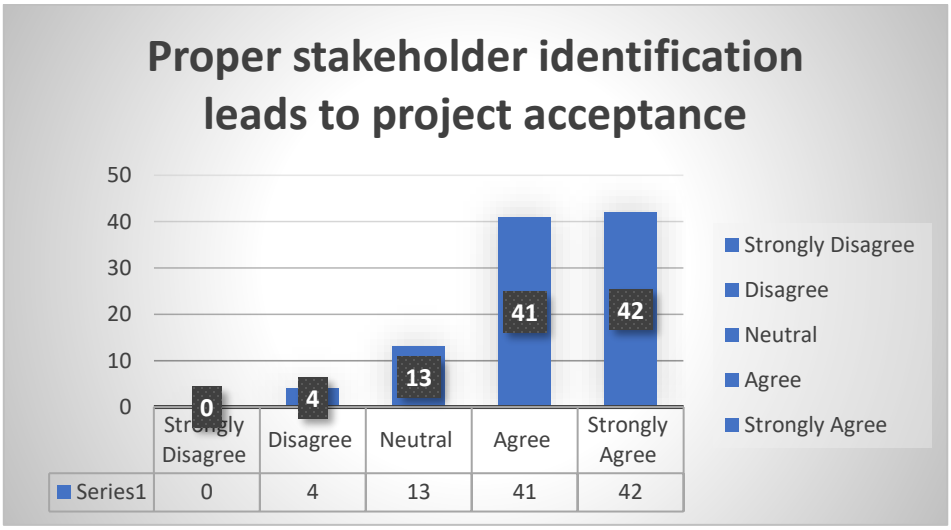


Figure 42 - Proper Stakeholder identification leads to project acceptance
Source: own construction

Figure 40 shows that 83 percent (41 percent agree and 42 percent strongly agree) of the majority agreed or strongly agreed that stakeholder identification is important for projects because it is the reason for project acceptance in most cases, whereas 13 percent remained neutral, and 4 percent disagreed or strongly disagreed with the question. When comparing the findings, it's evident that a sizable proportion of people agreed with the question.

Question 29: Proper stakeholder management means effective service delivery.

Effective service delivery is a crucial problem for local government remains. Proper stakeholder management means managing all the stakeholders involved in the project effectively fairly

without being selective. Once proper stakeholder management is conducted, there are higher chances of effective service delivery.

Response: The intent of this question is to determine the effect of stakeholder management on effective service delivery. Stakeholder management encourages stakeholders to commit themselves to the project. Figure 5.36 below represents the response to the question.

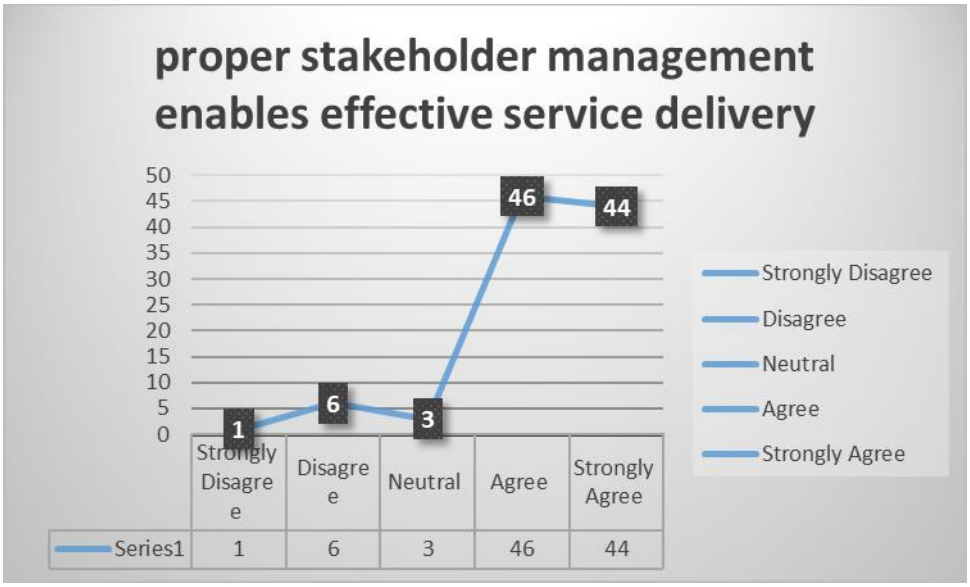


Figure 43 - Proper stakeholder management means effective service delivery

Source: own construction

Figure 43 shows that 90% of respondents who are majority agreed or strongly agreed that proper stakeholder management leads to effective service delivery (46 percent agree and 44 percent strongly agree), while 3% remained neutral, and 7% (6 percent disagree and 1% strongly disagree) disagree or strongly disagree with the question. When the answers are compared, it's evident that a large proportion of people agreed with the question.

Question 30: Most Project leaders consider engaging teams as less important during project execution.

Project teams are the important pillars of the project that execute the project scope under the supervision of the project managers. Project teams are important stakeholders in the project as they work hand in hand with the project manager to make sure work is done on time and according to the specification. Engaging project teams is very important because project teams are more effective in the project. They are the ones that determine the project success.

Response: The intent of this question is to figure out reasons why project leaders think engaging project teams is not important. Project teams deserve all the motivation and encouragement from the authorities, as they are so hands-on during project execution. Project

teams work tirelessly with project leaders to come with a final product. Figure 44 below represents the response to the question.

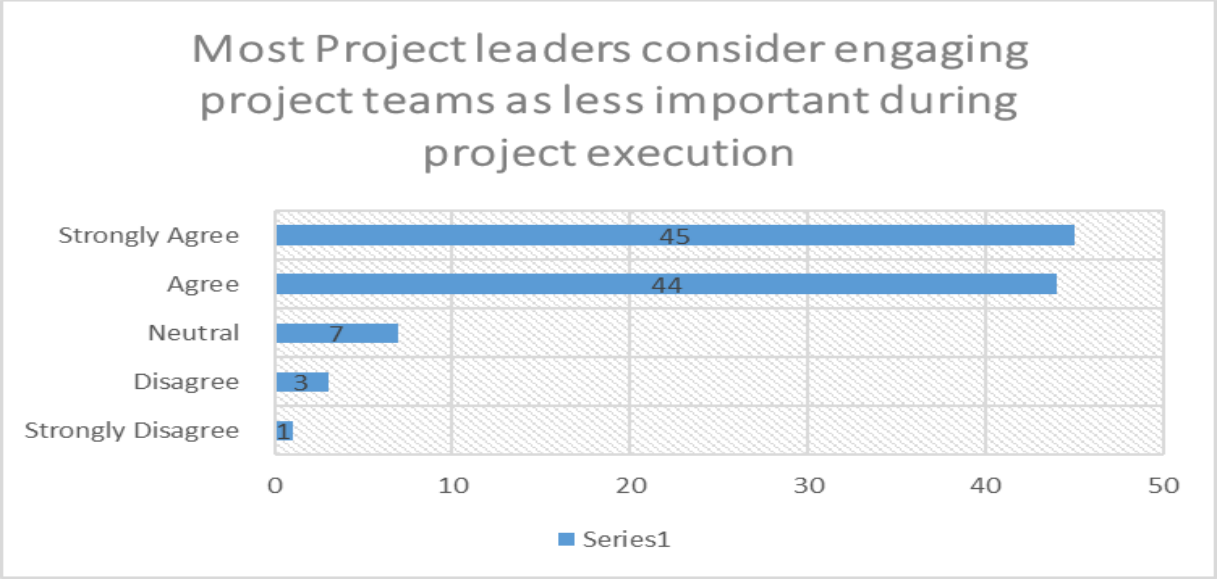


Figure 44 - Most Project leaders consider engaging project teams as less important during project execution

Source: own construction

Figure 44 shows that 89 percent of respondents who are majority agreed or strongly agreed (44 percent agree and 45 percent strongly agree) that most project leaders consider engaging project teams as less important during project execution, while 7% remained neutral, and 4% (3 percent disagree and 1 percent strongly disagree) disagree or strongly disagree with the question. When comparing the answers, it's evident that a large number of people agreed with the question.

5.3 Section C – Open-ended section

This section was created to purposely broaden the conversation with participants by asking them to ask any additional questions or express any concerns they had. The section admits that, no matter how meticulously planned, another factor may have been overlooked when compiling the questionnaire. Respondents may think about anything else they discovered or figured out in the context of the study. Respondents were invited to submit whatever information they had on several aspects of the study. Following that, the identical format of question and response was used.

Question 1: Please list at least five things you think are responsible for the failure of service delivery projects in Engcobo

Respondents were given four lines in which to write their comments. In this component of the survey, 65 percent of respondents responded, while 35 percent did not. Because the respondents discussed the subject in diverse ways, their responses could not be categorised. There were certain responses that stuck out. The most frequently discussed items are shown below.

.

Table 8 - please list at least five things you think are responsible for the failure of service delivery projects in Engcobo

NO	PARTICIPANTS RESPONSES
1	Corruption is the root cause of project failure of service delivery projects in Engcobo
2	Poor stakeholder consultation is one of the crucial factors leading to project failure.
3	Poor planning from the municipality, awarding big tenders in the summer season where there are heavy rains leading to project not progressing.
4	Lack of capacity within the organization in monitoring and evaluation leading to delays in awarding tenders for projects to begin on time.
5	Unclear project scope that is not well understood by contractors and other stakeholders who are likely to partake in the project.

Source: own construction

According to Table 8, project failure is a crucial aspect in directing, guiding, and influencing service delivery programs. On this question, the responders stated a lot, but not all was listed in the chart above.

Question 2: What would you have done differently yourself? State at least five important things you could have done

The aim of these questions was to address the issues of poor service delivery to people by project authorities.

Response: To show the attributes that make an ideal leader, the researcher identified and mentioned the five most typical aspects (Table 5.4). This component of the questionnaire was completed by 57% of respondents, while 43% did not respond. The replies were not grouped into clusters, and just those that the researcher considered significant are listed below.

Table 9 - Ideal project leader

NO	PARICIPANTS RESPONSES
1	Review all plans and strategies of all service delivery output
2	Be effective in tender monitoring and evaluation process to allow projects to start immediately
3	Engage stakeholders more often to get their perspective of things, a benchmark from other municipalities on how these kinds of projects are implemented successfully without strikes.
4	Make sure projects stick to time frames and are within budget
5	Continuous training for staff members in order for them to improve their level of efficiency.

Source: own construction

The respondents mentioned a lot, but it wasn't all included in the above text (Table 9). The majority of their service delivery projects are commonly claimed to be behind schedule. There are numerous community concerns about the upcoming RDP housing project. More people want to be considered for housing, despite the fact that the municipality only has a limited number of persons registered for the houses that will be created. There is also a concern that some of the people who have applied for RDP houses are unknown in the Engcobo community. It appears that foreign nationals register through a back door.

5.4 Chapter Summery

Engcobo residents are concerned about the slow pace of service delivery projects around the region. The outstanding RDP house project is a long-overdue project in which community members have been patiently waiting for service delivery of their RDP houses, but nothing has been done on the site that has been marked for RDP housing due to stakeholder management concerns. These surveys were used as a method of assessing the impact of stakeholder management on Engcobo's service delivery programs.

The survey's participants have the option to opt out at any point during the procedure. This chapter logically summarized and clarified the conclusions of the respondents. All of the questions in the questionnaire are presented in the form of tables and graphs to assist readers. The answers to the questions were scrutinized. According to the remarks of the participants, stakeholder management appears to be the most important factor of project success. The next

chapter contains a final (condensed) overview of the findings, recommendations, and conclusions.

The residents of Engcobo are eager to collaborate on service delivery projects with the local municipality. It is obvious that there is a significant disconnect between the municipality and community members, which prevents development in these areas. The sites for this development have been identified for a long time, but there has been little progress due to disagreements between traditional leaders and the chief and the municipality, with the chief claiming ownership of the land rather than the municipality. According to the facts, the municipality officials are in charge of awarding the tender to the development business, and the municipality must write up a list of persons and submit it to the housing department for approval. The conflict between the municipality and the traditional leadership is extending the process, as no houses have been built since the project was approved for implementation in 2014.

Because their concerns were ignored, community dissatisfaction grew into its own voice, one that they believed would be heard by the government. It's impossible to deny that the strikes were influenced by politics. The municipality must understand the interests of each group of stakeholders in the project since, if their interests are met, there will be less or no conflict that will block project development.

Participants in the study could opt-out at any time during the survey. Participants were informed right away that they had the option to opt-out of the study and that it was a completely voluntary activity. All of the findings from the respondents were summarized and discussed in this chapter is a clear and understandable manner. To help the reader comprehend what this chapter is about, all of the questionnaires and assertions are presented in the form of tables and graphs. The responses to the questions posed, on the other hand, were analyzed as such.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATION

6.1 Introduction

This chapter summarizes the research and its conclusions, as well as the study's limits and future research possibilities. There are also suggestions for project funders and practitioners, as well as the study's general conclusion. What are the stakeholder management variables driving Engcobo's service delivery project failure, according to the researcher?

What other approaches can be employed to strengthen stakeholder management in the Engcobo community and avoid the land claims and conflicts that occurred prior to the project's implementation? What are the stakeholders' interests and powers in the construction of RDP houses in Engcobo? What are some suggestions for investigating stakeholder management issues that influence project failure in service delivery? Engcobo, for example, is building RDP dwellings.

According to the study's findings, community members are not involved in the project's planning or implementation. They are only notified when the project is announced, and they are not permitted to ask questions. The majority of respondents stated that they are not prioritized as employees in the community project they are working on. Firms bring their personnel, and contractors are not part of the community since the strangers that accompany companies declare that the locals are qualified to work on the project.

The municipality does not engage community members in discussions about their views on the upcoming project; instead, community members believe the municipality ignores them because the municipality presented them with a list of foreign people who will be beneficiaries of the RDP houses. The municipality has failed to submit to the community a list of dwellings that can be erected from the municipality's list and the traditional leader's list.

6.2 The summary of the study and findings

Which of the stakeholder management factors are crucial for influencing service delivery project failure at Engcobo?

a) The study exposed that there are so many factors influencing service delivery failure in the Engcobo region. Community members do understand the term stakeholder management, and their level of understanding is advancing in stakeholder management. They are dedicated to assisting in the growth of the community. Members of the community have disagreements about this, according to the survey, and they recognize that they are stakeholders in the development of RDP projects. The outcomes of this study revealed that a variety of reasons contribute to poor service delivery projects, which in turn lead to strikes and vandalism.
b) Community people, known as stakeholders, have an interest in development projects. Some people want to acquire a job, while others want to contribute resources to the initiative. Certain age groups and individuals who are directly affected within the

population where the sample was obtained are more anxious about their land being disposed of for foreign people, while others are more concerned about their land being disposed of for foreign people. The subject of how many people would benefit from the RDP houses being built was also a hot topic, since residents thought the municipality was selling their land to people from other areas.

c) Indications from the field showed that there is a limited number of houses as per the municipal list and budget. Most of the people that are on their list are from other regions and districts, not from the community of Engcobo. There are many disputes coming from them. The respondents show that they are not happy with the level of stakeholder management from the municipality and other internal stakeholders.

d) The majority of people were unaware of what was going to be done in accordance with the project scope until they saw contractors arrive for site clearance and earthworks, which caused turmoil as community members felt betrayed by the municipality. Respondents acknowledged a lack of knowledge regarding the criteria used in the development process, as well as any other difficulties with the projects. They felt disengaged from the decision-making process..

6.3 Limitations of the study, prospects for future studies

The research's purpose: Access - the study required community members from the area where a sample was gathered and not just any community members, but those who stayed in the region during the project's planned start date. The issue of the consent letter was difficult because I had to explain to the municipality that the goal was not to expose the organization but rather to contribute to addressing the issue of stakeholder management, which continues to be a challenge for most municipalities, with most projects being rejected by community members who feel exploited, ignored, and undermined.

Fluency in a language - it is clear from the findings that certain members of the community did not understand the question completely since it was not their native tongue or they did not fully comprehend it. The area is largely Xhosa, with a high percentage of illiteracy and people who have never attended school, despite the fact that most of them have a rudimentary comprehension of the topics covered in the surveys.

Due to grammatical and spelling mistakes, I had to read their response in the last portion of the questionnaire so that they could explain what they meant. The areas for future research are as follows: Following the findings of this study, there are a number of gaps in stakeholder management in a construction project undertaken by the municipality that would benefit from further investigation, including a realistic assessment of the scope of the problem and further testing of the practices developed in this study, as well as monitoring and evaluation of political interference in community development projects.

6.4 Recommendations

The findings of the study, there are a number of recommendations aimed at contributing towards the accomplishment finding stakeholder management factors influencing service delivery project failure, understanding of the concept of community involvement and its importance. The municipal authorities of Engcobo

- ✓ Official gatherings, the provision of a place for the community to discuss questions/concerns is critical for community initiatives' long-term effectiveness. However, according to this study, project failure is connected to a lack of constant communication with community members. Official meetings with community members in the project's region are recommended to address the study's conclusions.
- ✓ The municipality should provide the necessary support to the community to encourage a strong commitment to participation in development projects.
- ✓ The degree to which the community has been trained and empowered to participate in or lead the project is a critical factor in effective stakeholder management and community participation in development initiatives. The community should be offered training, education, and understanding about the value of their engagement and involvement in development training initiatives for their own well-being. As a result, relevant training is advised.
- ✓ When stakeholders' interests are satisfied, stakeholders will be delighted and influence other stakeholders to work toward the same aim of ensuring the project's success, which is why project managers must understand each stakeholder's interests and consider their power towards the project.
- ✓ To offer them a sense of ownership and duty to engage in the initiatives, there must be some level of transparency about the project's details. This will give people the impression that they are a part of the initiative, and they will see it as their property or a solution to their problems, such as job insecurity. This will deter people from

participating in the communal disturbance, which will result in them losing their employment.

- ✓ Improvements in administrative transmission are needed, notably in the coordination and assistance of local municipality development projects. Motivators should be provided for those who participate in the initiatives so that they are encouraged to continue participating in development projects and improve their lifestyle and level of investment. The impoverished, in particular, must be empowered to make an articulate and viable contribution to their community. Individual limits must be built at all levels, local area cooperation in provincial improvement projects must be promoted and energized, lengthy working hours must be reduced, and the issue of no pay and low compensation must be considered.

7. Conclusion

Community participation will no longer be a question of "who is eligible to speak," but of genuine participation of relevant community members “stakeholders” in deciding on matters that are affecting their own community and individual development when community members are well-managed and considered project stakeholders in development projects. According to community members, people should be able to participate in all stages of community development projects, including planning, execution, and evaluation. The members of the community should decide on the direction, change, and trend of development programs and projects. In every case, stakeholders remain the most crucial factor. Community members want effective service delivery and the highest level of stakeholder engagement.

Community members want full accountability from the appointed councilors, while expecting service delivery. People want fair appointment of service providers for their projects. Community members want to benefit from the 30% of the local entities that want to be given a chance as subcontractors. People want to be in charge of their development projects and they have own views/opinions about their projects, they want to be involve in all phases of the project.

8. References

Sisto, R., Lopolito, A. and Van Vliet, M., 2018. Stakeholder participation in planning rural development strategies: Using backcasting to support Local Action Groups in complying with CLLD requirements. *Land Use Policy*, *70*, pp.442-450.

Mashali, A., Elbeltagi, E., Motawa, I. and Elshikh, M., 2020. Stakeholder management: an insightful overview of issues.

Mints, A. and Kamyshnykova, E., 2021. Fuzzy methods of stakeholder prioritisation in the context of stakeholder management. *International Journal of Learning and Change*, *13*(4-5), pp.372-398.

Nguyen, T.S. and Mohamed, S., 2018. Stakeholder management in complex projects. In *The 7th World Construction Symposium* (pp. 497-506).

Marques, P., Bernardo, M., Presas, P. and Simon, A., 2019. Corporate social responsibility in a local subsidiary: internal and external stakeholders' power. *EuroMed Journal of Business*.

Guðlaugsson, B., Fazeli, R., Gunnarsdóttir, I., Davidsdottir, B. and Stefansson, G., 2020. Classification of stakeholders of sustainable energy development in Iceland: Utilizing a power-interest matrix and fuzzy logic theory. *Energy for Sustainable Development*, *57*, pp.168-188.

Eskerod, P. and Larsen, T., 2018. Advancing project stakeholder analysis by the concept 'shadows of the context'. *International Journal of Project Management*, *36*(1), pp.161-169.

Purnomo, I.R.B.R., 2015 The Influence of Effective Communication Strategy on Consciousness and UMKM Taxpayer Compliance. *Religación*, *4*, pp.135-147.

Awan, H.W, Kashif, A. and Zulqarmain, W (2015). Impact of Project Manager's Soft Leadership Skills on Project Success, *Journal of Poverty, Investment and Development* 1(8):27-43.

Gewalal, C and Beker, M. (2015). Project manager attributes influencing project success in the South African construction industry. *Journal A of CTA Structilia,* 22 (1):33-45.

Dubai, M.M. (2018). Evaluating the Role of Project Team Factors in Determining the Project Success: Scale Validation. *Journal of Internet Banking and Commerce*, 23 (2):2-10.

Chan, A.P. Scott, D. and Chan, P.L (2014).

Factors Affecting the Success of a Construction Project. *Journal of Construction Engineering and Management,*13 (1):153-155. Chinyio, E, Mushatat, S and Oloke, D. (2015). Factors Effecting Performance of Projects: A Conceptual Framework*. International Journal of Scientific and Engineering Research*, 6(4):670-674.

Danborg, T.., Grisales, R. and Lopez, N. (2018).The Link between Project Management Leadership and Project Success.

Danborg, T., Grisales, R. and Lopez, N.(2018).The Link between Project Management Leadership and Project Success.

Dunna, B. (2008). Success Factors for Effective Implementation of Project Controls in Contracting Companies: A qualitative study.

Wambui, D. N., Ombuiz, K. and Kagiri, A. (2015). Factors Affecting Completion of Road Construction Projects in Nairobi City County: Case Study of Kenya Urban Roads Authority (KURA). *International Journal of Scientific and Research Publications*, 5 (11):15-25.

Zuofa, T., and Ochieng, E. G. (2014). Project failure: The way forward and panacea for development. International Journal of Business and Management, 9(11): 59-71.

Valero, J.N (2015). Effective Leadership in Public Organizations: The Impact of Organizational Structure in Asian Countries. Journal of Contemporary Eastern Asia,*14 (2):69-79.*

Setsetse, G.D and Mkansi, B.R. (2019).The Role of Managerial Leadership in Service Delivery, the Case of Ngaka Modiri-Molema District Municipality: Northwest Province, South Africa.

Brewer, Gene A., and Richard M. Walker. (2020), "The Impact of Red Tape on Governmental Performance: An Empirical Analysis." J*ournal of Public Administration Research and Theory,* 20(1):233-57.

Birasnay, M. (2018). Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership. *Journal of Business Research*, 67(3):1622-1629.

Wright, B.E and Pandey, S.K. (2018).Transformational Leadership in the Public.

Lowe, K.B, Kroeck, C., and Sivasubramaniam, N. (2019). Effectiveness Correlates of Transformational and transactional Leadership: A Meta-Analytic Review of The MLQ Literature. *Leadership Quarterly,* 7(3):385-425.

Fanning, F.E. (2021). Adapting PMBOK Guidance to Public Sector Projects. *An International Journal*, 7(3):104-109.

Bredillet, C (2019). What is a good project manager? An Aristotelian perspective." *International Journal of Project Management*, 33(2): 254-266.

A. Gönül, D. 2018. A Study on the Relationships between the Information. *Advances in Management and Applied Economics,* 4(3):97-107.

Afshar Jalili, Y. and Salemipour, F. 2019. Group organizational citizenship behavior and knowledge sharing: The moderating role of workgroup emotional climate. *VINE Journal of Information and Knowledge Management Systems,* 50(1):117-135.

Ajmal, M., Khan, M. and Al-Yafei, H. 2019. Exploring factors behind project scope creep – stakeholders' perspective. *International Journal of Managing Projects in Business,* 13(3):483-504.

Alam, M.K. 2020. A systematic qualitative case study: QUESTIONs, data collection, NVivo analysis and saturation. *Qualitative Research in Organizations and Management,* 16(1):1-31.

Alice, Z. 2017. The contribution of a brand spokesperson's voice to consumer-based brand equity. *Journal of Product and Brand Management,* 26(5):492-502.

Amagoh, F. 2019. Leadership development and leadership effectiveness. *Management Decision,* 47(6):989-999.

Andersson, R. and Pardillo-Baez, Y. 2020. The Six Sigma framework improves the awareness and management of supply-chain risk. *The TQM Journal,* 32(5):1021-1037.

Arthur, L. 2021. McGregor's legacy: thoughts on what he left, what transpired, and what remains to pursue. *Journal of Management History,* 217-237.

Audrey, G. 2021. Entrepreneurial and SME marketing. *Journal of Research in Marketing and Entrepreneurship,* 13(2):137-145.

Avery, G.C and Ryan, J. 2021. Applying situational leadership in Australia. *Journal of Management Development,* 21(4):242-262.

Azadeh, R., Pouria, K. and Linying, D. 2017. Motivating users toward continued usage of information systems: Self-determination theory perspective. *Computers in Human Behavior,* 263-275.

Badenhorst, A. 2017. Management practices to mitigate barriers in reverse logistics. *Journal of Contemporary Management,* 14(1):595-623.

Bala, C. and Peter, L. 2018. Driving renewal: the entrepreneur-manager. *Journal of Business Strategy,* 29(2):14-21.

Barclay, J.M. 2019. Improving selection interviews with structure: organisations' use of "behavioural" interviews. *Personnel Review,* 30(1):81-101.

Bates, S. 2020. The number 1 requirement for exiting this recession: rebuild trust! Recent survey reveals trust as critical. *Business Strategy Series,* 11(2):81-83.

Beddoe, L. 2017. Harmful supervision: A commentary. *The Clinical Supervisor*, 36(1):88-101.

Bennett, R. 2015. Facilitators and barriers to the assimilation of function-specific executives into senior management roles. *Career Development International,* 20(4):315-338.

Bluckert, P. 2015. Critical factors in executive coaching – the coaching relationship. *Industrial and Commercial Training,* 37(7):336-340.

Bone, H. 2017. The effects of financial and non-financial performances towards the managerial performances with interpersonal trust as a mediation variable. *International Journal of Law and Management,* 59(6):1190-1202.

Boppana, V.C. and Damian, G. 2021. Improvement of manufacturing operations at a pharmaceutical company: A lean manufacturing approach. *Journal of Manufacturing Technology Management,* 23(1):56-75.

Borgström, B. 2018. Towards a methodology for studying supply chain practice. *International Journal of Physical Distribution and Logistics Management,* 42(8/9):843-862.

Brew, A. 2017. Academic Autonomy and Research Decision-Making: The Researcher's View. *Autonomy in Social Science Research,* 4:47-64.

Braun, F. C., Avital, M., and Martz, B. (2019). Action-center ed team leadership influences more than performance. *Team Performance Management*, 18(34):176-195.

Cornelius, D. (2020). Conference Focuses on Leadership and Project Management as the Crossroads of Project Success. PM Network, 28.

Clements, J.P. and Gido, J. (2019). *Effective project management*. 5th ed. Australia: South-S Cengage Learning.

Wamsler, C., 2017. Stakeholder involvement in strategic adaptation planning: Transdisciplinarity and co-production at stake? *Environmental Science & Policy*, *75*, pp.148-157.

Micheal J, Deepak T. J and Tong, I. S. Y. (2014). Ranking the Factors that Influence the Construction Project Management Success: Malaysian Perspective. Civ. Environ. Res, 6(1):80-88.

Ellis, R. (2019). *Communication skills: Stepladders to success for the professional*. (2nd ed). Bristol: Intellect Books.

Emmitt, S. and Gorse, C.A. (2019). *Construction communication*. Oxford: Blackwell Publishing.

Project Management Institute (PMBOK). (2018). A guide to the project management body of knowledge (PMBOK guide). 4th ed. Newtown Square, Pa: Project Management Institute

Steyn, H. (2019). *Project management: a multi-disciplinary approach*. 3rd rev. ed. Pretoria: FPM Publishing Nielsen, D. (2020). Project communications: how to keep your team engaged and informed.[online]. Available from: <http://www.projectsmart.co.uk/projectcommunications-how-to-keep-your-team-engaged-and-informed.html>. [Accessed 15 September 2018].

Riaz, A, Tahir, M. M and Noor, A (2019). Leadership is vital for Project Managers to achieve Project Efficacy. *Research Journal of Recent Sciences*, 2(6):99-102.

Murugesan, R (2017).Characteristics and Skills of Leadership for Project Performance. *Journal of Business Management and Social Sciences Research*, 1 (3):1-9.

Jiang, J (2019).The Study of the Relationship between Leadership Style and Project Success. *American Journal of Trade and Policy*, 1 (1):52-55.

Hazy, J.K. and Uhl-Bien, M, (2019)."Towards operationalizing complexity leadership: How Generative, Administrative and Community-Building Leadership Practices enact Organizational Outcomes". Management Department Faculty Publications. Paper 108.

Back, W. E (2021). An Organizational Approach to Leadership Development for Engineering and Construction Management Project Practitioners*. International Journal of Business, Humanities and Technology*, 2 (2):121-131.

Amadi, C., Carrillo, P. and Tuuli, M., 2019. PPP projects: improvements in stakeholder management. *Engineering, Construction and Architectural Management*.

Andriof, J., Waddock, S., Husted, B. and Rahman, S.S., 2017. *Unfolding stakeholder thinking: theory, responsibility and engagement*. Routledge.

Annual report, 2019. *Stellenbosch Municipality annual report2017/18 financial year*. (Published 2019) https://www.stellenbosch.gov.za/council/meeting-schedules/council/2019-council-meetings/7682-25th-council-meeting-addendum-2017-18-annual-report/file [accessed 07 April 2020].

Bartel, C., Baldi, C. and Dukerich, J.M., 2016. Fostering stakeholder identification through expressed organizational identities. *The Oxford handbook of organizational identity*, 474-493.

Beringer, C., Jonas, D. and Kock, A., 2017. Behavior of internal stakeholders in project portfolio management and its impact on success. *International Journal of Project Management*, *31*(6):830-846.

Black, K., 2019. *Business statistics: Contemporary decision making*. John Wiley and Sons.

Babbie, E., 2021. Qualitative field research. *The practice of social research*, *9*:298-300.

Biber, S.H., Hesse-Biber, S.N. and Leavy, P. eds., 2016. *Emergent methods in social research*. Sage.

Braun, V., Clark V. 2016, «. *Using thematic analysis in psychology» Edward Arnold*.

Bourne, L., 2016. *Stakeholder relationship management: a maturity model for organisational implementation*. CRC Press.

Brown, K., Weinstein, N. and Creswell, J. (2021). Trait mindfulness modulates neuroendocrine and affective responses to social evaluative threat. *Psychoneuroendocrinology*, 37(12):2037-2041.

Burke, R. and Barron, S., 2017. *Project management leadership*. Burke publishing.

Caldwell, B., 2015. *Beyond positivism*. Routledge.

Charmaz, K., 2016. *Constructing grounded theory: A practical guide through qualitative analysis*. sage.

Colvin, R.M., Witt, G.B. and Lacey, J., 2016. Approaches to identifying stakeholders in environmental management: Insights from practitioners to go beyond the 'usual suspects'. *Land Use Policy*, *52*:266-276.

Creswell, J.W., 2015. *30 essential skills for the qualitative researcher*. Sage Publications.

Creswell, J.W. 2013, *“Educational research: planning, conducting*, *and evaluating”*, W. Ross MacDonald School Resource Services Library, Los Angeles and London.

Dooley, D. and Gullickson, T., 2015. Social research methods. *Psyccritiques*, *40*(10).

Drucker, P., 2019. *Management.* Routledge.

Eskerod, P. and Jepsen, A.L., 2016. *Project stakeholder management*. Routledge.

Evans, V., 2017. *Glossary of cognitive linguistics*. Edinburgh University Press.

Franzén, F., Hammer, M. and Balfors, B., 2015. Institutional development for stakeholder participation in local water management—An analysis of two Swedish catchments. *Land Use Policy*, *43*:217-227.

Gagnon, Y.C., 2019*The case study as research method: A practical handbook*. PUQ.

Gerstenmaier, J. and Mandl, H., 2021. Constructivism in cognitive psychology.

Halbert, T. and Ingulli, E., 2012. Law and Ethics in the Business Environment, ed. *South-Western, Mason*, 42-45.

Hammad, S., 2018. Investigating the stakeholder management in construction projects in the Gaza Strip. *Investigating the Stakeholder Management in Construction Projects in the Gaza Strip*.

Henning, E., Van Rensburg, W. and Smit, B. (2013). *Finding your way in qualitative research*. Pretoria: Van Schaik Publishers.

Kaboub, F., 2018. Positivist paradigm. *Encyclopedia of counselling*, *2*(2):343.

Kothari, C.R., 2014. *Research methodology: Methods and techniques*. New Age International.

Larson, E. and Gray, C., 2013. *Project management: The managerial process with MS project*. McGraw-Hill Education.

Long, C.M., 2018. Getting in Each Other's Way: Enlarging the Possibilities of Sustainable Community Development through Communication.

LYDEARD, S., 1991. The Questionnaire as a research tool. *Family practice*, *8*(1):84-91.

Li, L., Tong, H., Wang, Y., Shi, C., Cao, N. and Buchler, N., 2017, August. Is the whole greater than the sum of its parts?. In *Proceedings of the 23rd ACM SIGKDD International Conference on Knowledge Discovery and Data Mining* (295-304).

Macionis, J.J. and Gerber, L.M., 2019. *Sociology* 7th Canadian Edition. Canada: Pearson.

Malhotra, N.K. and Malhotra, N.K., 2018. *Basic marketing research: Integration of social media*. Boston: Pearson.

Managa, A., 2018. Unfulfilled promises and their consequences: A reflection on local government performance and the critical issue of poor service delivery in South Africa.

Mok, K.Y., Shen, G.Q. and Yang, J., 2015. Stakeholder management studies in mega construction projects: A review and future directions. *International Journal of Project Management*, *33*(2):446-457.

Molwus, J.J., 2018. *Stakeholder management in construction projects: a life cycle-based framework* (Doctoral dissertation, Heriot-Watt University).

Nleya, N., 2019. Linking service delivery and protest in South Africa: an exploration of evidence from Khayelitsha. *Africanus*, *41*(1):3-13.

Noor, K.B.M., 2018. Case study: A strategic research methodology. *American journal of applied sciences*, *5*(11):1602-1604.

Oppong, G.D., Chan, A.P. and Dansoh, A., 2017. A review of stakeholder management performance attributes in construction projects. *International Journal of Project Management*, *35*(6):1037-1051.

9. APPENDICES

9.1 APPENDIX A

QUESTIONNAIRE

Title: Stakeholder management factors influencing service delivery project failures at Engcobo.
Dear Respondent; You are requested not to write your name or any marking that will identify you, this is an academic exercise and is not compulsory. If you do not want to participate please indicate from the onset –no information given by you will be shared with anyone else. You are protected.

SECTION A:
BIOGRAPHY

1. 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. Please indicate your gender below.

Male	**Female**	**Other**

If other, please specify ……

3. What is your home language?

IsiXhosa	IsiZulu	Afrikaans	Sotho	Other

4. Please indicate your highest school qualification.

No matric	Matric	Diploma / technician	Degree +

If other, please specify ……

5. Please indicate your position / role in the Engcobo community.

Administration	Project managers	Community leaders	Other

Other please specify……

6. How long have you been involved in community projects here, cross the right box.

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

7. Please indicate the type of projects you are / have been involved in.

Construction	Electrical	Service delivery	Agriculture	IT	Other

If other please explain below; ……

8. Are you directly involved with construction projects in the Engcobo area?

Not at all	Sometimes	Always	Other

If other please specify ……..

9. Anything else you want to say about construction service delivery projects in Engcobo, list them

- **……**
- **……**
- **……**
- **……**

SECTION B
Stakeholder management assessment

Please use the Likert Scale provided to enable us to understand stakeholder management impact on construction projects delivery. Rank from 1-5; 1 = strongly disagree, 2 = disagree, 3 = neutral / indifferent, 4 = agree and 5 = strongly agree. Please mark where it is appropriate with an X.

	Stakeholder management factors influencing service deliv project failures at Engcobo.	Strongl	Disagre	Indiffer	Agree	Strongl
	EFFECTIVENESS OF STAKEHOLDER MANAGEMENT	%	%	%	%	%

1	Proper stakeholder management gives successful project execution.	1	2	3	4	5
2	Biased stakeholder plan may lead to project sabotage by the community	1	2	3	4	5
3	Detailed stakeholder management plan should be drawn from the on set	1	2	3	4	5
4	Stakeholders have a major impact on project success/failure	1	2	3	4	5
	PROPER STAKEHOLDER MANAGEMENT OUTCOMES					
5	There are always good outcomes when stakeholders are well managed.	1	2	3	4	5
6	Good project leadership does not need to manage project stakeholders.	1	2	3	4	5
7	Stakeholder classification needs to be done for effective management.	1	2	3	4	5
8	Stakeholders are critical for the eventual success of a project deliverable.	1	2	3	4	5
9	Stakeholder consultation allows for reduction in dysfunctional conflicts.	1	2	3	4	5
	STAKEHOLDER MANAGEMENT AND SERVICE DELIVERY					
10	Service delivery results are from effective stakeholder engagement.	1	2	3	4	5
11	Service delivery projects are sometimes compromised by stakeholders.	1	2	3	4	5
12	Municipal top structures must interact with communities frequently.	1	2	3	4	5
13	Unsatisfactory conduct by project leaders leads to community unrest.	1	2	3	4	5
14	The community must be involved to avoid disruptive strikes on delivery.	1	2	3	4	5
	STAKEHOLDER ENGAGEMENT BY PROJECT MANAGERS					
15	Project Managers must engage all stakeholders before project initiation.	1	2	3	4	5
16	Appropriate strategies should be used to manage stakeholders effectively.	1	2	3	4	5
17	There is no need to engage stakeholders if the project leader is good.	1	2	3	4	5
18	Certain leadership styles promote engagement and mitigate project failure.	1	2	3	4	5
19	Failure to engage stakeholders may lead to projects being behind schedule.	1	2	3	4	5
20	Too much stakeholder engagement may cause more confusion and delays.	1	2	3	4	5

	STAKEHOLDER IDENTIFICATION AND CLASSIFICATION					

21	Stakeholder classification is imperative for successful project execution.	1	2	3	4	5
22	A properly classified stakeholder lot allows for effective management.	1	2	3	4	5
23	When the impact of a stakeholder is known it is easy to pre-empt problem.	1	2	3	4	5
24	Proper identification of stakeholder and classification reduces conflicts.	1	2	3	4	5
25	Stakeholders are classifiable into internal and external stakeholders.	1	2	3	4	5
	STAKEHOLDER POWER AND INTEREST					
26	High power high interest stakeholders are managed closely.	1	2	3	4	5
27	Projects suffer because stakeholders are not treated the same project managers prioritize stakeholders with more resources to support projects	1	2	3	4	5
28	Proper Stakeholder identification leads to project acceptance.	1	2	3	4	5
29	Proper stakeholder management can lead to effective service delivery.	1	2	3	4	5
30	Most Project leaders consider engaging teams as less important during project execution.	1	2	3	4	5

Any information you would want to add on this section please enter in bullets below

- ……
- ……
- ……
- ……
- ……

SECTION C
The end

1. **Please list at least 5 things you think are responsible for the failure of service delivery projects in Engcobo:**

……

……

……

……

……

2. **What would you have done differently yourself, state at least 5 important things you could have done:**

……

……

……

……

……

3. **Should you feel that anything has been omitted feel free to add your comments:**

……

……

……

……

……

THANK YOU FOR YOUR PARTICIPATION AND BE REST ASSURED, NONE OF THE INFORMATION PROVIDED HERE WILL BE GIVEN OR SHARED WITH ANYONE. APOLOGIES IF THIS MAY HAVE OFFENDED YOU IN ANY WAY YOUR PARTICIPATION IS MY PRIORITY.

9.2 APPENDIX B

ENGCOBO LOCAL MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER

Phone: 047 – 548 5601
Fax: 047 – 548 1078
buyezweniy@engcobolm.org.za

P.O. Box 24
Engcobo
5050

Enquiries: Buyezweni

20th January 2021

To whom it may concern:

This letter confirms that Engcobo Local Municipality have no objection to **Mandilakhe Makubalo (215155173)** a Masters student of CPUT from a faculty of business under the course: Business Administration in Project Management conducting research towards his Academic thesis of the title: "**Critical Stakeholder Management factors impeding the successful execution of service delivery projects at Engcobo Municipality"** for Engcobo Municipality, within the boundaries of ward 9, 10 and 12

This letter serves as a confirmation that **Mandilakhe Makubalo (215155173)** is granted a consent letter to allow him to continue with his academic research here at Engcobo Local Municipality, as he claim that the findings of the research may be utilized for addressing the current stakeholder management problems within the Municipality Projects.

Regards

M. MOYO
MUNICIPAL MANAGER

ENGCOBO MUNICIPALITY
P O BOX 24
NGCOBO
2021 -01- 20
MUNICIPAL MANAGER
SIGNATURE:.....

9.3 APPENDIX C

Cape Peninsula University of Technology

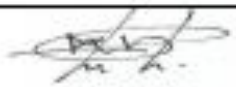
P.O. Box 1906 | Bellville 7535
Symphony Road Bellville 7535
South Africa
Tel: +27 21 4603291
Email: fbmsethics@cput.ac.za

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

The Faculty's Research Ethics Committee (FREC) on **4 May 2021**, ethics **APPROVAL** was granted to **Mandilake Makhubalo (215155173)** for a research activity for **M Tech: Business Administration in Project Management** at Cape Peninsula University of Technology.

Title of dissertation / thesis / project:	Stakeholder management factors influencing service delivery project failures at Engcobo Lead Supervisor (s): Dr L E Jowah

Decision: APPROVED

	2 July 2021
Signed: Chairperson: Research Ethics Committee	**Date**

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

Clearance Certificate No | 2021 FBMSREC 041

9.4 APPENDIX D

22 November, 2021
Pretoria, South Africa

To whom it may concern,

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

STAKEHOLDER MANAGEMENT FACTORS INFLUENCING SERVICE DELIVERY PROJECT FAILURES AT ENGCOBO

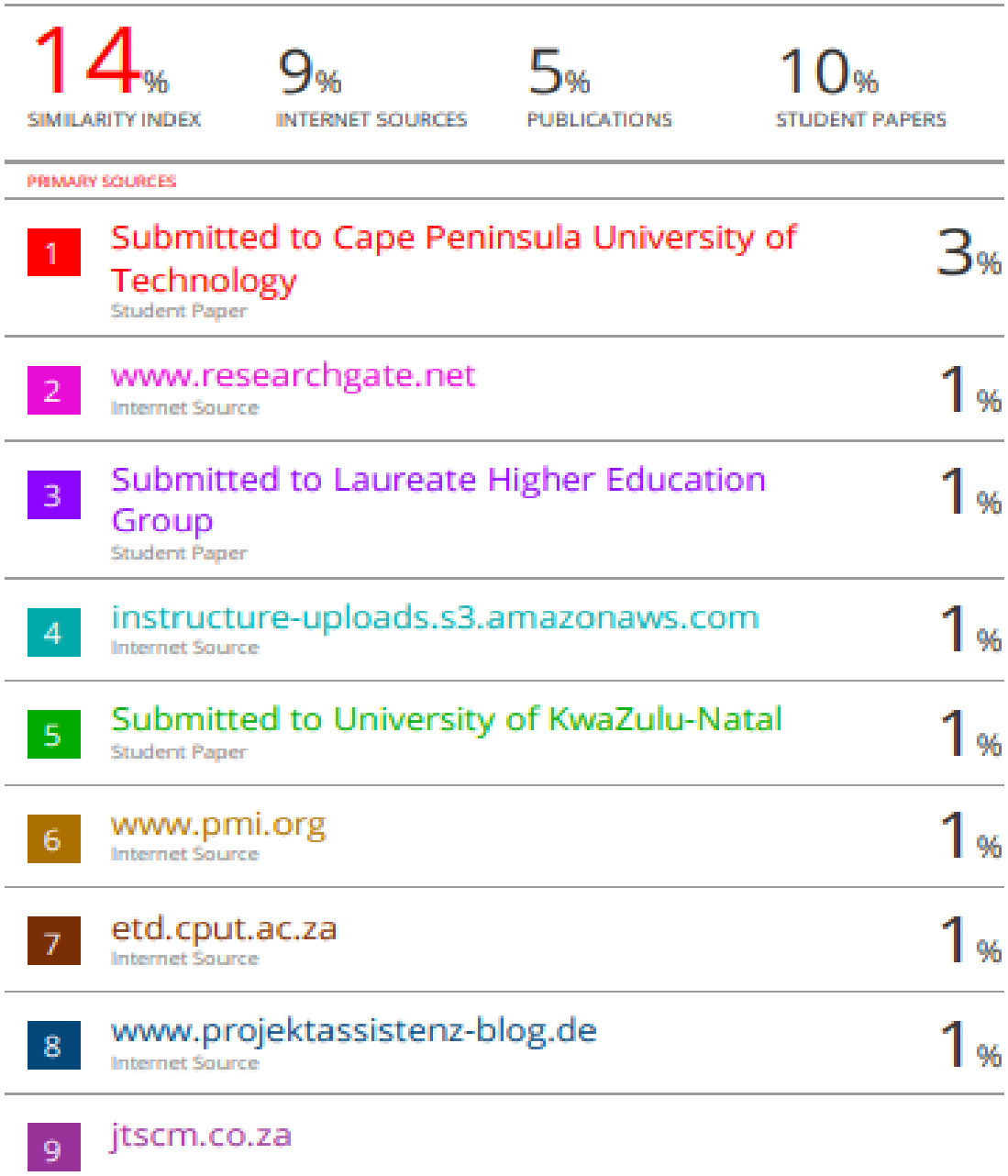
by

Mandilakhe Makubalo

The work was well written overall. The changes were mostly in the areas of spelling, typos, punctuation, grammar, and there were a relatively small number of basic style issues.

Cillié Swart BA (Harvard) MBA (Kuehne)
+27 (0)73 612 0278
pjcswart@transkaroo.net

9.5 APPENDIX E



14%	9%	5%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Cape Peninsula University of Technology Student Paper	3%
2	www.researchgate.net Internet Source	1%
3	Submitted to Laureate Higher Education Group Student Paper	1%
4	instructure-uploads.s3.amazonaws.com Internet Source	1%
5	Submitted to University of KwaZulu-Natal Student Paper	1%
6	www.pmi.org Internet Source	1%
7	etd.cput.ac.za Internet Source	1%
8	www.projektassistenz-blog.de Internet Source	1%
9	jtscm.co.za	

	Internet Source	<1%
10	www.scribd.com Internet Source	<1%
11	Martin Loosemore. "Using multimedia to effectively engage stakeholders in risk management", International Journal of Managing Projects in Business, 2010 Publication	<1%
12	Submitted to North West University Student Paper	<1%
13	www.tandfonline.com Internet Source	<1%
14	Submitted to Charles Sturt University Student Paper	<1%
15	core.ac.uk Internet Source	<1%
16	Mohammadzaman Heydari, Faizul Azli Mohd Rahim, Nur Mardhiyah Aziz. "Developing a Model to Evaluate the Impact of Initiation Activities on Project Success in Iran by Considering Managing Stakeholder Engagement as a Moderator", Iranian Journal of Science and Technology, Transactions of Civil Engineering, 2021 Publication	<1%

17	Submitted to University of Sydney Student Paper	<1 %
18	documents.mx Internet Source	<1 %
19	Submitted to Liverpool John Moores University Student Paper	<1 %
20	"The Corporation and Its Stakeholders", University of Toronto Press Inc. (UTPress), 1998 Publication	<1 %
21	Submitted to University of Central England in Birmingham Student Paper	<1 %
22	www.engbookspdf.com Internet Source	<1 %
23	Submitted to Mancosa Student Paper	<1 %
24	Submitted to University of Ghana Student Paper	<1 %
25	Submitted to Curtin University of Technology Student Paper	<1 %
26	dkzcloud.wordpress.com Internet Source	<1 %

27	Rajablu, Mahmoud, Govindan Marthandan, and Wan Fadzilah Wan Yusoff. "Managing for Stakeholders: The Role of Stakeholder-Based Management in Project Success", Asian Social Science, 2014. Publication	<1 %
28	Submitted to University of South Australia Student Paper	<1 %
29	Submitted to Macquarie University Student Paper	<1 %
30	Submitted to RDI Distance Learning Student Paper	<1 %
31	wrap.warwick.ac.uk Internet Source	<1 %
32	Submitted to Coventry University Student Paper	<1 %
33	Submitted to University of Mary Student Paper	<1 %
34	uir.unisa.ac.za Internet Source	<1 %
35	dspace.library.uvic.ca:8080 Internet Source	<1 %
36	researchspace.auckland.ac.nz Internet Source	<1 %

37	Submitted to University of Bath Student Paper	<1 %
38	hdl.handle.net Internet Source	<1 %
39	link.springer.com Internet Source	<1 %
40	Submitted to Imperial College of Science, Technology and Medicine Student Paper	<1 %
41	Submitted to University of Wales Institute, Cardiff Student Paper	<1 %
42	Submitted to University of Ulster Student Paper	<1 %
43	Submitted to University of Witwatersrand Student Paper	<1 %
44	Submitted to University of Stellenbosch, South Africa Student Paper	<1 %
45	Submitted to University of Sheffield Student Paper	<1 %
46	bspace.buid.ac.ae Internet Source	<1 %
47	shareok.org Internet Source	<1 %

48	Fahmi Ibrahim, Siti Wardah Abd Rahman, Nurul Hafizah Jefri. "chapter 15 Green Consumerism in Brunei Darussalam", IGI Global, 2022 Publication	<1 %
49	Submitted to University of Bradford Student Paper	<1 %
50	Submitted to University of South Africa Student Paper	<1 %
51	Submitted to BPP College of Professional Studies Limited Student Paper	<1 %
52	Patrick Lückmann. "Chapter 2 Theory in Intercultural Project Customer Engagement", Springer Science and Business Media LLC, 2020 Publication	<1 %
53	Submitted to University of Sunderland Student Paper	<1 %
54	stakeholdersofcleonefoodsandasda.blogspot.com Internet Source	<1 %
55	Submitted to Agricultural Research Council Student Paper	<1 %
56	Submitted to Ghana Technology University College Student Paper	<1 %

57	aisel.aisnet.org Internet Source	<1 %
58	www.ukessays.com Internet Source	<1 %
59	Submitted to Asia Pacific University College of Technology and Innovation (UCTI) Student Paper	<1 %
60	Submitted to Billy Blue Group Student Paper	<1 %
61	Ronald K. Mitchell, Bradley R. Agle, Donna J. Wood. "Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of who and What Really Counts", Academy of Management Review, 1997 Publication	<1 %
62	Minds.wisconsin.edu Internet Source	<1 %
63	Submitted to Ghana Telecom University College Student Paper	<1 %
64	Aydan Ismayilova, Gilbert Silvius. "Cradle-to-Cradle in Project Management", International Journal of Circular Economy and Waste Management, 2021 Publication	<1 %
65	Submitted to Loughborough University	

	Student Paper	<1 %
66	Submitted to Waikato University Student Paper	<1 %
67	archive.org Internet Source	<1 %
68	eprints.brighton.ac.uk Internet Source	<1 %
69	iugspace.iugaza.edu.ps Internet Source	<1 %
70	repository.nwu.ac.za Internet Source	<1 %
71	Thomas Wilhelm. "Methodologies", Elsevier BV, 2010 Publication	<1 %
72	Submitted to Universiti Teknologi MARA Student Paper	<1 %
73	docplayer.net Internet Source	<1 %
74	educationedgeca.blogspot.com Internet Source	<1 %
75	eprints.covenantuniversity.edu.ng Internet Source	<1 %
76	ir.cput.ac.za Internet Source	

		<1 %
77	pure.rug.nl Internet Source	<1 %
78	rassweb.org Internet Source	<1 %
79	study4pmp.blogspot.com Internet Source	<1 %
80	tutorsonspot.com Internet Source	<1 %
81	www.stakeholdermap.com Internet Source	<1 %
82	zombiedoc.com Internet Source	<1 %
83	(Universität Leipzig, Institut für Wirtschaftsinformatik). "Proceedings of the 11th International Conference on Wirtschaftsinformatik (WI2013) - Volume 1", Universitätsbibliothek Leipzig, 2013. Publication	<1 %
84	"Managing Technology-Based Projects", Wiley, 2014 Publication	<1 %
85	www.zora.uzh.ch Internet Source	<1 %