



INVESTIGATING THE STAKEHOLDER MANAGEMENT SHOW IN CONSTRUCTION SECTOR.

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Abstract

Construction Stake Holder management(SM) Gain a much of awareness in project management research domain and sector. This is because construction stakeholder management has attained poor industrial feat in the past decades. There is lack of an elaborative tool to manage SM show in construction projects. Hence, this review fills the gap by presenting a conceptual model of SM show attributes comprising show objectives (POs), success factors (SFs) and show indicators (PIs) that could be engage to manage (i.e. benchmark, enhance, monitor, and measure) the show of construction SM. The outcome will benefit professionals and researchers due to the flexibility of selecting a number of attributes that fit the nature, type and stage of projects in order to ensure effective management. It therefore provides a better means of measuring project success in the sector by objectively and subjectively evaluating the level of stake holder and organizational satisfaction in construction project delivery.

Keywords –CSM, Sector, Evaluating, Stake Holder.

1. INTRODUCTION

The essence of stakeholders in construction project planning and implementation has been immensely acknowledged in research [1]. The stakeholders are referred to as entities, having stakes in a project, or who can affect or be affected by project that the focal organization implements in the fulfilment of its objectives [2]. As a result of the diversity in terms of profession, culture, educational level, gender, and spatial distance from project, these stakeholders often present a wide range of interests which are to be met through project delivery. These stakeholders can therefore have substantial influence on projects outcomes. Project SM is expected to provide the project managers (PMs) with enough support to aid the selection of realistic options that will maximize the ultimate value of the project to the stakeholders [3].

SM has attained great success in other sectors such as manufacturing, but on the contrary, the construction sector has a poor record [4]. Specifically, there is lack of well-functioning strategies, plans, methods, or process that PMs can engage. The outcome of this is the use of random SM approach in the construction sector [5]. This eventually ends up in project failure, which is a common phenomenon in the construction sector.

Diverse models have been developed for the measurement of the overall success of construction projects [6]. On the contrary, there is lack of a comprehensive system for managing the show of construction SM. Considerably, [6] developed a set of 15 critical success factors (CSFs) to be applied by PMs to ensure that stake holders are effectively managed. However, these variables are in adequate for enhancing and measuring show. For instance, CSF s only represent what should be done by PMs, but not what set preys to meet or how indicators should be used to measure show. Thus, there will be the need to also use indicators to realize if the level of CSFs engaged is producing the desired results. This review is therefore focused on developing a conceptual model of SM show attributes comprising show objectives (POs), success factors (SFs) and show indicators (PIs) that could be engaged to manage (i.e. benchmark, enhance, monitor, and measure) the show of construction SM.

1.1.PROBLEM STATEMENT

The construction sector has complexity in its nature because it contains a large number of stakeholders as clients, contractors, consultants, regulators and others. Disagreement among participating parties rose during the implementation of projects which adversely impacted the ability of the management teams to deliver the construction project within the time and allocated budget and expected degree of quality. These disagreements are often caused by inappropriate identification and management of the different stakeholders involved in a project amongst other factors. The construction sector in the Pakistan has not fully been able to embrace the vast importance of managing stakeholders involved in projects. It presently focuses largely on the internal stakeholders that include clients, contractors, consultant etc, alienating the external stakeholders who are usually affected by the projects i.e. end users, local, communities, neighboring, and others.

1.2.PAPER OBJECTIVE

The objectives of this research can be summarized as follows:

- To assess the stakeholders based on their influence.
- To identify and rank the most common factors that affecting the stakeholder management process in construction project.
- To evaluate the current practice approaches of stakeholder management in the construction project.

2. LITERATURE REVIEW

The term “stakeholder” is defined as “any group or individual who can affect or is affected by the achievement of the project’s objectives” [7]. as the foundation of stakeholder management, and it is characterized as being one of the broadest, in that it can include virtually anyone [8], described stakeholders as “individuals or organizations that are either affected by or affect the deliverables or outputs of a specific organization”, An increasing number of studies [9], have identified the importance of stakeholder management in

construction projects. However, the construction sector has a poor record of stakeholder management during the past decades owing to the complexity and uncertainty of projects. Many problems of stakeholder management in construction projects proposed by previous scholars include inadequate engagement of stakeholders, project managers having unclear objectives of stakeholder management, difficulty to identify the “invisible” stakeholder, and inadequate communication with stakeholders [10]. In order to solve these problems, project teams need to know what the essentials are for managing stakeholders [11].

There are stakeholders in construction undertakings, just as there are stakeholders in other endeavors. The checklist of stakeholders in a construction project is often large and would include the owners and users of facilities, project managers, facilities managers, designers, shareholders, legal authorities, employees, subcontractors, suppliers, process and service providers, competitors, banks, insurance companies, media, community representatives, neighbors, general public, government establishments, visitors, customers, regional development agencies, the natural environment, the press, pressure groups, civic institutions, etc [12].

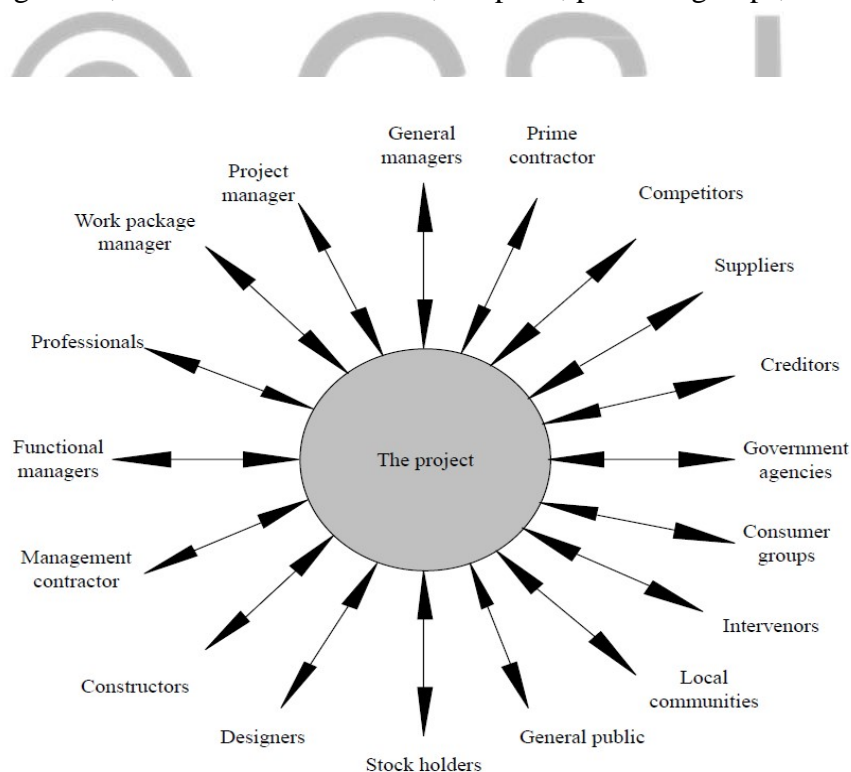


Figure 2.1: Different project stakeholders.

Stakeholders can be divided into internal and external, internal stakeholders being those directly involved in an organization’s decision-making process (e.g. Owners, customers,

suppliers, employees) and external stakeholders being those affected by the organization's activities in a significant way (e.g. Neighbors, local community, general public, local authorities). In construction, there has traditionally been a strong emphasis on the internal stakeholder relationship such as procurement and site management, while the external stakeholder relationships to some extent have been considered a task for public officials via the rules and legislation that concern facility development [13].

Stakeholder group	Objectives and roles
Client	The client can be public or private. The main difference between a private construction project and a public project is that the client and the beneficiary are the same in a private construction project and in the reconstruction housing project the main initiator is the government and benefit accrues to the community affected (Siriwardena <i>et al</i> , 2010).
Consultant	Provides the consultancy advice for the project on designing, evaluating the cost, technical issues/advice (engineering advice electrical, civil etc) (Siriwardena <i>et al</i> , 2010).
Contractor /subcontractors	Engage in actual construction according to the designs, specifications, contract documents communicated by the relevant parties (Siriwardena <i>et al</i> , 2010).
Funding body / Donor	E.g. UN, IDB, ICRC. Address humanitarian issues while providing the necessary funds to the community project. Ensures that the funds are utilized for the purpose. E.g. if a precondition is imposed to spend the money on community development, the donor has to make sure that the funds are used for this particular activity (Siriwardena <i>et al</i> , 2010).
International nongovernmental organizations (INGO's) / Nongovernmental organizations (NGO's)	Acted as the mediator of the funding body and the government. Assisted in constructing tens of thousands of temporary shelters and permanent homes (Siriwardena <i>et al</i> , 2010).

Figure 2.2: Example of Construction Project StakeHolder

throughout the life of the project Project managers need to identify and interact with key institutions and individuals in the project systems environment. An important part of the management of the project systems environment is an organized process to identify and manage the probable stakeholders in that environment, and determine how they will react to the project decisions [14]. Stake Holder further clarified the premises underlying project stakeholder management, which includes making deliberate efforts to exert influence on project stakeholders in order to gain their contributions to the project, allocating limited resources in such a way that they achieve the best possible results, and expanding efforts spread across a range of stakeholders than concentrated on a few. Therefore, project stakeholder management is indispensable to control the negative impacts of stakeholders, maximize the perceived benefits, and achieves the preset mission [15].



Figure 2.3: Key elements in the project Lifecycle

Project Cycle puts forward similar process model centering on Identifying stakeholders; gathering information about stakeholders; analyzing the influence of stakeholders. The process could be managed in the following three steps identifying stakeholders; prioritizing stakeholders; developing a stakeholder engagement strategy. [15] considers identifying

stakeholder; prioritizing stakeholders, visualizing stakeholders; engaging stakeholders, and monitoring effectiveness of communication as the basic steps for stakeholder management. stakeholder management, which includes making deliberate efforts to exert influence on project stakeholders in order to gain their contributions to the project, allocating limited resources in such a way that they achieve the best possible results, and expanding efforts spread across a range of stakeholders than concentrated on a few.

3. MEHODOLOGY:

To achieve the study objectives, the below data were collected

To achieve the prey some questionnaire was prepared and later after send to the concerned department for the verification of stake holder involvement in project implementation in preyed area.

The prey population consists of experts, project managers and consulting engineers, from diverse organizations with experience and with direct contacts in their jobs in the stakeholder management. As the population of the research is limited, the 56 governmental agencies, NGO's and INGO's are the preyed sample to be those who were involved in the stakeholder management in the Pakistan and illustrated in Table 3.1.

- (i) Questionnaire send to government department for the verification of stakeholder involvement in any project. The role of stakeholders in completing any project.
- (ii) Questionnaire send to Private sector like NGO's and INGO's for to verification the stakeholder involvement in a project, and how their involvement can reduced the conflict when the problem arise during project, their attitude and some more questionnaire.
- (iii) The No of Questionnaire send to concerned department are listed below.

#	Type	No
1	Government and Semi Government.	33
3	NGO's	7
4	UN agencies and INGO's	16
	Total	56

Table 3.1: Sample categorize

Although the sample population are (56) organizations, (75) questionnaires were distributed to the same sample, since within the same organization, especially the UN agencies and INGO's many construction projects are executed, and with the same institution there is more than one project manager, and to overcome the risk of not responding from the respondents and to reflect higher reliability and benefits for the study.

4. RESULT AND CONCLUSION:

The Conclusion of this Research paper can be summarized as

To obtain the proper objective of the paper, the following process would have done for to achieve the objective by using collection of data, technical survey etc. etc. The 1st Process to achieve the goal is to identify the rank of Stakeholder, the 2nd objective was to identify the stakeholder's engagement level based on their influence, the 3rd objective was to evaluate the current practice approaches of stakeholder management in the construction project, and the last objective was to propose a framework for stakeholder.

Based on the results obtained from this research, the following conclusions of the research are drawn:

A total of 30 factors affecting the stakeholder management process were synthesized in six groups in the survey, which were shown to be reliable. Data were collected from a

representative sample of professional governmental institutions, municipalities, NGO's, UN agencies and INGO's in the Pakistan. The findings from the study show that 23 factors are regarded as critical for the success of the stakeholder management process in construction projects by most respondents. The most top three factors that affect the stakeholder management process in construction project in the Pakistan were ranked based on their *Relative Importance Index* are: hiring a project manager with high competencies (RII = 94.4%), transparent evaluation of the alternative solution based on stakeholder concern (RII = 91.6%), and ensuring effective communication between the project and its stakeholder (RII = 90.2 %).

There are variances in the degree of influence toward the construction projects among the set of stakeholders which were selected in this research, and the concealed results show the stakeholder priority in order of the influence index, ranking from highest to lowest influence impact on the construction project in the Pakistan according to the following:

- Client is the top of the list (1st position);
- Donor follow with the high scores (2nd position);
- Consultant scores the (3rd position);
- INGO's/ NGO's in the (4th position);
- Contractor scores (5th position);
- Beneficiary/ End-user scores (6th position);
- Governmental authority in the (7th position);
- Landowner/ Neighborhood with negative index (8th position);
- General public with negative index (9th position).

5. RECOMMENDATION:

Based on the outcomes of the study it is strongly recommended to

- It will be necessary to conduct additional research on the private construction projects, since this type of project is growing rapidly, as a result of the demand for the private housing projects is increased in the Gaza Strip.
- Further research is needed to examine and evaluate the application of the stakeholder assessment in construction project management across different stages and levels of project execution with internal as well as external stakeholders. Additionally, a sensitivity analysis of how the weighted distribution of stakeholder attribute value will affect the analysis and the conclusions drawn from it should be undertaken.

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